

CLIENT:

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1 SUMMARY

The overall assessment of the Evaluator is that, in order to fully exploit its potential, the CADSES Programme requires certain modifications pertaining to the operation mode of its management and implementation system to bring about improvements in the rate of implementation progress. The main conclusions and recommendations per subsection of the Mid-Term Evaluation are presented below.

1.1 Main Conclusions and Recommendations about the CADSES Programme

1.1.1 On the Evaluation Approach

The preparation of the Mid-Term Evaluation report for the CADSES CIP management and implementation is based on the analysis of information from programme and other documents, questionnaires, interviews and discussions with the key parties of the Programme. Unfortunately, there is no available progress data that would reflect on the implementation of individual projects, for the Evaluator to assess and verify the quantification of indicators, and corroborate the qualitative elements of evaluation.

For the purposes of an extended mid-term evaluation and of the ex-post evaluation the full activation of the managing and monitoring system is required.

1.1.2 On the Relevance of Strategy

There seems no apparent need for changes in the SWOT analysis and in the formulated strategy included in the CIP. However, it is imperative that the Programme is amended to incorporate the results of the Task Force "Managing Transition" and of the New Neighbourhood Programme initiative of the EC, thus taking into account the emerging realities due to the European Union enlargement.

The fundamental weakness of CADSES' s planning originates from the arrangement of Programme objectives across a very broad spectrum, resulting in the potential achievement of marginal improvements in numerous thematic fields without having really either the organisational or the funding capacity to contribute significantly to the resolution of long-standing, structural problems.

Therefore there is a need to modify main strategic concepts of the CIP CADSES in anticipation of the impending accession and coordination with the requirements of the New Neighbourhood Programme.

1.1.3 On the Indicator System

The CADSES CIP and Programme Complement, contain context and Programme Structure indicators, which are relevant at the priority level, and various sets of Output, Result and Impact indicators per Measure. However in all instances these remain non-quantified, providing therefore no “measuring stick” by which to assess, via systematic and explicit means, the Programme’s implementation progress and degree of actualisation of objectives. Even though, the statements contained in the section titled “Quantification of the objectives” at Measure level, are expressed in quantitative form and do provide some general guidelines about the expected physical outcome of the Measures, these are not adequate substitutes for Output indicators.

Therefore the following are recommended:

- ✓ *Urgent action is required by the Managing Authority to address the void in the quantification of the Output, Result and Impact indicators to assure the efficient monitoring of the Programme. Particular attention to linking the quantified indicators at the Measure level directly to the output and result indicators in the projects is required.*
- ✓ *Compare and contrast the physical content and likely outcomes of the approved projects with the Output indicators at Measure level and address inconsistencies and/or deviations.*

1.1.4 On the Financial and Output Progress

Up to the point of reference of the MTE (November 2003), there has not been yet available monitoring data. Nevertheless, while there is lack of quantified indicators and data on actual outputs, it is possible to compare (at Measure-level) the expected physical outputs of the approved projects so far, with the planned output indicators and quantified objectives set out in the Programme Complement, as well as to the major objectives set out in the CIP. The comparison between these data categories, indicated by the correlation of indicators signified by the colouring of rows in Table 10, points out that an obvious and clear-cut connection and consistency exists on two levels:

- ✓ *Between project- (inducted physical output) and Measure-level (output indicators, quantified and CIP objectives);*
- ✓ *Between different programming documents (CIP, Programme Complement) and data from approved projects, whereby initial policy lines have been incorporated into projects and specialised into actions at the approval level.*

Beyond that level, the lack of available data regarding the financial progress of CADSES (payments), due to the fact that no substantial number of financial requests has come to the Paying Authority yet, prevents the assessment of progress in actually meeting the stated objectives. Overall, the evaluation of the effectiveness of the projects proves to be not possible due to the very short period of time the projects have been running and the lack of monitoring information.

Immediately deploy the full resources of the Managing Monitoring System to provide accurate information about the progress of implementation.

1.1.5 On the Quality of Joint Implementation Procedures

The development of joint standards for action at the trans-national level is arguably the hardest task for the parties involved in Programme management and implementation, therefore it is imperative that an administrative framework is developed gradually whereby the prevalent incentive structure rewards joint action and, by contrast, discourages unilateral or one-sided behaviour that undermines the possibility of reaching common ground and objectives.

The flow of information about Programme requirements and administrative proceedings is not deemed adequate and effective enough, in terms of providing access to important documents, consultation proceedings and enabling the parties to respond effectively to the various demands of the management and implementation processes.

Part of the difficulties associated with project selection is linked to the rather diffused nature of the spatial development concept, which cannot be easily operationalised in order to provide a basis for suitable selection criteria. Furthermore, the rules and the criteria set in the Assessment Manual are strict and secure transparency in the selection procedures. However, the Assessment Manual was only developed during the course of the preparation for the 2nd Call for Proposals and was not available during the 1st Call at all.

According to the MA, the Programme Managing and Monitoring database described in the CIP has been installed, is operational and interconnected, with all CADSES parties having received their personal codes, thus been able to use the system for reporting. However, none of the parties mentioned above have received sufficient training so far to enable them to utilize the system.

The time lapsed from the moment the contracts are sent out by JTS to LPs to be signed and returned is the lengthiest time frame in the subsidy contract issuance procedure, lasting an average period of 52 days. The second lengthiest period in this procedure occurs when the subsidy contracts that

are sent by the JTS to MA for signature and returned signed, lasting an average period of 48 days.

Therefore the following are recommended:

- ✓ *In the broader context, the existing regulatory framework of the Structural Funds should take into account specific governance problems of trans-national co-operation, versus focusing largely on implementation within national context;*
- ✓ *Accelerate the development of joint standards by the exchange of experiences between CADSES participants and the identification of good practises in different know-how areas (procedures, staffing of units, forms, etc.);*
- ✓ *Composition by the JTS of a draft handbook of CADSES standard procedures that contains the different forms, agreements, standard letters and administrative procedures for the NCCPs, the TCCPs, and the Project Partners on filing reports, signing agreements and claiming payments;*
- ✓ *Provision of Technical Assistance in the organised form of specialist seminars that would help CADSES participants and to selected LP-staff, particularly from newcomer to the EU countries, to better comprehend the substance of the rules and to assist individual project implementation on a faster and more effective pace;*
- ✓ *The project selection criteria at the Measure level should be specified and then quantified along with relevant modification of application process;*
- ✓ *The MA must ensure the subsequent monitoring and regular updating of all Programme indicators as part of the monitoring process. Indicate also to LPs and Project Partners which information is required and must be collected, and how it is being used to measure the output and the result of projects;*
- ✓ *Continuous monitoring of MA and JTS performance via the “process metrics” that measure the time lapsed between administrative proceedings and persistent overseeing of administrative procedures to improve performance rates and thus to accelerate the pace of Programme implementation.*

1.1.6 On the Quality of Programme Management

As a general note, it is safe to assume that certain parties are not adequately well informed on the programme management structure of CADSES, and as a result their answers in the field survey conducted by the Evaluator mirror their lack of ample comprehension of present structures rather than the inefficiency of the structures themselves.

Beyond being strictly a perception problem, the efficacy of the implementation system as a whole could be benefited by the provision of clearer guidance, stronger leadership and additional institutional support (to the NCCs) by the Managing and Paying Authority, given their central role in the management and implementation system of CADSES. Recognizing that the MA, aided by the Joint Secretariat, must function as the main “driving force” of the Programme is consistent with the fact that from now onwards, the focus of CADSES moves from project generation to project implementation, whereby monitoring tasks and financial delivery and reporting obligations will be increased and subjected to second and third-level controls and audits by the responsible parties.

In CADSES, it is clear that no “spatial development culture” in the programme co-operation is active yet. In addition, the lack of trans-national contacts (due to lack of preparatory procedures) potentially jeopardizes the quality for some projects.

The statistics of the implemented partnerships thus far demonstrate that:

- ✓ Italy is the most common EU partner country;
- ✓ Hungary and the Czech Republic are the most common non-partner countries;
- ✓ The weakest participation in project partnership is demonstrated by Albania, Bulgaria, the Federal Republic of Serbia and Montenegro, FYROM and Ukraine;
- ✓ Bosnia-Herzegovina and the Republic of Moldova do not participate in any project partnership.

As summarised from the responses in the field survey, the Lead Partners in particular, have encountered:

- ✓ At project-level, erroneous assumptions or guidance during initial planning; problems in sorting out project eligibility;
- ✓ Lack of expressed interest or demand by would-be recipients;
- ✓ Lack of experienced, trained staff, experts and know-how of some LPs;

- ✓ Lengthy waiting period until the signing of the subsidy contract.

Therefore the following are recommended:

- ✓ *Organisation of a meeting with all units and authorities involved in CIP management & implementation; re-addressing, explanation, re-definition of existing structures and distribution of tasks utilizing lessons learned from experience in trans-national handling of issues;*
- ✓ *Consideration by a Task Force of possible adjustments in the CADSES management and decision-making system, according to other more flexible and effective procedures pertaining to other INTERREG IIIB CIPs (see section 10 of this Report). In addition, review of the structure and role of CCPs and NCs in view of the forthcoming EU enlargement, as well as of the role/powers of countries that will not become EU Member States;*
- ✓ *The mobilization of all countries involved on a high level political forum in order to re-assess the Programme and exercise political pressure for its progress, e.g. a "CBSS"-type forum that could support and further promote the CADSES CIP;*
- ✓ *The joint development and implementation of strategically important projects;*
- ✓ *The addition of more specific and focused Measures and for stronger focus within existing Measures*

1.1.7 On the Community Added Value

The CADSES Programme, as evident by the response of applicants at the 1st and 2nd Call for Proposals, has generated considerable demand for the funding support of trans-national projects in the co-operation area. Hence, thus far it has been instrumental in fostering co-operation amongst partners and mobilising large resources across borders in the pursuit of joint objectives that otherwise may have been dormant or inoperative. In addition, CADSES has provided the impetus for administrative growth and raised the awareness about the funding mechanisms of the Structural Funds in Non-Member States.

On a larger scale, knowledge transfer from West to East and vice-versa takes place in the area, a process that helps preparing for EU accession and for the further shaping of EU integration afterwards. Approved projects on transport corridors can serve as examples in that context; projects on trans-

national culture and tourism routes could further strengthen such influence on CADSES integration.

Exchange of knowledge, good practice and experience on mutual benefit can be considered as an important potential for innovation for the whole CADSES area and for Europe. Practical co-operation among participating countries in joint implementation structures (Programme Monitoring and Steering Committees) and “learning by doing” (with regard to the new field of working together in trans-national structures) contributes to better understanding and adjustment of the administrative, financial and legal procedures. These effects can be even better reached, if programme implementation is further improved.

1.1.8 On the Comparison With Other Programmes

The brief comparative analysis that has been carried out between CADSES and other 5 INTERREG IIIB Programmes demonstrates that the Programmes are similar to some extent in their objectives, procedures and management structures. The question remains then as to the identification of reasons hindering the efficient and effective implementation of CADSES. It remains difficult to identify “clear-cut” best practices existing in other CIPs or an invented solution that could apply to CADSES with similar effects. Programmes that fare better than CADSES are they ones that have decisively worked on the interrelations between the various units of the Programme and have arrived at clearly defined roles and responsibilities.

For example, in the North Sea Region CIP the Monitoring and Steering Committees although the same more or less representatives are sitting in both Committees have different roles in the Programme, while they have established a good working relation. Furthermore, there is scope for more frequent meetings in order to enable trust and common understanding on issues of the CIP. In accordance, the role of the JTS is valued positively; it is judged as delivering efficient results in project generation and project selection. The JTS in the North Sea Region CIP, in contrast to the CADSES JTS, has established a good working relation with the Managing and Paying Authorities. In conclusion, the project selection procedure is deemed transparent and functioning well.

With regards to the Baltic Sea Region CIP, again the relationship between the SC and the MC has ameliorated with time: a clearer division of tasks has been put in place. Balance has been stricken between the SC and the JTS where the SC adds political considerations and priorities to the more technical and quality assessment of projects done by the JTS. The Managing Authority (Investitionsbank [IB] Schleswig-Holstein), according to the view of the Evaluator of the BSR CIP, is supported by the JTS in its role.

It can be concluded that since similar parameters prevailing to the other CIPS have not hindered programme implementation to the same degree, the setback in CADSES lies in the ineffective co-ordination of decision-making and programme monitoring activities and the lack of sufficient co-operation between the institutions entrusted with management responsibilities.

2 BACKGROUND OF THE CADSES PROGRAMME

2.1 Programme Synopsis

The Community Initiative Programme for the INTERREG IIIB – CADSES (Central, Adriatic, Danubian and South Eastern European Space) includes a co-operation area of regions pertaining to four Member States (Austria, Germany¹, Greece, Italy²), seven Accession Countries (Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovak Republic, Slovenia) and seven Third Countries (Albania, Bosnia-Herzegovina, Croatia, Federal Republic of Serbia and Montenegro, Former Yugoslav Republic of Macedonia, Republic of Moldova, and Ukraine³).

The goal of the Programme is the achievement of a higher degree of territorial and economic integration within the eighteen participating countries -that form one of the most diverse and complex INTERREG IIIB areas- as well as the promotion of a more sustainable and balanced development of the European area in question.

Figure1 The CADSES Co-Operation Area



Source: <http://www.cadses.net>

¹ German regions eligible for funding: Baden-Württemberg; Bayern; Mecklenburg-Vorpommern; Sachsen-Anhalt; Berlin; Brandenburg; Thüringen (all NUTS II).

² Italian regions eligible for funding: Puglia; Molise; Abruzzo; Marche; Friuli Venezia Giulia; Veneto; Emilia Romagna; Lombardia; Trentino Alto Adige; Umbria (all NUTS II).

³ Ukrainian regions eligible for funding: Odesa oblast; Zakarpatska oblast; Lviv oblast; Ternopol oblast; Ivano-Francovsk oblast; Cernovci oblast.

2.2 Financial Data, Priorities and Measures of the CADSES Programme

The four Priorities of the Programme, together with the Technical Assistance of CADSES are listed in Table 1. The objectives of the Programme are incorporated into these four priorities and their respective Measures. Table 2 lists the allocated Total and ERDF budget per Priority, as well as the remaining ERDF funding, while Table 3 lists the allocated Technical Assistance 1, its financial sources and its distribution per Member State and activity.

Table 1 INTERREG IIIB – CADSES Priorities and Measures

ALLOCATED BUDGET PER PRIORITY	PRIORITY 1	Promoting Spatial Development Approaches and Actions for Social and Economic Cohesion		
€63.791.364	Measure 1.1 Supporting joint strategies for spatial development and actions for implementation	Measure 1.2 Shaping urban development, promoting urban networks and co-operation	Measure 1.3 Shaping rural development	Measure 1.4 Spatial impact of immigration
	PRIORITY 2	Efficient and Sustainable Transport Systems and Access to the Information Society		
€55.902.040	Measure 2.1 Developing efficient transport systems with regard to sustainable development	Measure 2.2 Improving access to knowledge and the information society		
	PRIORITY 3	Promotion and Management of Landscape, Natural and Cultural Heritage		
€48.776.127	Measure 3.1 Protecting and developing cultural heritage	Measure 3.2 Protecting and developing natural heritage	Measure 3.3 Protecting and developing landscape	
	PRIORITY 4	Environment Protection, Resource Management and Risk Prevention		
€52.701.503	Measure 4.1 Promoting environmental protection and resource management	Measure 4.2 Promoting risk management and prevention of disasters	Measure 4.3 Promoting integrated water management and prevention of floods	
	TECHNICAL ASSISTANCE			
€16.314.341	Technical Assistance I	Technical Assistance II		

Source: Community Initiative INTERREG IIIB (2000-06) for the CADSES Programme Complement Draft, 2002.

Table 2 Total Available, Approved and Remaining ERDF Funding (Status after 1st Call for Proposals) (in €)

PRIORITIES/ MEASURES	Total Available ERDF Funding	
	Approved 1st Call ERDF Funding	% of Approved ERDF / Total Available ERDF Funding
	Remaining ERDF Funding	% of Remaining ERDF/ Total Available ERDF Funding
Priority 1 – Spatial Development Approaches	34.526.331	
	18.127.723	52,5%
	16.398.609	47,5%
	12.084.216	
Measure 1.1 – Promoting Spatial Development	5.730.048	47,4%
	6.354.168	52,6%
	12.084.216	
Measure 1.2 – Shaping Urban Development	7.637.000	63,2%
	4.447.216	36,8%
	5.178.950	
Measure 1.3 – Shaping Rural Development	3.266.528	63,1%
	1.912.422	36,9%
	5.178.949	
Measure 1.4 – Spatial Impact of Immigration	1.494.147	28,9%
	3.684.802	71,1%
	30.256.330	
Priority 2 – Transport Systems and IS	11.772.740	38,9%
	18.483.590	61,1%
	18.153.798	
Measure 2.1 – Efficient Transport Systems	7.649.550	42,1%
	10.504.248	57,9%
	12.102.532	
Measure 2.2 – Access to Knowledge and the IS	4.123.190	34,1%
	7.979.342	65,9%
	26.399.512	
Priority 3 – Landscape, Natural and Cultural Heritage	7.805.075	29,6%
	18.594.437	70,4%
	10.559.806	
Measure 3.1 – Cultural Heritage	2.600.000	24,6%
	7.959.806	70,4%
	7.919.853	
Measure 3.2 – Natural Heritage	2.105.000	26,6%
	5.814.853	73,4%
	7.919.853	
Measure 3.3 – Landscape	3.100.075	39,1%
	4.819.778	60,9%
	28.524.075	
Priority 4 – Environmental Protection	11.700.651	41,0%
	16.823.424	59%
	6.762.037	
Measure 4.1 – Environmental Protection	2.126.701	31,5%
	4.635.336	68,5%
	6.762.037	
Measure 4.2 – Risk Management	-	
	6.762.037	100%
	15.000.001	
Measure 4.3 – Integrated Water Management	9.573.950	63,8%
	5.426.051	36,2%
	119.706.248	
TOTAL	49.406.180	41,3%
	70.300.060	58,7%

Source: <http://www.cadses.net>; own processing.

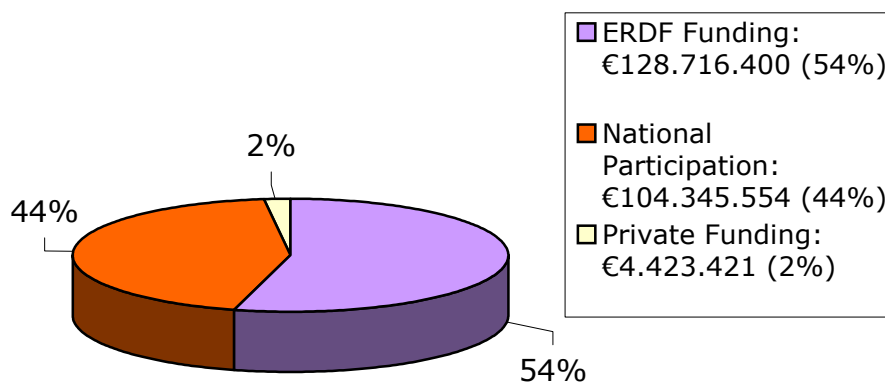
Table 3 Financial Sources of Technical Assistance 1 and its Distribution by Member-State and Activity

Financial Sources of TA 1					
	Austria	Germany	Greece	Italy	Total
ERDF	1.129.300,00	1.380.000,21	1.319.403,75	2.607.120,00	6.435.823,96
National contribution	1.129.300,00	1.041.053,00	439.801,00	2.607.120,00	5.217.274,00
Total TA 1	2.258.600,00	2.421.053,21	1.759.204,75	5.214.240,00	11.653.097,96
Distribution of TA 1 by Member States and activity					
	Austria	Germany	Greece	Italy	Total
75% to be used for Trans-national Activities	1.693.950,00	1.815.790,00	1.319.404,00	3.910.680,00	8.739.824,00
25% to be used for National Activities	564.650,00	605.263,00	439.801,00	1.303.560,00	2.913.274,00
100% TA 1	2.258.600,00	2.421.053,00	1.759.205,00	5.214.240,00	11.653.098,00

Source: INTERREG IIB CADSES (Amended) Annual Report 2002.

The total budget of the INTERREG IIIB CADSES Programme amounts to €237.485.375, of which 54% (€128.716.400) is ERDF assistance, 44% (€104.345.554) is national participation, and 2% (€4.423.421) is private funding.

Figure 2 Distribution of Total Budget of CADSES Programme



Source: CADSES INTERREG IIIB CIP Programme Complement Draft.

2.3 Monitoring and Management

The Programme is being supervised by a trans-national *Monitoring Committee (MC)* with the responsibility of ensuring implementation quality and effectiveness, as well as accountability of programme operations. The MC is also in charge of approval and adjustment of the Programme Complement (PC) and of the progress monitoring of CADSES. This Committee meets at least once a year and is being assisted by the Joint Technical Secretariat (JTS). The MC is composed of up to 4 representatives from each partner state, from the national and regional level, in order to ensure greater efficiency and diverse representation. The chairmanship and vice-chairmanship of the MC are nominated for one year and determined on a rotating basis, alternating between the Partner States. Decisions are taken by consensus among the national delegations (one vote per delegation).

In year 2002, the MC was chaired by Italy and co-chaired by Germany. Presently, it is being chaired by Germany and co-chaired by Hungary and includes the following:

- 3 members (plus the MC Chairman) from Germany and Italy, respectively,
- 2 members from the European Commission, Austria, Greece, Czech Republic, Romania, Poland, Slovak Republic and Slovenia, respectively,
- 1 member from Hungary (functioning as co-chair) Albania, Croatia and Bosnia-Herzegovina, respectively.

In total, the MC sits 28 members.

The *Steering Committee (SC)* is mainly responsible for the selection of the projects to be funded and for the application of project selection criteria that have been agreed by the Monitoring Committee. The SC is composed of up to 2 representatives from each partner state, from both national and regional level. The Managing Authority (MA) attends the Steering Committee meetings, while the JTS participates with merely supportive function at the SC meetings. The respective governments of the states participating in CADSES appoint the members of the SC. Furthermore; the SC has a chairman and a co-chairman, who are nominated for one year and alternate between the Partner States. The Steering Committee meets at least twice a year, whereas decisions are taken by consensus among the national delegations (one vote per delegation). In 2002, the SC was chaired by Italy and co-chaired by Germany. Presently, it is being chaired by Germany and co-chaired by Hungary and includes as members:

- 2 members from the European Commission, Austria, Germany, Greece, Italy, Czech Republic, Romania, Poland, Slovak Republic and Slovenia, respectively,
- 1 member from Hungary, Albania, Bosnia-Herzegovina and Croatia, respectively.

In total, the SC sits 25 members.

The Managing (MA) and the Paying (PA) Authorities are embedded within the General Direction Responsible for Spatial Co-ordination (DiCoTer) of the Italian Ministry of Infrastructures and Transports in Rome; DiCoTer acts as the legal entity

for the Programme management structure. The MA fulfils the functions according to Art 9 (n) and 34 of Council Regulation (EC) n° 1260/1999 and it works under the guidance of the Member States represented in the Monitoring Committee (programme level and strategic aspects) and the Steering Committee (project level and operational aspects). The MA politically represents the CIP towards the European Commission and is responsible for the efficiency and correctness of management and implementation of the ERDF assistance. Central to the fulfilment of MA's responsibilities is setting up and operating of the Programme monitoring system gathering financial and statistical information. The PA holds the task of management of and the issuance of payments related to ERDF funds, certification of total expenses and financial monitoring.

The *Joint Technical Secretariat (JTS)*, which is located in Dresden, provides technical support to the Monitoring Committee and to the Steering Committee as well as to the Managing Authority and to the Paying Authority. The staff of the JTS comes both from Member States and Non-Member States. The tasks of this body include calls for proposals, information and advice to applicants through preparation, examination and assessment of applications, provision of advice and assistance to projects regarding implementation of activities and financial administration.

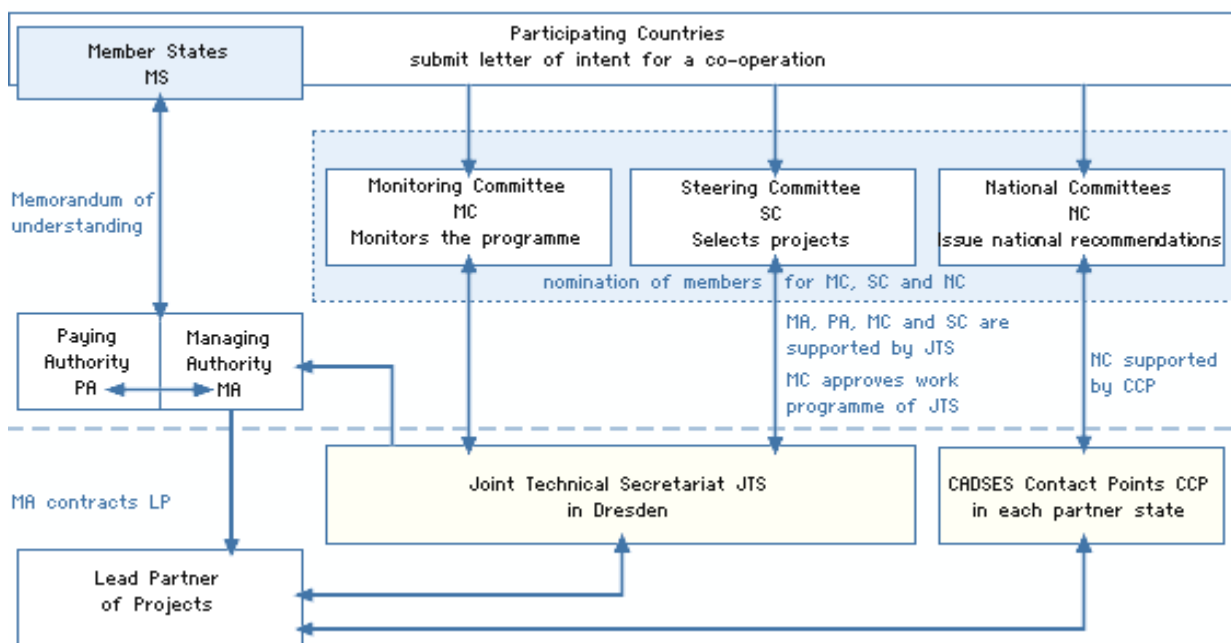
CADSES Contact Points (CCPs) act as connection points for project applicants, while they also assist with the project application and implementation process. CCPs have been set up in the four member states (Austria, Germany, Greece, Italy as well as in seven Accession and Third Countries (Croatia, Hungary, Poland, Slovak Republic, Slovenia, Czech Republic and Bosnia Herzegovina). CCPs support the National Committees in the fulfilment of their tasks, and contribute to the provision of information and publicity within each respective state.

The Trans-national (T)CCPs in Athens and Vienna share additional tasks as they assist the CCPs of the participating countries on project development, particularly by facilitating INTERREG/PHARE and INTERREG/CARDS co-operation between applicants of all participating countries. TCCP Athens focuses on the support of trans-national project development mainly in the Stability Pact area. TCCP Vienna supports the co-operation between EU and Non-EU partners outside the Stability Pact, and between Non-EU countries in the field of trans-national project development.

All eighteen participating countries have established a *National Committee (NC)* as the main driving force for the involvement of authorities at the regional and local level. NCs have advisory and supporting status and a largely proactive role in project generation, development and assessment.

CADSES is also characterised by the *Lead Partner* principle; a Lead Partner (LP) is nominated by the partners of each project, acts as the link between the project partnership and the Programme, and is given overall responsibility for the application procedure and project implementation, including financial management and full financial responsibility of all ERDF funding. The LP principle is being applied differently according to the location of the LP inside or outside the EU: partners from Non-Member States can generate and initiate projects like partners from Member States, however in the case of a project partnership with partners from both MS and NMS, a LP originating from a Non-Member State cannot be responsible for ERDF funds and thus acts as a 'functional LP' while a separate 'financial LP' is put in charge of the management of ERDF funds. The programme management structure is schematically depicted below in Figure 3.

Figure 3 Programme Management Structure Scheme



Source: <http://www.cadses.net>

3 METHODOLOGY BRIEF

3.1 Key Objectives of the Mid-Term Evaluation

The overall aim of the Mid-Term Evaluation is to assess the effectiveness and efficiency of the Programme's implementation given the initial results of the ERDF assistance allocated to the INTERREG IIIB - CADSES Programme, and to make recommendations for changes that would ensure that the operational objectives are achieved.

In accordance with the Terms of Reference, the Mid-Term Evaluation has been structured on the basis of the following content categories:

- 1 Re-assessment of the strategy's relevance and consistency
- 2 Assessment of the quantification of objectives
- 3 Evaluation of implementation effectiveness and efficiency
- 4 Analysis of the quality and adequacy of joint implementation and monitoring arrangements
- 5 Assessment of Community Added Value incurred by the CADSES Programme

The Programme was approved on 27 December 2001; the first call on proposals was opened on 15 June 2002 while the first subsidy contracts were concluded in June 2003.

However, until late November of 2003, the implementation of the Programme has not yet advanced to a stage where a critical mass of implementation data would be made available in order to enable the measurement of physical output indicators, which constitute the fundamental unit of analysis in Mid-Term Evaluations of co-funded Programmes. The absence of such indicators poses an obstacle to the Mid-Term Evaluation, as the Evaluator seeks to utilize the most recent implementation data concerning the progress of the payments, and the degree of reached physical output targets, in order to ascertain the effectiveness and efficiency of Programme implementation. Consequently, the current report has largely focused on:

- a) the assessment of programme administration structures,
- b) programme management and implementation activities,
- c) the project selection and approval system.

3.2 Applied Methodology

The Mid-Term Evaluation (MTE) of CADSES was initiated in the last week of September, with a kick-off meeting of principals in Dresden, and then progressed with the data collection and analysis, conducted during the months of October and November 2003. Three meetings, one each during the months of September, October and November 2003, have been held with the Evaluation Steering Group, the task being to discuss the main objectives, background and details of the Mid-Term Evaluation. Mainly, the MTE reflects the experiences with Programme implementation and management of those involved, and in particular the start-up problems of the CADSES Programme.

The methodological approach deployed in the conduct of the Mid-Term Evaluation of the INTERREG IIIB 2000-2006 CADSES CIP relies on data collection from both primary and secondary sources and in the application of quantitative and qualitative assessment techniques. The gathering of primary data involved consultation interviews with the main principals of the Programme (see detailed list of interviews in the Annex). Meetings and discussions were held with resident Programme authorities in Dresden and Berlin, Germany; Budapest, Hungary; and Rome, Italy with the following units:

- Representatives of the Managing and Paying Authorities,
- Staff of the Joint Technical Secretariat,
- National Contact Points,
- National Representatives,
- European Commission.

All the meetings with representatives of the above noted institutions were pre-announced and prescheduled. The context of the meeting was structured and known prior to it as discussions were carried out on the basis of a prepared questionnaire that was submitted to the interviewees prior to the scheduled meetings. These interviews, carried out with the above key-parties from Member and non-Member States, were aimed at clarifying and furthering the exploration of issues identified as such during the conducted desk research.

In addition, extensive, detailed, close and open-ended questionnaires were sent out to a total of 92 stakeholders of the Programme, including all participants in the CADSES Contact List, all Lead Partners⁴ of approved projects and a sample of Lead Partners of rejected projects (see Questionnaire template in Annex). The core of the evaluation is based on the information collected from completed questionnaires by:

- The European Commission,

⁴ The Lead Partners received a modified, less extensive version of the Questionnaire.

- the Managing and the Paying Authority,
- the Joint Technical Secretariat,
- one Trans-National CADSES Contact Point,
- six National CADSES Contact Points,
- four National Representatives, and
- 16 Lead Partners (of one rejected and 15 approved projects).

The response rate to the questionnaire addressed to personnel at institutions involved in programme management and implementation of CADSES was 32%, while the response rate to the questionnaire addressed to LPs was 35,5%. In all, about a third of the parties involved in the management and implementation system of CADSES participated in the field survey, thus constituting a fairly representative sample of opinions and views held.

To assess the degree of mobilization of Programme resources and the rate of project approval, relevant data was collected from the database of the 1st Call for Proposals, and was quantitatively analysed. Finally, desk research and content analysis were conducted in connection with the main programming documentation of the CIP and other information supplied by various stakeholders.

The inherent weakness associated with this methodology emanate from the relative scarcity of Programme implementation data, that restricts the evaluator's intended capacity for quantitative output assessment, and the heavy reliance on interviews and survey responses that may be affected by opinion biases and varied, administrative and cultural backgrounds, in order to conduct the organizational and process assessment that forms the basis for the evaluation of the management and implementation system.

In addition, the compressed time length of the Mid-Term Evaluation has limited the span of the analysis, as it was necessary to focus on the most prevalent factors that have been identified during the research phase as impediments to the Programme's progress.

4 RELEVANCE AND CONSISTENCY OF THE PROGRAMME STRATEGY

This section evaluates whether the stated Programme Strategy continues to be relevant in the context of broader developments at the socio-economic level of the CADSES area. The treatment of this particular question within the context of the Mid-Term Evaluation of CADSES has been decided to be rather brief, as the preliminary screening of the SWOT did not indicate many emerging new needs/shortcomings stemming from changes in the socio-economic situation or for this to be a significant parameter in determining the Programme's rate of progress.

4.1 Assessment of the SWOT Analysis

The SWOT analysis for the CADSES region that is included in the CIP document differentiates between strengths, weaknesses, opportunities and threats identified in Member States and in countries in transition in order to comprehensively approach the underlying common dynamics of a seemingly divergent area in terms of geography, ethnicity, administrative culture and, more importantly, economic development. By necessity, it focuses on general trends and relatively abstract conceptualisations of policy development in various thematic fields that are purported to be the "drivers" of Programme strategy. Precisely because of the broadly stated formulations it contains and the long-standing issues under reference, the SWOT analysis remains relevant.

Findings

According to the majority of opinions expressed in the field survey, there is no apparent need for changes in the SWOT analysis included in the CIP. However, it is imperative that the Programme is amended to incorporate the results of the Task Force "Managing Transition" and of the New Neighbourhood Programme initiative of the EC, thus taking into account the emerging realities due to the European Union enlargement.

Recommendations

- 1) Modify SWOT analysis of the CIP CADSES in coordination with the requirements of the New Neighbourhood Programme.

4.2 Programme Strategy Consistency

The strategy and overall objectives of CADSES emanate from the general objectives of INTERREG but present specific challenges consistent with the aim of

facilitating and supporting the enlargement and integration process given the distinct characteristics of the CADSES-area. According to the CIP, CADSES is expected to contribute to the following:

- Spatial integration in the area;
- Competitiveness, efficiency and growth in the respective regions;
- Economic and social cohesion both within and between the countries and regions involved;
- The conservation of the natural and cultural heritage, the protection of the environment and the sustainability of development;
- Promotion of equal opportunities between men and women.

These objectives are augmented by the priorities of PHARE and the CARDS assistance since they have in common the area of intervention:

- Co-ordination of investment to strengthen economic and social cohesion following ERDF and ESF Measures;
- Contribute to a smooth enlargement process; prepare the regions, administrations, research institutes, for the future direct participation in the Community initiatives;
- Support co-ordination between the different instruments and the integrated preparation of common projects in CADSES between Member and NON-Member States.

Finally, CADSES is geared towards achieving trans-national cooperation in spatial development in particular. Within this context the following specific strategies have been identified in the CIP of CADSES:

- ➡ Support of advanced networking in different fields of spatial development policies;
- ➡ Provision of compatible co-operation digital tools and soft co-operation infrastructure;
- ➡ Provision of trans-national integrated expertise and applied research;
- ➡ Adoption of thematically focused pilot or small-scale demonstration projects.

Findings

The overall criticism of the strategic underpinnings of CADSES, expressed during the conduct of the field survey, results from the frequent observation that the

Programme's full strategic potential is not realised as the implemented applications do not correlate with the stated objectives and aims of the CIP. Many parties in the management structure are reluctant to consider CADSES a "genuine" trans-national programme.

However, as seen in Table A1 in the Annex, the thus far approved projects are consistent with the strategy of the Programme. The forecasted outputs per project are aligned to the major objectives set out in the CADSES CIP. Given the fact that until the time of reference, there has been no available information on achieved outputs, there can be no further assessment of the relevancy of the implementation of the Programme Strategy.

In view, however, of the impending accession of the ten new countries to the EU in 2004 (amongst which the Czech Republic, Hungary, Poland, Slovak Republic and Slovenia are participating in CADSES), the strategy of the Programme needs to reflect the eventuality that "better" or competing funding opportunities will become available to new member states. In that regard, the overall strategy should at the same time differentiate or distinguish CADSES from other Programmes and be open to a multitude of national/regional interests since more states after May 2004 will exercise a determining influence over implementation.

Recommendations

- 1) Modify main strategic concepts of the CIP CADSES in anticipation of the impending accession and coordination with the outcomes of the New Neighbourhood Programme.

4.3 Continued Relevance of Priorities

Findings

It is apparent from the field survey and the interviews that many parties are concerned that the substance and focus of the Programme priorities will have to be reinforced in the near future, to demarcate more clearly the main eligible activities and expected impacts of CADSES. More specifically, some parties are concerned that given the existing definition of priorities and the broad parameters under which they are implemented during project appraisal, spatial development is interpreted in a generic fashion that can appear irrelevant with regard to the stated objectives of the CIP.

In the Evaluator's view, the fundamental weakness of CADSES' s planning originates from the arrangement of Programme objectives across a very broad spectrum, resulting in the potential achievement of marginal improvements in numerous thematic fields without having really the organisational nor the funding

capacity to contribute significantly to the resolution of long-standing, structural problems.

Recommendations

- 1) Modify content substance and focus of the CADSES Priorities with a view of more narrow interpretation of the concept of spatial development during the conceptualisation of interventions to maintain the integrity of the Programme.

5 QUANTIFICATION OF OBJECTIVES

Indicators in the Programming documents of CADSES are being distinguished between Programme, Priority, Measure and Project levels. Three different categories of indicators are used:

- a) Context indicators
- b) Input (programme structure) indicators;
- c) Output, Results, Impact indicators;

In the CIP, an indicative list of basic context, programme structure, result, and impact indicators to be used in the monitoring procedure has been provided. It has been noted that the list provided will be further developed during the implementation of the Programme. With regards to indicators on Programme- and Priority-level, a “bottom-up” approach is being followed, according to which these indicators will be based on aggregate information that will be collected at Measure- and Project-level.

Up to the current period of reference, only *objectives* (and not indicators) have been quantified at Measure-level.

(a) Context Indicators

In the CIP, five categories of General Context Indicators have been identified (see Table 4 below). These indicators are in essence general statistics “describing” the programming area. They are primarily used for describing the area where the programme operates, to update the SWOT analysis and to help tracking changes within the region that can affect the relevance and effectiveness of the programme.

Table 4 Context Indicators	
GENERAL CONTEXT INDICATORS	
1	Population in CADSES area (thousands)
2	Strand B CADSES area in km ²
CONTEXT INDICATORS RELATED TO SOCIAL AND ECONOMIC COHESION	
3	GDP per Capita of the poorest three regions of EU-CADSES
4	GDP per Capital of the richest three regions of EU-CADSES
5	Average GDP per Capita in the EU
6	Average GDP per Capita by EU-members involved in CADSES
7	Average GDP per Capita by non EU-members involved in CADSES
8	Unemployment rates (no. of unemployed/labour force x 100) in EU-members involved in CADSES
9	Unemployment rates (no. of unemployed/labour force x 100) in accession countries
CONTEXT INDICATORS RELATED TO SPATIAL DEVELOPMENT OF CITIES	
10	Population living in large cities out of the total population (in %)
CONTEXT INDICATORS RELATED TO TRANSPORTATION SYSTEMS	
11	Number and length of TEN/TINA routes crossing the area (by mode of transport)
CONTEXT INDICATORS RELATED TO SUSTAINABLE NATURAL ENVIROMENT AND RESOURCE MANAGEMENT	
12	Protected areas (in % and km ²)
13	Renewable energy/total energy supply in CADSES
14	Percentage of territories endangered by floods

Source: CADSES INTERREG IIIB CIP Programme.

The Context Indicators selected, with the possible exception of the one connected with the spatial development of cities, are assessed as relevant and adequate for the description of the CADSES programming area.

(b) Input Indicators

Programme Structure Indicators have been identified in the CADSES CIP (see Table 5 below). This indicator type is used for the overall monitoring and management of the Programme but can be used only as a “proxy” index, to access the effectiveness of implementation in terms of achievement of objectives in the absence of output project data.

Table 5 Programme Structure Indicators	
1	Projects by number, title, priority, measure, nationality of lead partner and budget (ERDF, Total Budget)
2	Projects by date of approval, contracting, starting and duration
3	Total budget, ERDF-commitments, payments and payment request by priorities and measure
4	Number of lead partners by country and region
5	Number of project partners by country and region
6	Participation in projects by country
7	ERDF-commitments by nationality of project partners
8	Projects by total budget; share of large and share of small projects

Source: CADSES INTERREG IIIB CIP Programme.

In general, input indicators are relevant, well defined but not exhaustive. Their quantification is possible by the monitoring parties (MA & JTS), since all related data have become available after the 1st Call for Proposals. The value of these indicators must be updated in accordance with the results of the subsequent Call for Proposals. Additional, e.g. regarding the publicity and promotion of the Programme-related indicators could be included.

(c) Output, Results, Impact Indicators

In the CIP, result and impact indicators have been identified but not quantified at Programme- and Priority level (see Tables 6 and 7 below).

Table 6 Result and Impact Indicators at Programme-level	
RESULT INDICATORS	
1	No. of trans-national studies
2	No. of trans-national networks
3	No. of feasibility studies for investment
4	No. of people involved in training measures
5	No. of workshops
6	No. of participants involved in training measures
7	No. of pilot actions and demonstration projects
IMPACT INDICATORS	

1	No. of projects addressing the four strategic objectives
2	No. of projects involving non-member states
3	No. of projects co-financed from regional and local administrations

Source: CADSES INTERREG IIIB CIP Programme.

Table 7 Result and Impact Indicators at Priority-level	
1	No. of best practice examples elaborated in each Priority
PRIORITY 1: Promoting spatial development approaches and actions for social and economic cohesion	
2	No. of co-operations between key parties of spatial development policies
3	No. of projects concerning mitigation of disparities between urban and rural areas
4	No. of projects promoting polycentric settlement
PRIORITY 2: Improvement of access to transportation, infrastructure and the information society	
5	No. of projects in access to knowledge and the information society
6	No. of multimodal transportation systems
PRIORITY 3: Promotion of the protection of the environment and good management of natural and cultural heritage	
7	No. of pilot projects which allow to evaluate the effects of human economic activities n conservation on landscape, natural and cultural heritage in order to set up more efficient procedures and methodologies
8	No. of projects promoting integrated water management
9	No. of project promoting the prevention of floods
10	No. of projects in access to information society, research and development
PRIORITY 4: Environment protection, resource management and risk prevention	
11	No. of projects in protecting environmental goods, natural heritage and risk prevention
12	No. of environmental plans/concepts/studies

Source: CADSES INTERREG IIIB CIP Programme.

At the Programme Complement, the above indicators are further analysed and extended “backwards” to include output features, thus resulting in various sets of Output, Result and Impact indicators per Measure but yet remaining in all instances non-quantified, providing therefore no “measuring stick” by which to assess, via systematic and explicit means, the Programme’s implementation progress and degree of actualisation of objectives.

Interestingly, the statements contained in the section titled “Quantification of the objectives” at Measure level, are expressed in quantitative form and do provide some general guidelines about the expected physical outcome of the Measures. Though these statements could be considered, in certain Measures, adequate substitutes of Output indicators, additional content elaboration and operationalisation is required before they could form a system of SMART⁵ indicators whereby to assess the efficacy of CADSES. Table 8 below summarises the listed quantified *objectives* per Measure.

Table 8 Quantified Objectives at Measure-level	
Measure 1.1 – Promoting Spatial Development	
No. of trans-national development areas to be encouraged and respective no. of permanent strategic management structures (networks) to be established	Min. 3
No. of politically approved spatial development concepts on different level to be worked out accompanied by lists of concrete investments to be carried out	Min. 5

⁵ SMART: Specific, Measurable, Achievable, Relevant, and Timely.

Table 8 Quantified Objectives at Measure-level	
No. of best practice examples to be developed and marketed for developing lagging regions, for networking between educational institutions in such regions and for involving SME in spatial development policies	Min. 3
Measure 1.2 – Shaping Urban Development	
No. of exemplary solution to be found for each of the general objectives (see PC, p.29)	Min. 1
No. of projects dealing with co-operation structures and processes between cities and surrounding communities	Min. 3
No. of projects promoting brown-field development (re-use of military or industrial sites)	Min. 3
No. of projects involving parties from several small- or medium-sized cities	Min. 1/3 of projects
No. of best practice solutions to be developed and marketed	Min. 3
Measure 1.3 – Shaping Rural Development	
No. of networks between parties from rural communities and regions to be established	Min. 3
No. of project involving parties from administrations of regional urban centres with a population less than 50.000	Min. 50% of projects
No. of strategies for rural employment restructuring to be developed and implemented	Min. 2
Measure 1.4 – Spatial Impact of Immigration	
No. of integrated strategies for the country of origin and destination country to be developed and politically approved	Min. 2
No. of projects involving organisations of migrants	Min. 1/3 of projects
No. of project involving partners from two or more EU member states	Min. 50% of projects
Measure 2.1 – Efficient Transport Systems	
No. of best practice solutions re multimodal or environmentally sound transport to be developed and marketed	Min. 3
No. of projects involving transport operators from public or private sector and representing different modes (road, rail, sea, inland waterways, air)	Min. 20% of projects
No. of projects encouraging investment and securing durable results by preparing public and/or private investment, regional planning measures or legislative plans or programmes	Min. 2/3 of projects
No. of territorial impact assessments for larger trans-national projects or programmes to be developed	Min. 3
Measure 2.2 – Access to Knowledge and the IS	
No. of projects seeking to improve access to the IS in lagging regions	Min. 1/3 of projects
No. of projects seeking to improve the efficiency of administrative procedures	Min. 1/3 of projects
No. of projects comprising training measures for local and regional parties	Min. 50% of projects
Measure 3.1 – Cultural Heritage	
No. of best practice projects on cultural tourism	Min. 3
No. of thematic routes to be established	Min. 3
No. of networks working on improving effectiveness of cultural heritage protection policies and developing politically approved concepts accompanied by list of concrete investments to be carried out	Min. 2
Measure 3.2 – Natural Heritage	
No. of best practice projects on using natural heritage as a regional development asset	Min. 3
No. of networks working on improving effectiveness of natural heritage protection policies and developing politically approved concepts accompanied by list of concrete investments to be carried out	Min. 2
Measure 3.3 – Landscape	
No. of best practice solutions on integrating landscape issues into spatial development policies	Min. 3
Measure 4.1 – Environmental Protection	
No. of best practice examples on how to effectively integrate environmental issues in spatial development concepts and actions in larger regions across borders	Min. 3
No. of territorial impact or strategic environmental assessments for concrete trans-national development projects (i.e. TEN/TINA projects) to be developed	Min. 2
No. of trans-national concepts to be developed and politically approved for large scale water reserves or common resources	Min. 3
Measure 4.2 – Risk Management	
No. of best practice examples demonstrating how to effectively deal with risks and	Min. 3

Table 8 Quantified Objectives at Measure-level	
disasters	
No. of coherent and comprehensive strategies to be elaborated and politically approved for whole trans-national functional areas accompanied by a list of concrete investments to be carried out	Min. 2
Measure 4.3 – Integrated Water Management	
No. of best practice solutions re preventive flood protection encouraged	Min. 3
No. of coherent and comprehensive strategies for flood protection to be elaborated for whole trans-national functional areas accompanied by a list of concrete investments to be carried out	Min. 1

Source: CADSES INTERREG IIIB CIP Programme Complement Draft.

Findings

As to the verification of the relevance of indicators, at present this process is taking place only indirectly through the status reports prepared by the JTS/MA. In the view of participants in the interviews carried out by the Mid-Term Evaluator, the indicators for measuring the success and effectiveness of the CIP are considered to be difficult to measure and complex to assess.

Recommendations

- 1) Urgent action is required by the Managing Authority to address the void in the quantification of the Output, Result and Impact indicators to assure the efficient monitoring of the Programme. Particular attention to linking the quantified indicators at the Measure level directly to the output and result indicators in the projects is required.
- 2) Compare and contrast the physical content and likely outcomes of the approved projects with the Output indicators at Measure level and address inconsistencies and/or deviations.

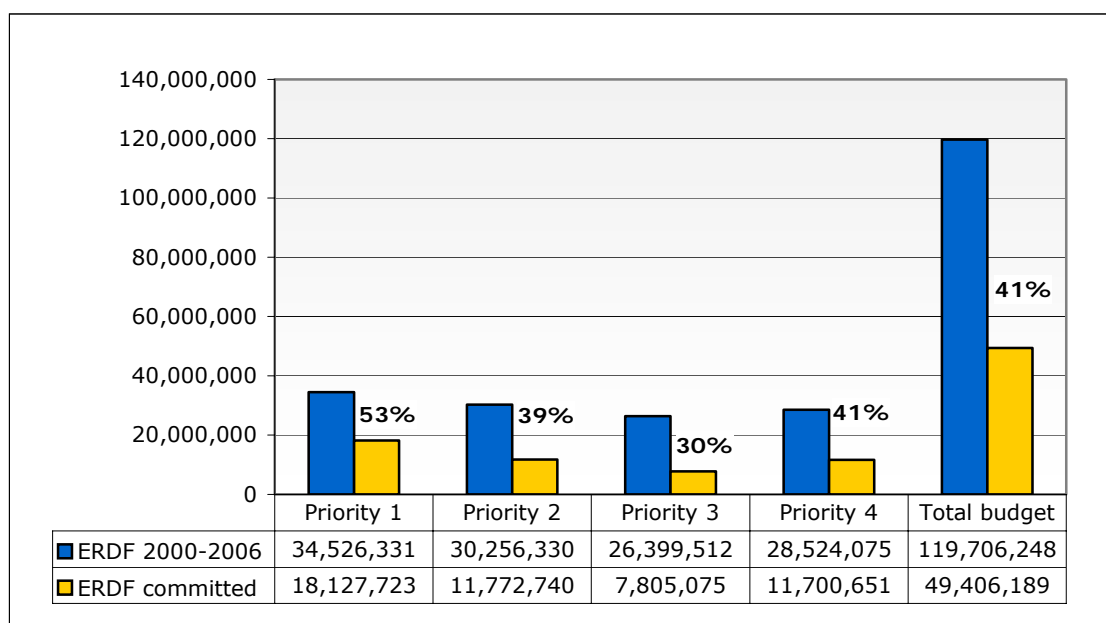
6 PROGRESS OF THE PROGRAMME

6.1 First Call for Proposals

One decision round on project proposals has taken place thus far, in the CIP INTERREG IIIB CADSES⁶. In total, 88 project proposals were submitted to the JTS within the First Call for Proposals. Initially, only two projects had been recommended by the JTS for approval. However, at the decision-making meeting of the Steering Committee in October 2002, 34 projects were pre-selected and asked to submit further information. At the following meeting of the SC (December 2002), these projects were approved, partly under conditions. The approval rate of submitted projects reached 39%. The following ERDF-funds have been committed to approved projects:

At the Programme level, committed ERDF funds of approved projects amounted to €49.406.189 (41% of available ERDF funds). Schematically, the use of ERDF funds per Priority is depicted below:

Figure 4 Uses of ERDF Funds (€) per Priority (Status after 1st Call for Proposals)



Source: CCP Austria; own processing.

Priority 1 (Spatial Development and Approaches): €18.127.723 (53%);

Priority 2 (Transport Systems and Information Society): €11.772.740 (39%);

Priority 3 (Landscape, Natural and Cultural Heritage): €7.805.075 (30%);

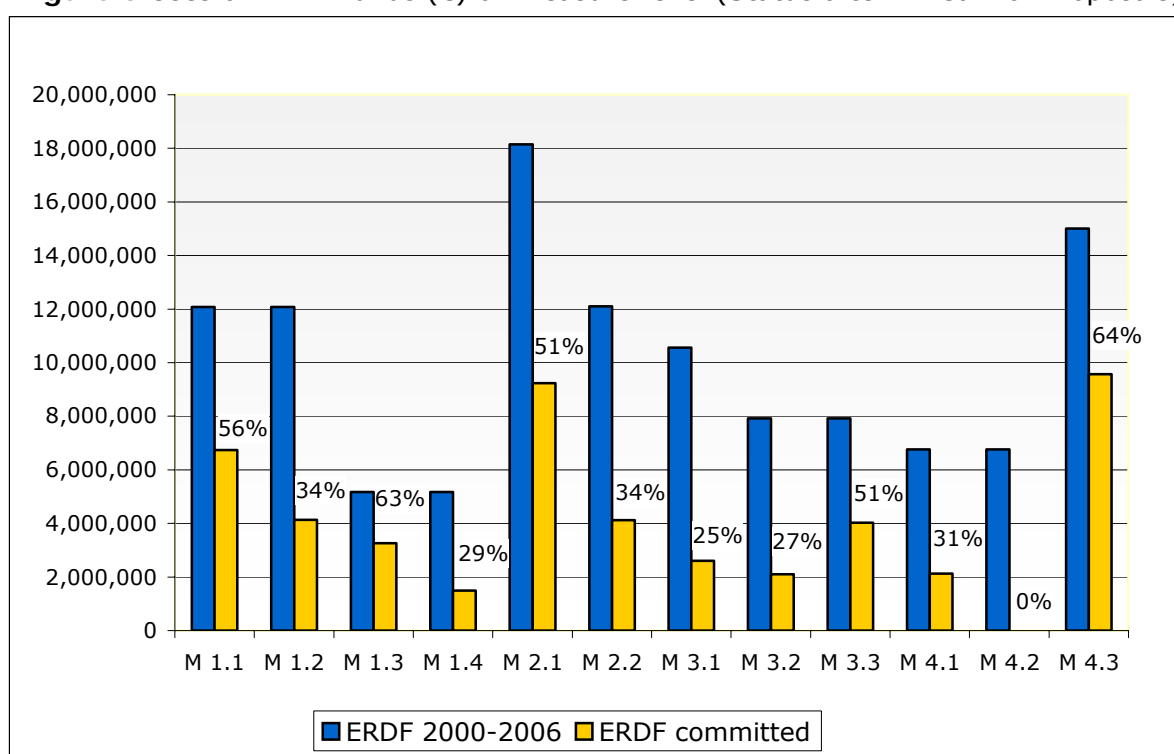
Priority 4 (Environment Protection, Resource Management): €11.700.651 (41%).

⁶ 1st Call for Proposals - opening date: 15/06/2002; closing date: 31/07/2002.

The highest commitment of funds is found in Priority 1 (53%), followed by Priority 4 (41%), Priority 2 (39%), while the lowest commitment is found in Priority 3 (30%).

Reviewing the utilization of available funding at the Measure level, Measure 4.3 (Integrated Water Management and Prevention of Floods) demonstrates commitment at the level of 64% of authorised funds. Similarly, Measure 1.3 (Rural Development) demonstrates 63% commitment of authorised funds. Other Measures, such as Measure 3.1 (Cultural Heritage) do not fare equally well demonstrating commitment of only 25% of authorised funds, or Measure 3.2 (Natural Heritage) with just 27% of funds committed. Significantly, no projects were approved under Measure 4.2 (Risk Management and Prevention of Disasters).

Figure 5 Uses of ERDF Funds (€) on Measure-level (Status after 1st Call for Proposals)

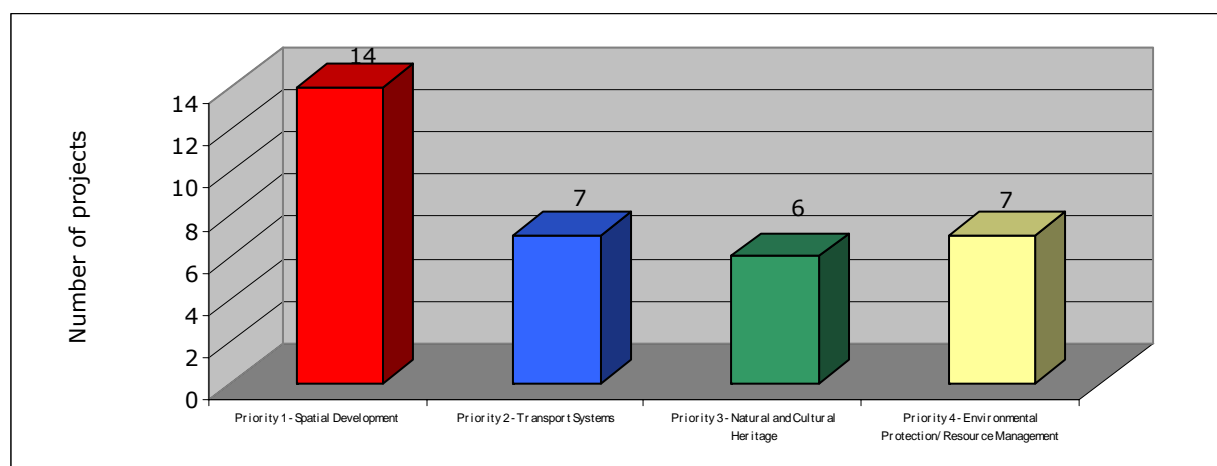


Source: CCP Austria; own processing.

6.1.1 Budget Distribution of Projects

The average participation per project amounts to 11-12 project partners, including the Lead Partners. Nineteen projects have less than 11 partners (3 of them have 3 partners), 12 projects have between 11 and 20 partners, while 3 projects involve more than 20 project partners. With regard to project distribution *per Priority*, the highest number of projects (14) is found in Priority 1, followed by 7 projects in Priorities 2 and 4 respectively, whereas the lowest number of projects (6) has been approved under Priority 3. The project distribution *per Measure*, reads as follows: most of the projects (6) are found in Measure 1.1, followed by Measures 1.2 and 4.3 with 5 projects each. One project has been approved in Measure 1.4, while no projects have so far been approved under Measure 4.2.

Figure 6 Number of Projects Approved per Priority (Status after 1st Call for Proposals)



Source: CCP Austria; own processing.

On project level, with reference to ERDF-allocation, projects range between €0.5 million and €2.8 million. The average project size is €1.5 million. There are 12 projects with allocated ERDF funding of under €1 million, 13 projects feature a budget between 1 and 2 million euro, while 9 projects have been allocated ERDF funding of above €2 million. The allocation of ERDF funding as well as information about the make-up of partners per approved project is illustrated in Table 9.

Table 9 List of Approved Projects (Status after 1st Call for Proposals)

Appr. Round	Measure	Title of Project	Total Budget (€)	ERDF Budget (€)	Partners	Lead Partner
1st	1.1	SIC!	1.960.000	1.035.000	17 (6 AT, 3 DE, 2 CZ, 1 HU, 1 SK, 1 PL, 1 SI, 1 CR, 1 IT)	Regional Government of Burgenland, European Employment Office and Statistics; Eisenstadt, Austria
1st	1.1	InCluD	2.745.600	1.200.000	12 (2 AT, 5 IT, 1 PL, 1 HU, 1 RO, 1 BG, 1 CZ)	Region of Lombardia; Milano, Italy
1st	1.1	CONSPACE	2.046.875	838.000	10 (2 AT, 3 IT, 1 SI, 3 CR, 1 HU)	Regional Government of Carinthia, Regional Planning Dpt; Klagenfurt, Austria
1st	1.1	RDA-net CEDA	3.171.720	1.300.000	30 (3 AT, 1 DE, 9 IT, 1 GR, 3 HU, 1 PL, 8 SK, 1 SI, 1 RO, 1 UA, 1 CZ)	Region of Abruzzo; L'Acquila, Italy
1st	1.1	Tecparknet	1.250.000	500.000	9 (3 AT, 2 IT, 1 SI, 1 HU, 2 CR)	Innofinanz – Steiermärk. Research and Development; Graz, Austria
1st	1.1	ADRI.FISH	1.971.000	857.048	6 (4 IT, 1 CR, 1 SI)	Region of Veneto; Mestre-Venezia, Italy

Appr. Round	Measure	Title of Project	Total Budget (€)	ERDF Budget (€)	Partners	Lead Partner
1st	1.2	Cityregio	2.164.000	1.305.000	14 (5 AT, 4 DE, 5 CZ)	City of Leipzig; Leipzig, Germany
1st	1.2	RIMED	1.162.000	549.000	12 (3 GR, 3 BG, 3 AL, 3 MK)	University of Thessaly, Department of Planning and Regional Development; Volos, Greece
1st	1.2	TECNOMAN PERSPECTIVES	3.803.570	2.037.500	18 (6 AT, 3 GR, 1 DE, 3 CZ, 1 PL, 1 RO, 1 YU, 2 HU)	Regional Government of Styria, Regional Planning and Regional Development Dpt; Graz, Austria
1st	1.2	UTN II	5.000.000	2.825.000	17 (4 AT, 3 IT, 2 DE, 5 GR, 2 RO, 1 UA)	Municipality of Vienna, European Union Promotion Dpt; Vienna, Austria
1st	1.2	Proside	2.139.000	920.500	9 (2 AT, 3 DE, 1 IT, 1 HU, 1 PL, 1 RO)	UW Environmental Economy Ltd; Stuttgart, Germany
1st	1.3	Simoca	2.186.604,75	1.000.000	10 (6 IT, 1 GR, 1 CR, 1 PL, 1 SK)	C.I.H.E.A.M. – Mediterranean Agronomic Institute of Bari; Valenzano, Italy
1st	1.3	Cohesion	3.540.473	2.266.528	14 (1 AT, 6 GR, 1 DE, 1 IT, 2 BG, 2 CZ, 1 RO)	Central Union of Vine and Wine Producing Cooperative Organizations of Greece – KEOSOE; Athens, Greece
1st	1.4	GO WEST	2.906.793,02	1.494.147	10 (8 IT, 1 DE, 1 AL)	Region of Emilia-Romagna; Bologna, Italy
1st	2.1	City Ports	5.570.000	2.393.500	27 (5 AT, 17 IT, 4 GR, 1 SI)	Region of Emilia Romagna, Italy
1st	2.1	D4D	1.877.100	938.550	3 (2 AT, 1 DE)	Danube Transport Development Company Ltd; Vienna, Austria
1st	2.1	I-Log	4.887.318,18	1.800.000	23 (1 AT, 1 DE, 6 IT, 3 GR, 3 CR, 6 HU, 3 RO)	Region of Marche – Transport Department, Italy
1st	2.1	IMONODE	4.891.500	2.517.500	18 (3 AT, 3 GR, 7 IT, 4 SI, 1 CR)	Hellenic Institute of Transport (HIT); Thessaloniki, Greece
1st	2.2	Gildanet	5.392.880	2.400.000	13 (2 AT, 3 IT, 7 GR, 1 SI)	Region of Emilia Romagna; Bologna, Italy
1st	2.2	ISA-MAP	1.812.880	681.440	3 (1 AT, 1 IT, 1 SI)	Regional Government of Carinthia, Regional Planning Dpt; Klagenfurt, Austria
1st	2.2	B-Cross	1.859.000	1.041.750	9 (1 AT, 4 GR, 2 IT, 1 BG)	Chambers of Commerce Development

Appr. Round	Measure	Title of Project	Total Budget (€)	ERDF Budget (€)	Partners	Lead Partner
					1 RO)	Company of Central Macedonia; Veria, Greece
1st	3.1	ITER	1.250.000	600.000	9 (1 AT, 4 IT, 1 GR, 1 HU, 1 RO, 1 BG)	Institute of Cultural and Natural Artistic Assets of the Region of Emilia Romagna; Bologna, Italy
1st	3.1	Development of Sustainable Tourism	4.745.000	2.000.000	6 (1 IT, 2 GR, 1 HU, 1 PL, 1 RO)	Region of Abruzzo; L'Aquila, Italy
1st	3.2	Wetlands II	2.101.000	1.000.000	6 (3 IT, 1 DE, 1 PL, 1 AL)	Veneto Regional Park Administration Delta of the Po; Ariano nel Polesine, Italy
1st	3.2	IPAM-Toolbox	2.370.000	1.105.000	7 (2 AT, 2 IT, 1 CZ, 1 CR, 1 SI)	Regional Government of Carinthia, Regional Planning Dpt; Klagenfurt, Austria
1st	3.3	REKULA	3.735.100	2.300.075	13 (6 DE, 5 IT, 2 PL)	International building exhibition Fürst-Pückler-Land GmbH; Großbräschen, Germany
1st	3.3	L.O.T.O.	1.893.900	800.000	10 (6 IT, 1 DE, 1 CR, 1 SI, 1 RO)	Region of Lombardia, Department of Territory & Urbanism; Milano, Italy
1st	4.1	KATER II	3.246.400	1.376.701	8 (4 AT, 2 IT, 1 SI, 1 CR)	Municipality of Vienna, Water Companies Dpt; Vienna, Austria
1st	4.1	Drava River	2.624.000	750.000	8 (4 AT, 1 CR, 3 HU)	ARGE DRBP (Quantum Ltd, Joanneum Research, IC Consulting); Klagenfurt, Austria
1st	4.3	HYDRO-ADRIA	5.000.000	2.400.000	11 (6 IT, 2 GR, 1 DE, 1 CR, 1 HU)	Region of Puglia, Area of Coordination of the Community's Policies; Bari, Italy
1st	4.3	ODER-REGIO	3.097.000	1.600.000	6 (3 DE, 2 PL, 1 CZ)	Berlin - Brandenburg Common Regional Planning Dpt; Potsdam, Germany
1st	4.3	NetWet 2	2.716.600	1.813.450	22 (16 GR, 3 IT, 1 BG, 2 RO)	Centre of Euro-Mediterranean Regions for the Environment (KEPEMEP-MEDREGIO); Athens, Greece
1st	4.3	SUMAD	2.769.000	1.284.500	3 (1 AT, 1 DE, 1 HU)	Bavarian State Ministry for Regional Development and Environmental Matters; Munich, Germany

Appr. Round	Measure	Title of Project	Total Budget (€)	ERDF Budget (€)	Partners	Lead Partner
1st	4.3	ILUP	7.068.000	2.476.000	13 (9 AT, 1 DE, 1 GR, 1 CZ, 1 HU)	Federal Ministry for Land and Forestry, Environment and Water Management, Forestry Section; Vienna, Austria
Sum of Total and ERDF Budget:			104.954.314	49.406.189		

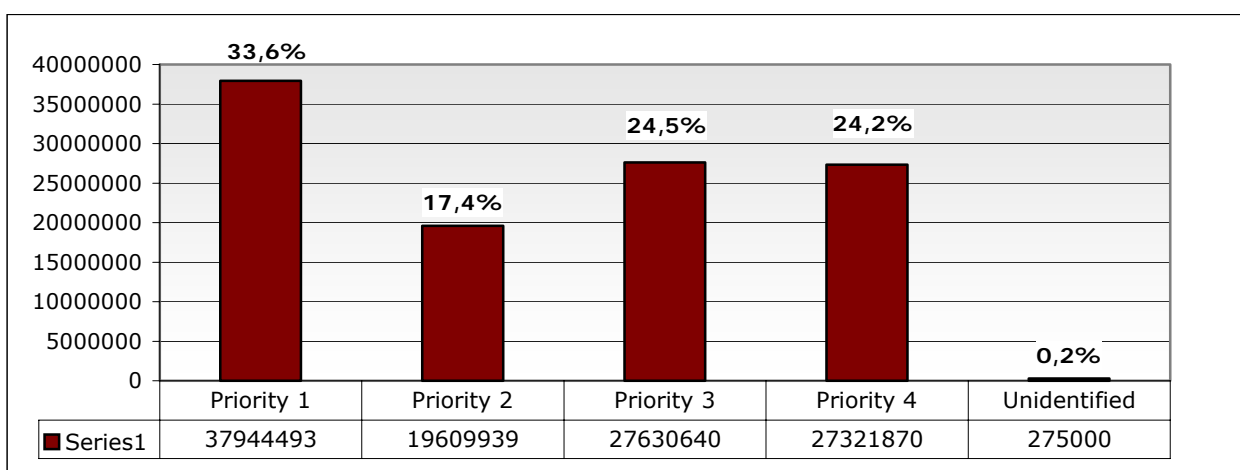
Source: CCP Austria; own processing.

6.2 Second Call for Proposals

The Second Call for Proposals opened on 14/04/2003 and closed on 17/06/2003. The JTS, as well as the CCPs and National Committees carried out the assessment between July and November 2003. The approval for 99 submitted project proposals is scheduled to take place on 10-11/12/2003 by the Steering Committee. The total remaining ERDF funding of the Programme amounts to €70.300.059, while the requested ERDF funding by all 99 project proposals amounts to €107.859.100,02 therefore surpassing the remaining ERDF budget by approximately €37,5 million. Until now, 18 projects of total budget in the area of €19.644.986,79 are being recommended for approval by the JTS (according to this recommendation JTS, a total of €50.655.072,21 will be the remaining ERDF funding after the 2nd call), although this assessment is *not binding* to the SC.

As can be seen in Figure 7, the highest demand for ERDF-funding per Priority is found in Priority 1 (33,6%), followed by Priorities 3 and 4 that share almost equal demand (24,5% and 24,2% respectively), and Priority 2 (17,4%).

Figure 7 ERDF-funding Demand per Priority (2nd Call for Proposals)

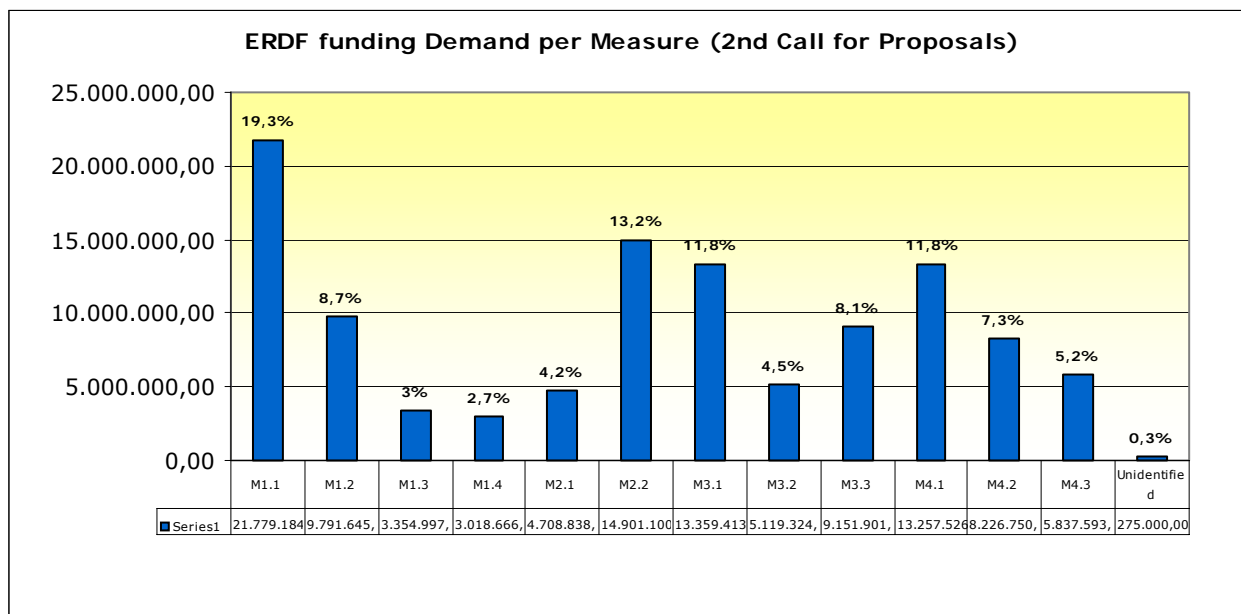


Source: Joint Technical Secretariat; own processing.

Furthermore, Figure 8 below illustrates the demand for ERDF-funding at the Measure level during the 2nd Call –for-proposals; Demand is not evenly spread

amongst the Measures, instead Measures 1.1, 2.2, 3.1 and 4.1 concentrate the highest demand, while Measures 1.3 and 1.4 exhibit the lowest demand for funding, followed by Measures 2.1 and 3.2.

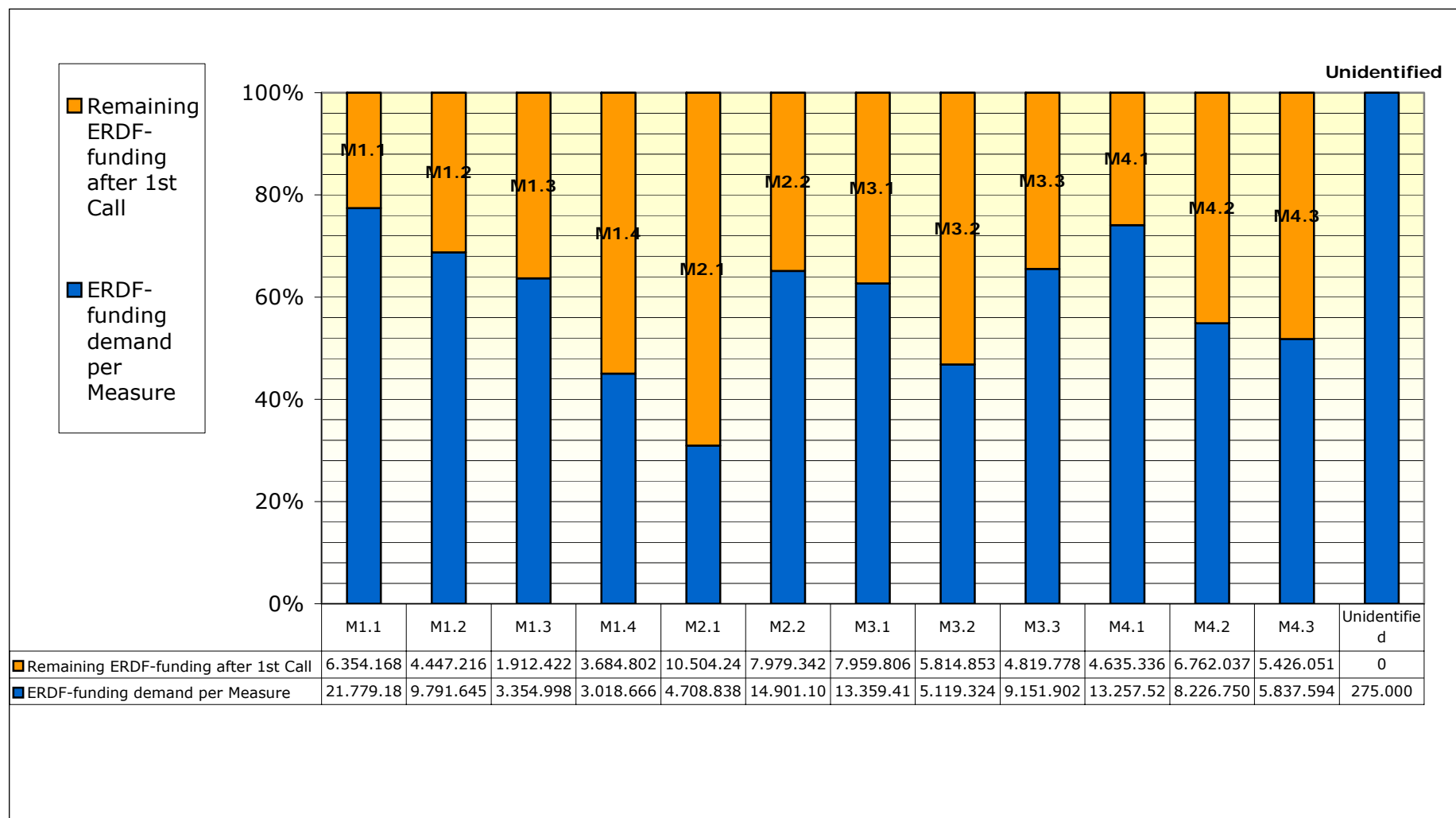
Figure 8 ERDF-funding Demand per Measure (2nd Call for Proposals)



Source: Joint Technical Secretariat; own processing.

Figure 9 below provides a schematic overview of the registered demand in relation to the available funds per Measure, to ascertain the degree of relative attractiveness of Measures in the 2nd Call of Proposals. On that basis, Measures 2.1, 1.4 and 3.2 demonstrate a higher than 1:1 ratio between available funds and registered demand, signifying that perhaps the allocation of funds could be altered to support Measures whereby demand clearly exceeds availability (e.g.: Measures 1.1, 1.2. 4.1, etc.).

Figure 9 Comparison between ERDF-remaining funds and Demand per Measure (2nd Call for Proposals)



Source: Joint Technical Secretariat; own processing.

Recommendations

In general, the significant number of project proposals submitted during both the 1st and the 2nd Call for Proposals clearly suggests that the Programme has generated strong demand in the eligible regions for all the various types interventions included in CADSES. In addition, given the relatively moderate rate of rejections, it appears that a significant percentage of submitted projects meet the appraisal criteria per Measure, even if most of the project approvals were conditional.

From the available information to the Evaluator about each approved Project (see Annex, Table A1), those Projects approved thus far are consistent with the general aims of CADSES. However, judging by the registered demand⁷ at the 2nd Call, it appears that the particular objectives concerning the spatial impact of immigration (M 1.4), the development of efficient transport systems and access to the information society (M 2.1) and the protection and development of natural heritage (M 3.2) may be quite ambitious and that the set targets will not be reached, therefore if a fundamental reconsideration of the budget allocation takes place, then surplus funds could be allocated towards better supporting the realization of other Programme objectives.

6.3 Financial & Output Progress of CADSES

Findings

Up to the point of reference of the MTE (November 2003), there has not been yet available monitoring data that would enable the explicit review of the implementation progress of individual projects and allow the Mid-Term Evaluator to assess and verify the quantification of indicators, as well as to quantify the degree of realisation of the operational objectives.

Nevertheless, while there is lack of quantified indicators and data on actual outputs, it is possible to compare (at Measure-level) the expected physical outputs of the approved projects so far, with the planned output indicators and quantified objectives set out in the Programme Complement, as well as to the major objectives set out in the CIP.

The comparison between these data categories, indicated by the correlation of indicators signified by the colouring of rows in Table 10, points out that an obvious and clear-cut connection and consistency exists on two levels:

- ✓ Between project- (inducted physical output) and Measure-level (output indicators, quantified and CIP objectives);

⁷ Which constitutes only an “early” indicator of fund allocation trends as opposed to project approval decisions.

- ✓ Between different programming documents (CIP, Programme Complement) and data from approved projects, whereby initial policy lines have been incorporated into projects and specialised into actions at the approval level.

Table 10 Comparison of Planned with Expected Output per Measure of CADSES (Status after 1st Call for Proposals)

Major Objectives of Measure (CIP)	Quantified Objectives at Measure-level	Output Indicators	Physical Output(s)	
Measure 1.1 – Promoting Spatial Development				
Intensification of transnational co-operation of parties defining spatial development policies with a view to promote polycentric and sustainable development, economic and social cohesion	No. of politically approved spatial development concepts on different level to be worked out accompanied by lists of concrete investments to be carried out = Min. 5	No. of common planning guidelines, plans, strategies or land use plans	Development of an extended network of CADSES regions and common planning guidelines, plans and strategies Development of a common strategy for sustainable regional development Feasibility Study = 2 Organisation of trainings, conferences, seminars, study visits Transnational operative network in the field of technology, science, innovative SMEs	
	No. of transnational development areas to be encouraged and respective no. of permanent strategic management structures (networks) to be established = Min. 3	No. of strategies/perspectives for CADSES sub regions	Best Practice model for planning agencies in ACs RDAs Network Development Assistance to institutions in relation to EU-enlargement challenges Generation of innovative projects for regional development New co-operation projects with CEDE partners	
	No. of best practice examples to be developed and marketed for developing lagging regions, for networking between educational institutions in such regions and for involving SME in spatial development policies = Min. 3	No. of actions aimed at promoting SME	Structure of a network from cluster organisations Structure of a network regarding fishery activities in the Northern Adriatic Area Industrial Cluster Development Development of sectoral SMEs Increase of know-how level of organisations and public bodies	
	Measure 1.2 – Shaping Urban Development			
	Development and implementation of transnational projects focusing on strengthening urban economies, infrastructure and social systems, promoting transfer of knowledge re urban policies	No. of projects dealing with co-operation structures and processes between cities and surrounding communities = Min. 3	No. of created networks between cities	Regional cluster handbooks Regional information systems Establishment of regional thematic networks Networking, training and pilot actions UTN network strengthened
		No. of projects involving parties from several small- or medium-sized cities = Min. 1/3 of projects		
		No. of projects promoting brown-field development (reuse of military or industrial sites) = Min.3	No. of transfer know-how actions about urban development and restructuring	Policies contributing to balance spatial development Handbook of strategic demand-oriented business location development policies in CADSES node regions Promotion of new urban planning/ management methods and tools Business plans Tools for the evaluation of investor plans

Major Objectives of Measure (CIP)	Quantified Objectives at Measure-level	Output Indicators	Physical Output(s)
			Best Practice guides and procedures for the implementation of a synergic Action Plan for polycentric development
	No. of exemplary solution to be found for each of the general objectives = Min. 1	No. of actions aiming at promoting harmonious development between peripheral and central areas	Establishment of information platform on brownfields
	No. of best practice solutions to be developed and marketed = Min. 3		Exchange programmes related to pilot co-operation projects
Measure 1.3 – Shaping Rural Development			
Development and implementation of transnational projects that enhance endogenous development, promote a diversified economic structure and a stable social development taking into account the specific typology of rural areas, strengthen the inter-relationship between rural areas and regional urban centres, enhance the exchange of information on rural development	No. of networks between parties from rural communities and regions to be established = Min. 3	No. of integrated actions and networks between rural areas	Information exchange and knowledge transfer from partners of the wine sector
	No. of project involving parties from administrations of regional urban centres with a population less than 50.000 = Min. 50% of projects		
	No. of strategies for rural employment restructuring to be developed and implemented = Min. 2	No. of planning documents dealing with restructuring of employment in rural areas	Building up of a common transnational knowledge-based communication system
		No. of pilot actions in order to implement national rural development strategies including economic, social and environmental aspects	Increase in income and farm employment of rural population
Measure 1.4 – Spatial Impact of Immigration			
Development of transnational initiatives of a wider scope, including joint spatial policy strategies for the countries of origin and of destination and of social inclusion strategies in particular for female immigrants	No. of integrated strategies for the country of origin and destination country to be developed and politically approved = Min. 2	Workshops/seminars and number of participants	Development of transnational initiative for the contribution to the conversion of regional development strategies re immigration
	No. of projects involving organisations of migrants = Min. 1/3 of projects	No. of pilot actions in order to implement spatial security immigration/emigration and social inclusion projects	
	No. of project involving partners from two or more EU member states = Min. 50% of projects	No. of studies for developing spatial security policies, immigration/emigration strategies and social inclusion policies	
Measure 2.1 – Efficient Transport Systems			
Development and implementation of transnational projects focusing on improvement of accessibility as priority task of economic and social policy	No. of best practice solutions re multimodal or environmentally sound transport to be developed and marketed = min. 3	No. of actions to connect eastern and western areas	Best practice examples of organisation and management of intermodal transport terminals and chains
			Structure of an information network on city logistics solutions
			Creation of a data warehouse for the Danube water way
			Exchange of best practices, improvement of industrial relations and SMEs co-operation
	No. of projects involving transport operators from public or private sector and representing different modes (road, rail, sea, inland waterways, air) = Min. 20% of projects	No. of feasibility studies for investments in transport	Development of intermodal transport systems
No. of projects encouraging investment and securing durable results by preparing public and/or private investment, regional planning measures or legislative plans or programmes = Min. 2/3 of projects		Added value to efficiency and safety in the field of maintenance and development, contribution to environmentally friendly handling of traffic increase	
No. of territorial impact assessments for larger transnational projects or programmes to be developed = Min.3	No. of Territorial Impact Analysis of specific projects/programmes	Production of interdisciplinary feasibility studies	
			Demonstration of new technology and logistics management techniques

Major Objectives of Measure (CIP)	Quantified Objectives at Measure-level	Output Indicators	Physical Output(s)
Measure 2.2 – Access to Knowledge and the IS			
Development and implementation of transnational projects focusing upon improvement of the access to knowledge and the information society, on promotion of the use of state-of-the-art technologies as competitive advantage in CADSES countries and on modernisation and improvement of administrative processes	No. of projects comprising training measures for local and regional parties = Min. 50% of projects	No. of transfer know-how actions about information society	Four groups of workshops organised Development of common strategies for joint spatial development of the border area of Austria, Italy and Slovenia Creation of a platform of integrated IT services Extension and consolidation of the GILDA systems and prototypes
	No. of projects seeking to improve access to the IS in lagging regions = Min. 1/3 of projects	No. of pilot actions promoting use of ICT in order to improve access to knowledge and information in remote areas and underdeveloped regions	Development of a common digital map created for the partnership region in central Europe
	No. of projects seeking to improve the efficiency of administrative procedures = Min. 1/3 of projects	No. of ICT networks created	Development of a business co-operation network
Measure 3.1 – Cultural Heritage			
Development and implementation of transnational projects focusing on cultural heritage as a regional development asset and at developing mechanisms and tools which improve the effectiveness of cultural heritage protection policy	No. of best practice projects on cultural tourism = Min. 3 No. of thematic routes to be established = Min. 3	No. of actions aiming at protecting 'cultural landscapes' in all CADSES countries No. of 'cultural routes' created	Development of innovative methods and technical instruments for protection of cultural heritage of historical space Development of sustainable tourism for job creation Training courses for guides as well as local decision makers
	No. of networks working on improving effectiveness of cultural heritage protection policies and developing politically approved concepts accompanied by list of concrete investments to be carried out = Min. 2	No. of analysis focusing on safety of cultural heritage	Publicity and promotional activities Awareness raising Transfer of Best Practice models
Measure 3.2 – Natural Heritage			
Development and implementation of transnational projects focusing upon natural heritage as a regional development asset	No. of best practice projects on using natural heritage as a regional development asset = Min. 3	No. of pilot projects promoting use of natural heritage in regional development	Development of toolbox with tools, instruments and methods for management of protected areas
	No. of networks working on improving effectiveness of natural heritage protection policies and developing politically approved concepts accompanied by list of concrete investments to be carried out = Min. 2	No. of analysis focusing on safety of natural heritage No. of actions aiming at connecting protected areas by geographic or functional links	Integrated management of wetlands Transnational transfer of know-how Management and monitoring of protected areas (outside NATURA 2000, RAMSAR) Wetlands management training courses Awareness raising and information
Measure 3.3 – Landscape			
Development and implementation of transnational projects aimed at integrated landscape issues in spatial planning policies and territorial actions	No. of best practice solutions on integrating landscape issues into spatial development policies = Min. 3	No. of pilot projects aiming at protecting valuable landscapes No. of created transnational connections between landscapes	Production of a manual for landscape management Development of a common integrated methodology of landscape upgrading policies Construction of a network between institutions being in charge of landscape planning
Measure 4.1 – Environmental Protection			
Development and implementation of transnational projects focusing on functionally	No. of best practice examples on how to effectively integrate environmental issues in spatial development concepts and actions in larger regions	No. of actions to monitor pollution sources and to avoid environmental damages	Instruments devised for the facilitation of the conversion of existing laws or the development of new ones

Major Objectives of Measure (CIP)	Quantified Objectives at Measure-level	Output Indicators	Physical Output(s)
integrated environmental protection and resource management	across borders = Min. 3		Construction of two new waste-water processing facilities
	No. of territorial impact or strategic environmental assessments for concrete transnational development projects (i.e. TEN/TINA projects) to be developed = Min. 2	No. of Environmental Impact Assessment studies	Water management and environmental protection Master Plan development
	No. of transnational concepts to be developed and politically approved for large scale water reserves or common resources = Min. 3	No. of environmental protection feasibility studies	Transnational solution of technical and environmental problems
Measure 4.2 – Risk Management			
Development and implementation of transnational projects focusing upon prevention of natural and man made disasters and upon risk management	No. of best practice examples demonstrating how to effectively deal with risks and disasters = Min. 3	No. of actions to monitor risk sources and to avoid environmental damages	Null projects approved
	No. of coherent and comprehensive strategies to be elaborated and politically approved for whole transnational functional areas accompanied by a list of concrete investments to be carried out = Min. 2	No. of transnational programmes for risk prevention in threatened areas No. of feasibility studies to manage risks and prevent disasters	
Measure 4.3 – Integrated Water Management			
Development and implementation of transnational projects focusing on integrated water management and prevention of floods, development and further enhancement of common strategies for monitoring, warning and protection systems	No. of best practice solutions re preventive flood protection encouraged = Min. 3	No. of actions aiming at identifying the location of retention areas and settlement structures	Development of monitoring networks Edition of catalogue of measures of floods prevention Development of method for prognoses of drought Concrete measures to ensure water quality in Danube, Theiss and other rivers Development of a transnational co-ordinated space planning scheme for preventive flood protection Establishment of network of municipalities New forms of spatial governance
	No. of coherent and comprehensive strategies for flood protection to be elaborated for whole transnational functional areas accompanied by a list of concrete investments to be carried out = Min. 1	No. of projects including transnational river-catchment areas No. of feasibility studies for water management and prevention of floods	Development of innovative instruments and methods for environmental monitorings of water resources (e.g. water management telematics) Structure of a transnational network for the development of common methods for the collection and the exchange of hydro-meteorological data Development of an Internet public relation system and framework for minor investments Integration of main environmental impacts and aspects of resource management in a transnational perspective Increased acceptance by the population for river basin management through new market and communication mechanisms

Source: INTERREG IIIB CADSES (Amended) Annual Report 2002; CCP Austria; own processing.

Beyond that level, the lack of available data regarding the financial progress of CADSES (payments), due to the fact that no substantial number of financial requests has come to the Paying Authority yet, prevents the assessment of progress in actually meeting the stated objectives. Overall, the evaluation of the effectiveness of the projects proves to be not possible due to the very short period of time the projects have been running and the lack of monitoring information.

Recommendations

- 1) Immediately deploy the full resources of the Managing Monitoring System to provide accurate information about the progress of implementation.

7 QUALITY OF JOINT IMPLEMENTATION MECHANISMS AND MONITORING ARRANGEMENTS

7.1 Joint Implementation Procedures

The implementation of a trans-national Programme is, by necessity, a complex management task, made more difficult by the lack of trans-national administrative structures and of legal basis for trans-national co-operation among would-be project partners, or for trans-national supervision by decision-making and monitoring institutions that operate under different legal rules. Therefore, the standards and practices for the trans-national handling of Programme management functions and activities have to develop gradually, in a step-by-step joint-learning process that relies on common ground and clear rules of constructive engagement. As the following discussion on the key elements of CADSES's implementation reveals, the adaptation to efficient implementation procedures requires careful consideration of potential obstacles and extensive deliberations amongst the parties involved to minimize problems and accelerate the pace of implementation.

7.1.1 Institutional and Regulatory Framework

Findings

As mentioned above, in the absence of trans-national administrative structures in the CADSES area of implementation, the installation of appropriate management mechanisms and systems required first the development of a joint framework of action. According to the results of the survey, the existing institutional and regulatory framework at the national level hindered Programme implementation causing delays due to a number of reasons:

- ✓ the time-consuming task of developing a common understanding on the roles of different bodies coupled with the delayed establishment of the MA;
- ✓ the complexity and heavy administrative burden of planning and implementation procedures;
- ✓ the different regulatory framework of CADSES and PHARE, TACIS, CARDS (i.e. financing sources for non Member States), as well as national legislation obstacles (differences) with regard to preparing/signing subsidy contracts to EU grants, thus hampering the quick issue of contracts;
- ✓ the operation of different funding instruments, (e.g. Slovenia is using national funds, and Hungary has been allocated PHARE funds specifically for CADSES, while some countries like Serbia receive no funds at all). However, it is thought that a different funding mechanism would not have hindered the implementation of CADSES, had funds been allocated from an early stage;

- ✓ the lack of experienced, and well-trained staff and available experts to some NCCs, the limited know-how of certain Lead Partners, especially in the Eastern European participating countries and those ineligible for PHARE funding, and the lengthy waiting period till the signing of the subsidy contract (prior to which approved projects can not start the implementation process).

In the view of the Evaluator the development of joint standards for action at the trans-national level is arguably the hardest task for the parties involved in Programme management and implementation, therefore it is imperative that an administrative framework is developed gradually whereby the prevalent incentive structure rewards joint action and, by contrast, discourages unilateral or one-sided behaviour that undermines the possibility of reaching common ground and objectives.

This holds especially true in CADSES because it focuses on providing support to the achievement of spatial development or integration across a large and disparate trans-national area, a concept predicated upon the deep sharing of principles and methodologies and the interdependence of action. If this condition is not materialised through proper governance, the real possibility exists that the Programme would degenerate in a policy exercise in which the decision-making parties would be guided by the achievement of mutually beneficial compromises instead of steering the interventions towards the realization of the stated aims.

Recommendations

- 1) In the broader context, the existing regulatory framework of the Structural Funds should take into account specific governance problems of trans-national co-operation, versus focusing largely on implementation within national context;
- 2) Accelerate the development of joint standards by the exchange of experiences between CADSES participants and the identification of good practises in different know-how areas (procedures, staffing of units, forms, etc.).

7.1.2 Data Collection and Information Flow

Findings

According to the results of the survey and the interviews, the dissemination of information about Programme requirements and administrative proceedings is not deemed adequate and effective enough, in terms of providing access to important documents, consultation proceedings and enabling the parties to respond effectively to the various demands of the management and implementation processes.

The data collection and dissemination system at the project level is not yet operational and there are also concerns voiced vis-à-vis the following-up of the implementation process. For instance, the JTS looks at solely status reports and assesses whether projects are in line with the application filed and approved, while qualitative and quantitative assessments cannot be performed because of lack and means of collection of relevant data. For the moment, there is no way to supervise the actual implementation but for the national system of first level control. In addition, financial certification rules need to be clarified across different countries and certain parties that are not familiar with the rules of procedure.

On the other hand, the MA and the managing team confirmed that the reporting system is in place and operational. Therefore, it is evident that either the other parties are unaware of this fact or are reluctant to use it. As a result, statistical information about the projects and baseline information regarding expected outputs has not been inserted on the reporting system yet. This may also be partially attributed to the late starting of project implementation, which restricts the available amount of progress data that can be inputted to the MMS by the LPs.

A further issue of contention that requires clarification is the matter of which party collects and reviews the project activity reports. The MA claims that this is the duty of the JTS, while the JTS states that at the moment they are not in a position to take up such a responsibility. However, according to the Programme Documents as well as the JTS rules of procedure, one of the tasks of the JTS is to *monitor progress made by projects through collecting and checking project monitoring reports, monitoring outputs, results and financial implementation*, therefore the situation must be rectified through the reorientation of JTS resources towards meeting that obligation.

The particular criticisms voiced by project partners are based on the following points:

- ✓ Project partners are not sufficiently informed about their monitoring and reporting obligations;
- ✓ Information provided to them relies heavily on quantity rather than quality, in terms of addressing the particular information needs concerning the project application stage, the incorporation of trans-nationality in projects, etc.;

Recommendations

- 1) Composition by the JTS of a draft handbook of CADSES standard procedures that contains the different forms, agreements, standard letters and administrative procedures for the NCCPs, the TCCPs, and the Project Partners on filing reports, signing agreements and claiming payments;

- 2) Provision of Technical Assistance in the organised form of specialist seminars that would help CADSES participants and to selected LP-staff, particularly from newcomer to the EU countries, to better comprehend the substance of the rules and to assist individual project implementation on a faster and more effective pace.

7.1.3 Project Appraisal and Approval

Findings

Overall, the assessment of the interviewed parties was that the application of the project selection procedure, at least concerning the 1st Call for Proposals, has been problematic due to the difficulty of reconciling the features of the proposed projects with the four rather generic priorities of the Programme. In addition, the LPs questioned the clarity of the terms of the 1st Call for Proposals, describing the action priorities and eligibility requirements as *irrelevant in terms of enabling the assessment of spatial impact*, while the required Application Forms submitted, as part of proposals by LPs, were found only in part helpful and user-friendly.

Many parties have also stressed the fact that the main problem encountered thus far in the application of the project selection criteria is the involvement of “national interest” as seen by the pressure exerted by the Steering Committee to approve certain projects of national interest. Apparently, the conflict of roles for SC members that are also national/regional representatives is generating problems in adhering to common Programme targets. The participating parties in Programme management as well as the LPs share these views according to the results of the survey.

While in accordance with normative requirements, the project appraisal procedure encompasses formal completeness checks, and then the consideration of eligibility and priority criteria that involves technical or expert-based assessment, in practice the SC has applied one-round assessments of project proposals. In certain cases, the JTS was deliberately ordered by the MA and the SC to “restore” non-complete projects.

In the view of the Evaluator, part of the difficulties associated with project selection is linked to the rather diffused nature of the spatial development concept, which cannot be easily operationalised in order to provide a basis for suitable selection criteria. Furthermore, the rules and the criteria set in the Assessment Manual are strict and secure transparency in the selection procedures. However, the Assessment Manual was only developed during the course of the preparation for the 2nd Call for Proposals and was not available during the 1st Call at all.

Due to this, the assessment and selection process was considered to be neither very transparent to the programme actors nor to the Lead Partners. It is suggested

therefore that the appraisal of projects can be better geared towards their likely effectiveness, their objectives and cost-effectiveness if it is based on a quantitative system.

Recommendations

- 1) The independence of the JTS in the evaluation of the applications according to the rules and criteria set by the Assessment Manual must be safeguarded and not be allowed to be influenced by outside pressure;
- 2) Even though the SC base their comments on separate assessments making use of inputs of national committees or even independent evaluators, should they decide to overrule selection decisions against the JTS assessment/recommendation, clear arguments must be presented possibly backed up by a second reassessment by an independent evaluator;
- 3) The project selection criteria at the Measure level should be specified and then quantified along with relevant modification of application process.

7.1.4 Programme Managing Monitoring System

Findings

According to the results of the field survey, on Programme level, there is insufficient structural capacity for supervising the overall implementation of the projects beyond the national level. On project level, management and monitoring procedures on project assessment level are not operational yet, therefore it is impossible to evaluate whether the monitoring system is suitable for the gathering of reliable financial and statistical data on the implementation of the Programme. Yet according to the MA, the Programme Managing and Monitoring database described in the CIP has been installed, is operational and interconnected, with all CADSES parties having received their personal codes, thus been able to use the system for reporting. However, none of the parties mentioned above have received sufficient training so far to enable them to utilize the system.

More specifically, the Managing and Monitoring System (MMS) was developed in 2002, and implemented by a Working Group composed of representatives of the Italian Ministry of Economy and Finance, and the six INTERREG III Programmes. The MMS which has been developed for limited and differentiated access and includes three lots:

- ✓ 1st Lot - requires data about: Programme data and Financial Plans per Priority per Year; Programme Complement data and Financial Plans per Priority per Year; Project Details from the Application Form;

- ✓ 2nd Lot – covers all financial and procedural monitoring of the project;
- ✓ 3rd Lot – covers physical monitoring.

According however to the responses in the field survey, although Lead Partners and Project Partners of the approved projects have received their personal codes to use the system, they have not always succeed to enter the system and are thus not able to insert the project data. The remaining programme parties have not yet received any codes to use the system.

Other weaknesses of the project supervision process emanate from the lack of sample examinations of approved projects, as well as the inability to conduct joint management and implementation checks of approved projects.

Recommendations

- 1) Immediate activation of the monitoring system and provision of access and training to all parties involved in the management and implementation of CADSES development and operation;
- 2) The MA must ensure the subsequent monitoring and regular updating of all Programme indicators as part of the monitoring process. Indicate also to LPs and Project Partners which information is required and must be collected, and how it is being used to measure the output and the result of projects. This would enable project monitoring and supervision to take place at an overall Programme level, and not just at the national level.

7.1.5 Critical Implementation Paths and “Milestones”

Findings

A crucial, determining factor of the implementation progress in all Programmes funded the Structural Funds is the amount of time required to complete each of the various stages of administrative procedure during the project life cycle, measured by indicators called “process metrics”. In CADSES such information is available only concerning the 1st Call for Proposals.

Of the 34 approved projects at the 1st Call for Proposals, 30 contracts have been concluded, 4 have not yet returned subsidy contracts. In two of these cases, the delayed conclusion is a result of missing documentation and/or co-financing statements on the part of the LPs; in the other two cases, contracts are still with the MA. For the remaining 30 projects, the average time span to receive the subsidy contract is 255 days (approx. 8,5 months) after the decision made by the Steering Committee; in comparison to the Baltic Sea Region Programme, the respective process metrics amount to 153 days (approx. 5,1 months). In addition,

according to figures provided by the JTS the average time span to receive the subsidy contract is 10,2 months after the official start date of the project. The average duration of projects is 37 months, being slightly higher than the top end of the official average project duration, which was set out in the Programme Complement as 2-to-3 years.

Following the decision-making meeting of the Steering Committee on project approval, the procedure of subsidy contract issuing can be broken down into five stages as shown in Table 11, where the average time span between stages is also listed.

Table 11 Subsidy Contract Issuing Procedure (Status after 1st Call for Proposals)

A/A	Stages in Subsidy Contract Issuance Procedure	Average Time Lapsed Between Stages (process metrics)		
1	Contract offer sent out to LP by JTS	52 days (1,7months)	11,2 days	48 days (1,6 months)
2	Signed version returned to JTS by LP			
3	Subsidy contract sent for signature to MA by JTS			6 days
4	Signed version returned from MA to JTS			
5	Signed version sent to LP by JTS			

Source: Joint Technical Secretariat, own processing.

The time lapsed between the transition from the 1st to the 2nd stage is the most lengthy time frame in the subsidy contract issuance procedure; contracts sent out to LPs by the JTS are signed and returned in an average period of 52 days (1,7 months). The second lengthiest period in this procedure occurs in the transition from 3rd to 4th stage. It takes an average period of 48 days (1,6 months) for subsidy contracts that are sent by the JTS to MA for signature to be returned signed to the JTS.

The process metrics between the 2nd and 3rd stage, and between the 4th and 5th stage are significantly briefer. Respectively, it takes on average 11,2 days for the JTS to send the subsidy contract for signature to the MA after it has been received and signed by LPs, and 6 days for the signed version to be forwarded to the LPs by the JTS after it has been received from the MA. The combined process metrics between the 2nd and the 4th stage amount to approximately 60 days; the respective figure for the Baltic Sea Region Programme amounts to 11 days.

Recommendations

- 1) Continuous monitoring of MA and JTS performance via the “process metrics” and persistent overseeing of administrative procedures to improve performance rates and thus to accelerate the pace of Programme implementation.

7.2 Programme Management

The programme management structure of INTERREG IIIB - CADSES has been presented in Section 2.3. In this section, the responses in the field survey and the interviews concerning their efficacy are summarized and then the Evaluator draws conclusions and proposes certain recommendations to improve their performance.

7.2.1 Administrative Structures

Findings

The results of the completed interviews and the surveys conducted lead to the conclusion that the overall management of the CIP needs to be simplified and, in certain instances, made more effective. Numerous parties attribute CADSES observed malfunctions and delays to the *partly* clearly distribution of tasks and delineated jurisdictions and roles assigned to the various bodies involved in the implementation structure.

In connection to the role of the MA and the SC in particular, various parties consider both units as too strongly attached to “national policies” and “national interests”, while the JTS is considered by some as the most “independent” structure in the Programme. As to the function of the SC and the MC members, criticism is placed on the fact that their respective members are the same, in the majority of cases. It could be the case that SC and MC membership should be differentiated, as the SC should relate more to strategic Programme management while and the MC must focus more in the monitoring and evaluating functions of implementation. Instead, at present the MC deals predominantly with operational decisions that require consensus. Some parties further regard the distinction between SC and MC is not necessary and that these committees could be combined.

According to the opinions expressed by the interviewees, additional emphasis and a *proactive* instead of a *reactive* attitude should be demonstrated by the MA on the issue of clarifying and supervising the effective and efficient relations between the management and implementation units of CADSES. These observations also refer to the Paying Authority. On this subject, the MA is insisting that the effective management of the Programme must be carried out from a Central Government Unit, such as the Italian Ministry for Infrastructures and Transports. This position clashes with the position of other parties who believe that an independent structure could perform management duties more effectively. According to the MA, as a governmental organisation, they are in an advantageous position to safeguard the interests of the CIP and to ensure that the rules and regulations of the EU are respected and applied. Furthermore, it is the opinion of the MA that by virtue of them being a Central Government organisation and not a Regional Authority, the decision-making process is more transparent and better protected against singular interests.

Most of those interviewed believe that the “independency” of the JTS is at the core of the Programmes’ continuation, as this institution performs a “conjunctive” role by providing support to all other structures; however there is also voiced criticism that there is lack of transparency in the information flow that is handled by the JTS. Generally, all the management and implementation parties of CADSES recognize the need for more time to overcome the existing problems.

As far as the TCCPs are concerned, several parties are unclear of these units’ role, and its distinction from the NCCPs, although the roles and functioning of the two bodies differ substantially, as set out in the CIP and the PC. Several parties further believe that the question of the TCCPs should be raised anew after the accession of the new Member States. Overall, it is thought that the TCCPs are not yet integrated into project development and implementation. Similar criticism is voiced over the role of NCCPs, or rather the lack of a well-defined role, the absence of trans-national planning activities and co-operation, and the lack of information provision from these units to organisations, on national co-financing issues.

According to the interviewees, the European Commission is criticized because the CADSES-model of management and implementation, which is structured after the Baltic Sea Region Structure model, is not as flexible as it should be. The imposed model is not catering to the true needs of the CADSES space, where the decade-long tradition of political co-operation in the Baltic Sea Region is lacking and the level of cross-border and trans-national co-operation has not been sufficiently developed. The CADSES management model is not considered by the participants to be a “bottom-up” management practice, as the European Commission has imposed it.

As a general note, it is safe to assume that certain parties are not adequately well informed on the programme management structure of CADSES, and as a result their answers mirror their lack of ample comprehension of present structures rather than the inefficiency of the structures themselves.

Beyond being strictly a perception problem, the efficacy of the implementation system as a whole could be benefited by the provision of clearer guidance, stronger leadership and additional institutional support (to the NCCs) by the Managing and Paying Authority, given their central role in the management and implementation system of CADSES. Recognizing that the MA, aided by the Joint Secretariat, must function as the main “driving force” of the Programme is consistent with the fact that from now onwards, the focus of CADSES moves from project generation to project implementation, whereby monitoring tasks and financial delivery and reporting obligations will be increased and subjected to second and third-level controls and audits by the responsible parties.

This in now discernible way should impact negatively upon the prescribed role of the SC and MC, which remain the instruments entrusted with the main decision-making responsibilities in the Programme. Yet it is necessary, at the day-to-day operational level to improve the efficiency of the working relations amongst all parties involved and overcome the various administrative hurdles in the

implementation of CADSES that cannot be achieved without the elevation of the presence of the MA in a concerted effort with the JTS.

Recommendations

With regard to the clarification of programme management structures, the following suggestions are being made:

- 1) Organisation of a meeting with all units and authorities involved in CIP management & implementation; re-addressing, explanation, re-definition of existing structures and distribution of tasks utilizing lessons learned from experience in trans-national handling of issues;
- 2) Continuous effort and maintained vigilance by MA and the JTS to secure that existing structures are well understood, rules and regulations observed and followed;
- 3) More proactive role of PA in raising the awareness level of financial necessities among project partners;
- 4) Consideration by a Task Force of possible adjustments in the CADSES management and decision-making system, according to other more flexible and effective procedures pertaining to other INTERREG IIIB CIPs (see section 10 of this Report). In addition, review of the structure and role of CCPs and NCs in view of the forthcoming EU enlargement, as well as of the role/powers of countries that will not become EU Member States.
- 5) In connection with the European Commission, in particular, the following may be considered:
 - ✓ Sitting anew along with the key parties in CADSES management and implementation and arrive at the model and the structure introduced for the programme management;
 - ✓ Imposing additional requirements on the programme management and exercising more restrictions on observance of objectives and application of indicators;

7.2.2 Management Co-operation and Co-ordination

Findings

While no one objects to a structure that is dispersed in different locations, it is deemed that a hierarchy and more joint synergies are missing. For example, both the National and Trans-National CADSES Contact Points lack a clear division of

responsibilities, with the possible exception of the CCP/TCCP in Vienna. Much emphasis has been put on the fact that there is no *co-operation culture* in most of the countries participating in CADSES. The Council of the Baltic Sea States (CBSS) could serve as a useful example, although its long-standing existence and its accumulated experience in introducing and supervising the implementation of trans-national spatial organisation projects, does not favour an equal comparison between the Baltic Sea and the CADSES CIP. The BSSC does not really supervise the implementation of trans-national projects, it is however aware of that and forms a “roof” for many co-operation networks (e.g. the Conference of Ministers responsible for spatial planning and development – known as VASAB cooperation) in Baltic Sea Region, thus the fairly advanced “co-operation culture” enables more parties to take part in projects in direct or consultative way.

In CADSES, it is clear that no “spatial development culture” in the programme co-operation is active yet. In addition, the lack of trans-national contacts (due to lack of preparatory procedures) potentially jeopardizes the quality for some projects.

Recommendations

- 1) The mobilization of all countries involved on a high level political forum in order to re-assess the Programme and exercise political pressure for its progress, e.g. a “CBSS”-type forum that could support and further promote the CADSES CIP.

7.2.3 Joint Implementation Structures

Findings

The development and set up of joint project implementation structures lies at the core of the CIP INTERREG IIIB CADSES. As set out on the programming level, each project must include and involve at least two financing project partners from different partner countries. Projects involving project partners from Non-Member States will be given priority in the project selection procedure. In addition, a Lead Partner is nominated by the partners of each project, and is given overall responsibility for the application procedure and project implementation vis-à-vis the Programme bodies (esp. MA). The LP principle is being applied in two different ways, depending if the location of the LP is inside or outside the EU.

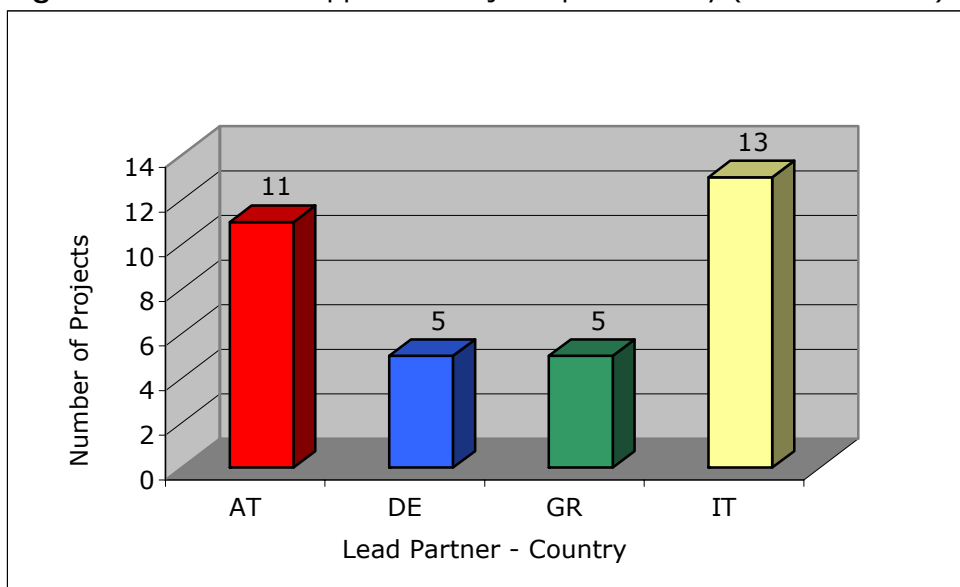
Following the completion of the First Call for Proposals, the distribution of the 34 approved projects per country (involved as Lead Partner) reads as follows: 13 projects originate from Italian LPs, 11 from Austrian LPs and 5 each from German and Greek LPs respectively. Within the approved projects of the First Call, there are no LPs from a Non-Member state.

Table 12 EU Member States involved as Lead Partners

Country	No.	Percentage
Austria	11	32%
Germany	5	15%
Greece	5	15%
Italy	13	38%
Total	34	100%

Source: CCP Austria; own processing.

Figure 10 Number of Approved Projects per Country (involved as LP)



Source: CCP Austria; own processing.

A total of approximately 400 project partners participate in the approved projects, coming from 16 partner states (4 EU Member States and 12 Non-EU Member States). So far, there has been no participation from Bosnia-Herzegovina and Moldova. Out of a total of 264 project partners from the four EU Member States, 110 project partners came from Italy, 70 from Austria, 52 from Greece and 32 from Germany. With regard to participation from non-EU Member States, Hungary takes the lead with 23 project partners, followed by the Czech Republic with 20, Romania with 16, Slovenia with 15 and Croatia with 14 project partners.

Table 13 Non-EU Member States involved as Project Partners

Country	No.	Percentage
Austria	70	26%
Germany	32	12%
Greece	52	20%
Italy	110	42%
Total	264	100%

Source: CCP Austria; own processing.

Table 14 Non-EU Member States involved as Project Partners

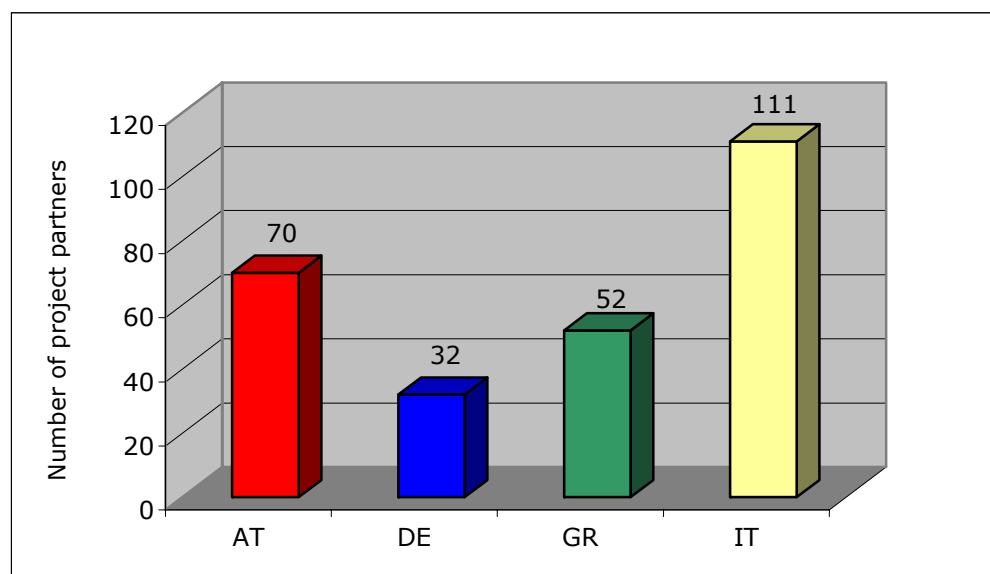
Country	No.	Percentage
Albania	5	4%
Bosnia-Herzegovina	0	0%
Bulgaria	9	7%
Croatia	14	11%
Czech Republic	20	16%
Federal Republic of Serbia and Montenegro	1	1%
FYROM	1	1%
Hungary	23	18%
Poland	12	9%
Republic of Moldova	0	0%
Romania	16	12%
Slovak Republic	10	8%
Slovenia	15	12%
Ukraine	1	1%
Total	127	100%

Source: CCP Austria; own processing.

Thus, the statistics of the implemented partnerships demonstrate that:

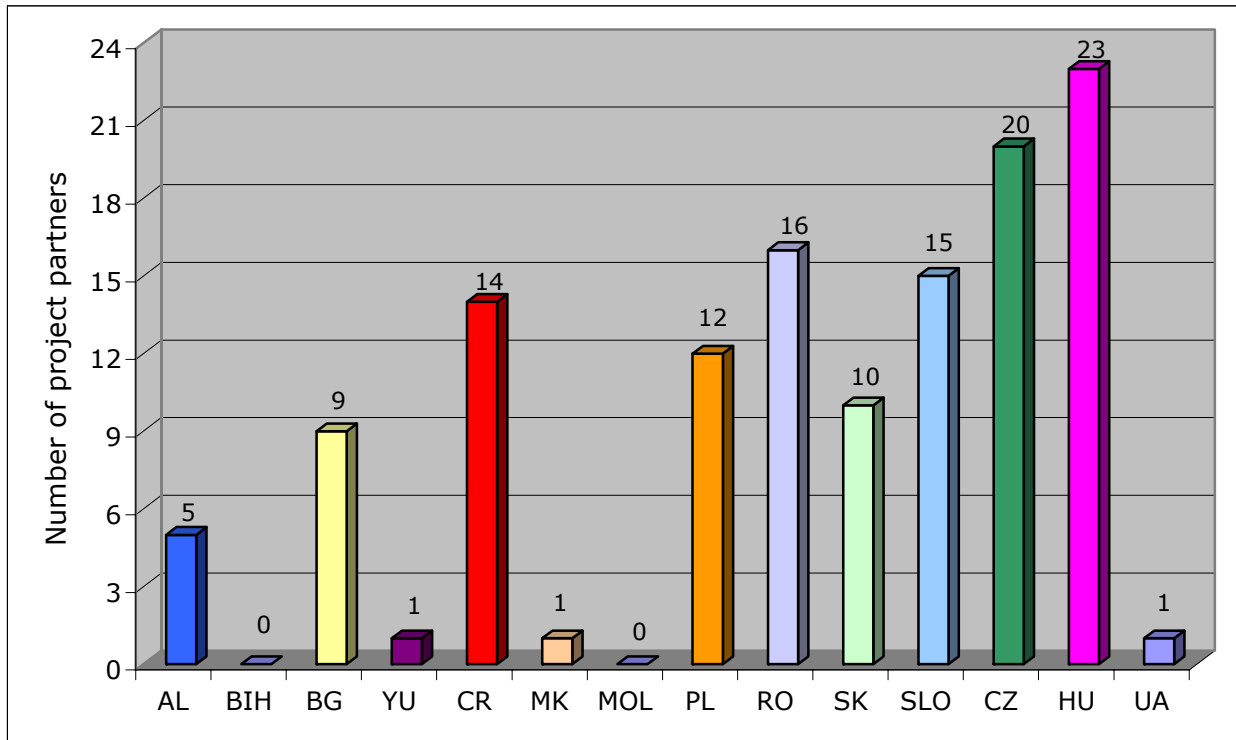
- ✓ Italy is the most common EU partner country;
- ✓ Hungary and the Czech Republic are the most common non-partner countries;
- ✓ The weakest participation in project partnership is demonstrated by Albania, Bulgaria, the Federal Republic of Serbia and Montenegro, FYROM and Ukraine;
- ✓ Bosnia-Herzegovina and the Republic of Moldova do not participate in any project partnership.

Figure 11 Participation of EU Project Partners



Source: CCP Austria; own processing.

Figure 12 Participation of Non-EU Project Partners



Source: CCP Austria; own processing.

Recommendations

- 1) The joint development and implementation of strategically important projects.

7.2.4 Stakeholders

Findings

According to the survey, programme stakeholders are much too preoccupied to exercise and support national interests, while the “trans-national element” needs to be developed in their planning and management. According to various parties, the flaws in the structure of CADSES, the CIP management and implementation are that involved authorities acted in terms of national politics and with reference to national interests only. For instance, one should only consider the different national offices and national structures that have been set up for the management of the CIP and the implementation of the Programme. Additionally, the absence of hierarchy is another hindering factor for the implementation of CADSES.

Criticisms were voiced also over the fact that Programmes that have no independent MA (i.e. CADSES, ALPINE) present problems, while Programmes with independent structures fare better, i.e. the Baltic Sea Region CIP (managed by an

independent Bank) or the North Sea Region CIP (managed by regional authority). Furthermore, CADSES has invariably weak political support (lack of meetings on ministerial level), in contrast to the Baltic Sea CIP that demonstrates strong political support.

The results from the processing of questionnaires completed by Lead Partners are presented below. As mentioned before, 16 Lead Partners (of one rejected and 15 approved projects) contributed to the Mid-Term Evaluator's survey conduct.

Table 15 Rating of clarity of 1st Call for Proposals terms describing action priorities and eligibility requirements	
Satisfactory	19%
Mediocre	62%
Low	19%

Table 16 Assessment of whether the required Application Forms for submission were helpful and user-friendly	
Fully	16,25%
In part	81,25%
None at all	12,50%

Table 17 Assessment of adequacy of time frame for the completion of project proposals until the submission date	
Adequate	62,50%
Inadequate	37,50%

Table 18 Assessment of sufficient presentation and explanation of project appraisal criteria	
Sufficient presentation and explanation	40%
Insufficient presentation and explanation	60%

Table 19 Opportunity to address clarifying questions to the JTS/other CADSES agencies during proposal preparation	
Yes	75%
No	25%

Table 20 Opportunity of follow-up with the JTS during project proposal appraisal	
Yes	81,25%
No	18,75%

Table 21 Source of information on project appraisal outcome	
JTS (fax/email/project control sheets)	55,50%
NCCPs (fax/email)	33,50%
Oral	5,50%
None	5,50%

Table 22 Time lapsed between official project authorisation receipt and signing of subsidy contract	
Time lapsed up to official project authorisation	6,9 months
Time lapsed up to subsidy contract signed	11,7 months

Table 23 Assessment of effect of time lapsed (until the signing of the subsidy contract) on implementation prospects of projects	
Negative effect	93,30%
N/A	6,70%

Table 24 Rating of adequacy of information on project monitoring obligations of LPs	
Adequate information received	43%
Inadequate information received	57%

In general, the evaluators have identified the following factors, on the basis of analysing the responses, as hindering the effective co-operation and co-ordination of stakeholders:

- ✓ the transition of CADSES from national administration to inter-, trans-national level;
- ✓ the lack of consensual agreement on strategic targets;
- ✓ the lack of role specification;
- ✓ the lack of a clear follow-up process to the MC/SC decisions;
- ✓ the lengthy project assessment cycles;
- ✓ the lack of compatible monitoring and control systems.

Recommendations

- 1) The addition of more specific and focused Measures and for stronger focus within existing Measures;
- 2) The discussion of the issues pertaining to the CIP management and programme implementation on a high-level agenda.

8 ASSESSMENT OF COMMUNITY ADDED VALUE

The CADSES area can be considered the most crucial area for future European integration. This is evident in huge economic and social disparities of the area, persisting social and ethnic conflicts mainly in the Balkans and in particular in republics of former Yugoslavia after recent wars. Simultaneously, the most extensive EU enlargement so far will take place in this area in the months and years to come. The Community Initiative Programme for trans-national co-operation on spatial development can be used as an excellent instrument to meet the above-mentioned challenges, as well as to support integration and territorial cohesion in this area.

The CADSES Programme, as evident by the response of applicants at the 1st and 2nd Call for Proposals, has generated considerable demand for the funding support of trans-national projects in the co-operation area. Hence, thus far it has been instrumental in fostering co-operation amongst partners and mobilising large resources across borders in the pursuit of joint objectives that otherwise may have been dormant or inoperative. In addition, CADSES has provided the impetus for administrative growth and raised the awareness about the funding mechanisms of the Structural Funds in Non-Member States.

On a larger scale, knowledge transfer from West to East and vice-versa takes place in the area, a process that helps preparing for EU accession and for the further shaping of EU integration afterwards. Approved projects on transport corridors can serve as examples in that context; projects on trans-national culture and tourism routes could further strengthen such influence on CADSES integration.

Exchange of knowledge, good practice and experience on mutual benefit can be considered as an important potential for innovation for the whole CADSES area and for Europe. Practical co-operation among participating countries in joint implementation structures (Programme Monitoring and Steering Committees) and "learning by doing" (with regard to the new field of working together in trans-national structures) contributes to better understanding and adjustment of the administrative, financial and legal procedures.

This kind of co-operation also promotes integrated approaches, thinking beyond single sectors and the creation of public-private partnerships. Given the lack of data concerning the implementation progress of projects, at this stage it is premature to assess the community added value of CADSES in terms of achieved results and implications. Beyond the immediate project effects however, good practice on politics, public participation, administrative and planning procedures, etc. are exchanged. More attention should be paid to such "indirect" project effects, when assessing the outcome of trans-national programmes and projects.

9 BRIEF COMPARATIVE ANALYSIS OF CENTRAL ASPECTS OF THE CADSES PROGRAMME WITH THOSE OF THE OTHER RELATED INTERREG IIIB PROGRAMMES

In this section of the Mid-Term Evaluation, the performance of CADSES is compared to that of other INTERREG IIIB Programmes, such as the Alpine Space, Atlantic Area, Baltic Sea Region, North Sea Region and North West Europe Programmes. The information concerning the Baltic Sea, North Sea and North West refer to implementation progress up to 31/03/03 and are drawn from the respective Mid-Term Evaluation Reports, while the information about the Alpine Space and the Atlantic Area are drawn from the current editions of the respective web-sites.

Table 25 Comparative Structures between INTERREG IIIB Programmes

INTERREG IIIB PROGRAMMES	ALPINE SPACE	ATLANTIC AREA	BALTIC SEA REGION	CADSES	NORTH SEA REGION	NORTH WEST EUROPE
Approbation Date of CIP	11/2001	03/2002	09/2001	12/2001	12/2001	03/2002
No. of Priorities	3	4	3	4	4	5
No. of Partner Countries	7	5	11	18	7	8
Partner Countries	4 EU MS: Austria, France, Germany, Italy 3 NMS: Liechtenstein, Slovenia, Switzerland	5 EU MS: France, Ireland, Portugal, Spain, UK	4 EU MS: Denmark, Finland, Germany, Sweden 7 NMS: Norway, Estonia, Latvia, Lithuania, Poland, North-West Russia, Belarus	4 MS: Austria, Germany, Greece, Italy 14 NMS: Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovak Republic, Slovenia, Albania, Bosnia-Herzegovina, Croatia, Federal Republic of Serbia and Montenegro, Former Yugoslav Republic of Macedonia, Republic of Moldova, and Ukraine.	6 MS: Belgium, Denmark, Germany, Netherlands, Sweden, UK 1 NMS: Norway	7 MS: Belgium, France, Ireland, Germany, Luxembourg, Netherlands, UK 1NMS: Switzerland
Total Approved Budget (ERDF)	€60M	€118M	€97M	€128M	€129M	€330M
% of committed ERDF	15,3%	9,4%	41,7%	41,3%	39,2%	15,9%
ERDF per project and area	€1.311.428	€1.386.500	€959.000	€1.594.000	€2.169.000	€4.153.000
Sources of Funding	Community participation: € 59.722.800 National public participation member states: € 59.722.800 Other financial instruments (Swiss national participation): € 4.340.000	Community participation and national public participation for MS	2001-2003: INTERREG programme for EU Member States, PHARE CBC for 4 accession countries (Estonia, Latvia, Lithuania and Poland) and Tacis CBC for Russia and Belarus. From 2004: conditions for joint projects will change significantly due to EU enlargement.	INTERREG III B projects are financed both by ERDF funds as well as national and other co-financing like semi-public and private funds. In general all project partners coming from the EU member states Austria and Italy are entitled to 50% ERDF co-financing of the total eligible costs of the project. German and Greek partners coming from objective 1 areas can apply for 75% ERDF co-financing of the total eligible costs; NMS have to finance their contribution to the project themselves or they have to	Community participation and national public participation for MS; National participation for Norway (NMS)	Community participation and national public participation for MS; National participation for Switzerland (NMS)

INTERREG IIIB PROGRAMMES	ALPINE SPACE	ATLANTIC AREA	BALTIC SEA REGION	CADSES	NORTH SEA REGION	NORTH WEST EUROPE
				apply for other national or EU funding possibilities like PHARE, TACIS, SAPARD, CARDS or ISPA		
No. of Calls for Proposals	2	3	3	1→2	3	3
No. of states per project and area			6,1	4,9	4,8	3,5
No. of partners in projects	68	77	982	391	189	123
No. of partners per project	9	9	23	12	9	9
Quantified Indicators	Indicators provided No quantification on M-Level	Indicators provided Quantification in part on M-Level	Indicators provided Quantification on M-Level	Indicators provided No quantification on M-Level	Indicators provided Quantification on M-Level	Indicators provided Quantification on M-Level
Programme Implementing Authorities	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS) -National Contact Points (NCPs)	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS)	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS)	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS) - Trans-national CADSES Contact Points (TCCPs) -CADSES Contact Points (CCPs)	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS) -National Contact Points	-Managing Authority (MA) -Paying Authority (PA) -Joint Technical Secretariat (JTS) -NWE Contact Points
Bodies supporting project selection and implementation	-Monitoring Committee (MC) -Steering Committee (SC) -Conference of Regions (CR) -National Committees -Trans-national working groups	-National Correspondents	-Monitoring Committee (MC) -Steering Committee (SC) -Conference of Regions (CR) -National sub-committees	-Monitoring Committee (MC) -Steering Committee (SC) -National Committees	-Monitoring Committee (MC) * -Steering Committee (SC) * The MC has more tasks since the MA has delegated tasks to the JTS	-Monitoring Committee (MC) -Steering Committee (SC)
MA	Amt der Salzburger Landesregierung (Federal state government body)	Région Poitou-Charentes Direction des Projets Européens et de la Coopération Internationale Poitiers Cede, France	Investitionsbank Schleswig-Holstein, Germany	Italian Ministry for Infrastructures and Transports	Agency Trade and Industry of Denmark	Conseil Régional Nord-Pas de Calais, France
Staff of the Secretariat	5	5	11	5	13	16

INTERREG IIIB PROGRAMMES	ALPINE SPACE	ATLANTIC AREA	BALTIC SEA REGION	CADSES	NORTH SEA REGION	NORTH WEST EUROPE
Process Metrics			<p>Average time span for receiving the subsidy contract = 153 days (5,1 months) after the decision made by the Steering Committee.</p> <p>It takes on average 11 days for the JTS to send the subsidy contract to the MA and have it returned by the MA signed.</p>	<p>Average time span for receiving the subsidy contract = 255 days (8,5 months) after the decision made by the Steering Committee.</p> <p>Average time span for receiving the subsidy contract = 10,2 months after official start date of project.</p> <p>Average duration of projects = 37 months</p> <p>It takes on average 60 days for the JTS to send the subsidy contract to the MA and have it returned by the MA signed.</p>		
Publicity - website	Web-site operational http://www.alpinespace.org	Web-site operational http://www.interreg-atlantique.org	Web-site operational http://www.spatial.baltic.net	Web-site operational http://www.cadses.net	Web-site operational http://www.northsea.org	Web-site operational http://www.nweurope.org/

Source: www.alpinespace.org; www.interreg-atlantique.org; www.spatial.baltic.net; www.cadses.net; www.northsea.org; www.nweurope.org; ECORYS–NEI Final Report.

Between September 2001 and March 2002, the European Commission approved all aforementioned Programmes. The BSR Programme was the first to be approved in September 2001, while the Atlantic Area and the North West Europe Programmes were the last ones to be approved in March 2002. **Consequently, it is deducted that the dissimilar levels of performance (e.g. call for proposals, rate of progress) between the six CIPs are not a result of early or late approval of the CIP.**

At the programming level, the Baltic Sea Region and Alpine Space CIPs contain 3 Priorities respectively whereas the CIPs of the Atlantic Area, CADSES, North Sea Region contain 4 Priorities and, finally, the North-West Europe CIP contains 5 Priorities.

The level of partner countries' participation in each Programme varies: CADSES takes the lead with 18 partner countries of which 4 are EU member-states, followed by the BSR where out of 11 participating countries, 4 are EU member-states. The remaining 4 CIPs include between 5 and 8 partner countries. It is apparent that **the structure of CADSES is by far the most complex**, not only in terms of the absolute number of participating countries, but also in terms of the ratio between EU over non-EU member states partners (30% - 70%).

In terms of *total approved ERDF funding* per Programme, the North West Europe CIP is certainly the most significant Programme in financial terms with a budget of €330 million. Total ERDF funding in CADSES amounts to €119 million; the Atlantic Area CIP is of similar financial size to CADSES. As far as *committed ERDF funding* goes, the Baltic Sea Region takes the lead with 41,7% closely followed by CADSES with 41,3% budget commitment. **It is important to note that the BSR CIP has completed the 3rd Call for Proposals, while CADSES demonstrates budget commitment of almost the same percentage after only one Call.** Although a significant percentage of funds have been activated in the CADSES CIP, it is nonetheless troubling that until the late November of 2003 there is **no recorded financial expenditure by the Programme's MIS**, while at the same time other CIPS perform at higher levels.

The quantification of indicators on Measure level has taken place in 3 CIPs: Baltic Sea Region, North Sea Region and North West Europe. Partly quantified indicators characterize the Atlantic Area CIP, while the Alpine Space and CADSES do not demonstrate quantification of indicators on Measure level. **The quantification of indicators is crucial for the measurement of the CIP's achievement and results and imperative for the effective and efficient progress monitoring.**

In terms of partner participation in projects, BSR and CADSES are the two Programmes that involve the largest number of partners. The BSR Programme demonstrates a total of 982 partners (on average 23 partners per project), while CADSES has a total of 391 participants (approximately 12 partners per project). The other CIPs have far fewer project partners participants, as well as fewer approved projects altogether. **Thus, although the element of *trans-nationality* is similarly approached in all 6 CIPs at the programming level (given that**

project participants should originate from at least 2 or 3 states), CADSES has an advantage in implementation because it involves project participants from a much greater number of countries.

From the available information, Programme Management structures seem more or less similar between the Programmes. These structures are distinguished between programme implementing authorities and bodies supporting project selection and implementation. Alpine Space and CADSES include the largest number of authorities and bodies (9 and 8 respectively). All Programmes have in place a Managing Authority, a Paying Authority, a Joint Technical Secretariat, Monitoring and Steering Committees. In the North Sea Region CIP, the JTS holds more powers than the other Secretariats in the respective Programmes. In addition, all Programmes besides the Atlantic Area CIP have National Contact Points in place that get partly (except for BSR) payment from TA budget. The differentiation lies in the composition of the Managing Authority per CIP, i.e. in the Baltic Sea Region CIP a private investment bank holds the MA role, in CADSES CIP the MA is embedded within a government unit, while in the remaining 4 CIPs the MA is embedded within a regional authority.

As regards to the process metrics, these are available for besides CADSES and BSR (not the full range). The average time span between the successive stages of project approval and issuing of subsidy contract procedure, indicates that **the JTS operates swiftly and well within the prescribed time-limits, while the MA and especially the Lead Partners should improve their promptness in order to better the implementation progress rate.** However, process metrics in the BSR Programme indicate that their procedures are far swifter than procedures prevailing to CADSES. For example, in CADSES the average time span for project partners receiving the subsidy contract amounts to 255 days (8,5 months) after the decision made by the Steering Committee, while the respective process metrics for the BSR amounts to 153 days (5,1 months). If CADSES were to approximate the BSR's promptness then the aforementioned process metrics should be reduced by 40%. In addition, in CADSES it takes on average 60 days for the JTS to send the subsidy contract to the MA and have it returned by the MA signed; in BSR the respective time span equals 11 days, i.e. 80% less than the time span registered in CADSES.

Best Practices

The brief comparative analysis that has been carried out between CADSES and other 5 INTERREG IIIB Programmes demonstrates that the Programmes are similar to some extent in their objectives, procedures and management structures. The question remains then as to the identification of reasons hindering the efficient and effective implementation of CADSES. It remains difficult to identify "clear-cut" best practices existing in other CIPs or an invented solution that could apply to CADSES with similar effects. Programmes that fare better than CADSES are they ones that

have decisively worked on the interrelations between the various units of the Programme and have arrived at clearly defined roles and responsibilities.

For example, in the North Sea Region CIP the Monitoring and Steering Committees although the same more or less representatives are sitting in both Committees have different roles in the Programme, while they have established a good working relation. Furthermore, there is scope for more frequent meetings in order to enable trust and common understanding on issues of the CIP. In accordance, the role of the JTS is valued positively; it is judged as delivering efficient results in project generation and project selection. The JTS in the North Sea Region CIP, in contrast to the CADSES JTS, has established a good working relation with the Managing and Paying Authorities. In conclusion, the project selection procedure is deemed transparent and functioning well.

With regards to the Baltic Sea Region CIP, again the relationship between the SC and the MC has ameliorated with time: a clearer division of tasks has been put in place. Balance has been stricken between the SC and the JTS where the SC adds political considerations and priorities to the more technical and quality assessment of projects done by the JTS. The Managing Authority (Investitionsbank [IB] Schleswig-Holstein), according to the view of the Evaluator of the BSR CIP, is supported by the JTS in its role.

It can be concluded that since similar parameters prevailing to the other CIPS have not hindered programme implementation to the same degree, the setback in CADSES lies in the ineffective co-ordination of decision-making and programme monitoring activities and the lack of sufficient co-operation between the institutions entrusted with management responsibilities.

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11 ANNEXES

On Project-level, Table A1 lists all 34 approved projects and a concise description of the physical output(s) per project. For reasons of comparison, the last column on the right presents the major objectives of each Measure as set out on programming level.

Table A1 Inducted Physical Output(s) per Approved Project (Status after 1st Call for Proposals)

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
M 1.1: 6 projects approved			
SIC!	(Follow – up of INTERREG IIC SUSTRAIN Project). The project aims at the provision of strategies and measures that will influence regional and transport policy on a regional, national and EU-level. Some of the expected results from the project are the creation of polycentric networks to regions and rural areas, elaboration of a trans-national master plan on infrastructure investment and demonstration of new SIC! methods.	Feasibility Study	Intensification of trans-national co-operation of parties defining spatial development policies with a view to promote polycentric and sustainable development, economic and social cohesion
InCluD	Development of industrial clusters in the CADSES area. Overview of existing potential Clusters in selected countries of Eastern Europe, identification of strategy topics for the enhancement of SMEs. Structure of a network from cluster organizations in the member states and candidate countries to the elaboration of a common methodology, exchange of experiences, know-how and services, support of SMEs at all possible locations, around the connections between EU and non-EU enterprises in many sectors to strengthen possible co-operation forms between institutions (institution building). Guided co-operation between enterprises of the participating countries and enterprises of the selected regions (economic co-operation).	Industrial Cluster Development Structure of a network from cluster organisations Institution building Organisation of trainings, conferences, seminars, study visits	
CONSPACE	Conspace is a common strategy network for spatial development and implementation. On the trans-national level, the objective is to agree on a common strategy for sustainable regional development. This will be achieved by cohesion of planning tools and procedures, promotion of innovative instruments, maintenance of cultural and natural heritage in regional development and spatial integration of Measures for upgrading regional transport networks. Results could flow directly into planning practice and serve as Best Practice model for the planning agencies in Accession Countries. In order to secure the option of uniform implementation of strategic measures, different levels and kinds are included by decision-makers and stakeholders into the process of strategy development.	Development of a common strategy for sustainable regional development Development of an extended network of CADSES regions and common planning guidelines, plans and strategies Best Practice model for planning agencies in ACs	
RDA-net CEDA	Network of Regional Development Agencies (RDAs) in the Central European, Danubian and Adriatic area. Utilisation of a set of services and tools for the support and improvement of the abilities of the institutions toward practical co-operation in relation to the challenges arising from the process of EU enlargement. Generation of innovative projects for regional development in the CADSES area by synergies of the experts' network and their know-how, experiences and information increase of authorities, human resources for management and implementation of regional development projects, particularly in the trans-national context. Thematic workshops.	RDAs Network Development Assistance to institutions in relation to EU-enlargement challenges Generation of innovative projects for regional development New co-operation projects with CEDE partners	

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
Tecparknet	TECPARKNET aims at trans-national co-operation in the neighbourhood area of the future EU region of professionally organized partners effected as practical participants in the field of technology, science and innovative SMEs. Therefore substantial (not only planned) sustainable effects on integration and spatial development can also be obtained through possible entrance of partner regions to trans-national resources in their proximity (e.g. knowledge, competent partners on the operational and the expert level, specialized infrastructure). Signal effect of the project regarding economic integration of the CADSES area.	Trans-national operative network in the field of technology, science, innovative SMEs Enhancement of economic integration in the CADSES area	
ADRI.FISH	Co-ordinated improvement of the support, qualification and diversification of the fishery activities on Italian and Balkan coasts in order to give a chance to local enterprises to develop and compete with other markets into structuring an 'opening' trans-national activity on specific fishery structures in economically declining areas with the help of a feasibility study, suitable investments for the improvement of the management of fishery activities and communication between SMEs (promotion of partnerships between fishery operators), pilot actions in the qualification, support and marketing of fishery products of the northern Adriatic Sea. Network Structure.	Feasibility study Structure of a network regarding fishery activities in the Northern Adriatic Area Reduction of regional disparities Development of sectoral SMEs Increase of know-how level of organisations and public bodies	
M 1.2: 5 projects approved			
Cityregio	Enhancement of regional economic development through city-surrounding co-operation in urban site networks (clusters). Analysis and evaluation of potentials of the city, of the surrounding countryside areas and the industries, spatial connections and division of labor, creation and support of an authority profile in regional clusters and networks, steps toward regional structure of location management of a regional information system (location and industry cluster) for green belt planning, decision-making and cluster-oriented spatial planning, exchange of regional planning and business support information.	Regional cluster handbooks Regional information systems Establishment of regional thematic networks	Development and implementation of trans-national projects focusing on strengthening urban economies, infrastructure and social systems, promoting transfer of knowledge re urban policies
RIMED	Promotion of the development and regional integration in South-East Europe by means of support of polycentric and synergic development of urban centres in medium size cities, securing sustainable urban growth based on trans-national co-operation networks between cities.	Networking, training and pilot actions Best Practice guides and procedures for the implementation of a synergic Action Plan for polycentric development Policies contributing to balance spatial development	
TECNOMAN PERSPECTIVES	(Continuation of former INTERREG IIC project). Strategic demand-oriented business location development policies in TEN and TINA node regions: improvement of the existing structures, setting up of new business locations, design of integrated spatial development concepts.	Establishment of extended network Handbook of strategic demand-oriented business location development policies in CADSES node regions.	

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
UTN II	Strengthening of the Urban Technology Network (UTN) between European cities for the improvement and development of urban technologies in Central Europe. Support of cities in the attraction of investments in urban services, infrastructure and advancement of technical and organisational know-hoe.	<p>UTN network strengthened</p> <p>Promotion of new urban planning/ management methods and tools</p> <p>Business plans</p> <p>Exchange programmes related to pilot co-operation projects</p>	
Proside	Promotion of sustainable inner city urban development through private investment targeting the rehabilitation of brownfield areas. Structure of an information platform in the participating cities, in order to avoid lack of communication between investors and administration. Development of innovative planning methods of inclusive instruments for the evaluation of investment plans concerning effects on sustainable town development and environmental protection. Structure of specific municipality communication structures, in order to define the interfaces between different departments within the range of urban development and other involved interest groups, ensure effective information flow as well as punctual availability of relevant information.	<p>Establishment of information platform on brownfields</p> <p>Tools for the evaluation of investor plans</p>	
M 1.3: 2 projects approved			
Simoca	Definition of new strategy for sustainable and multi-functional rural development based on the growth of organic farming; promotion of meetings and know-how exchange between different institutions that support rural development (decision makers, final consumers) by means of structure of a network and promotion of knowledge exchange. Validation of a trans-national strategy for sustainable and multi-functional rural development, selected by Best Practice models on agriculture.	<p>Increase in income and farm employment of rural population</p> <p>Building up of a common trans-national knowledge-based communication system</p>	Development and implementation of trans-national projects that enhance endogenous development, promote a diversified economic structure and a stable social development taking into account the specific typology of rural areas, strengthen the inter-relationship between rural areas and regional urban centres, enhance the exchange of information on rural development
Cohesion	Rural development - Structure of a network with participants from the topic field. Wine, viticulture, wine tradition from 11 partner regions in Europe as basis for knowledge-transfer and information exchange. Exchange of experience with representatives of other partner regions particularly in the topic fields. Success models of sustainable regional development. (Local) Knowledge transfer in the context of common meetings, work meetings and workshops. Common development, innovative product development within the wine range (strategies on introduction to the markets, marketing, communication, advertisement, local /supraregional measures). Amelioration of local competitiveness.	<p>Contribution to economic and social cohesion of European space</p> <p>Information exchange and knowledge transfer from partners of the wine sector</p>	
M 1.4: 1 project approved			
GO WEST	Tackling of smuggling and trafficking of women. Migratory phenomena (women smuggling) in EU countries (particularly in Italy and Germany) mainly originating from Balkan countries. Contribution for the conversion of regional development strategies regarding immigration by activation of structural interventions, research interventions, pilot projects, information, research, and training intervention. Research activities on effects on victims of women smuggling for the purpose of sexual exploitation. Alteration in 'smuggling routes', cities, etc. Training	Development of trans-national initiative for the contribution to the conversion of regional development strategies re immigration	Development of trans-national initiatives of a wider scope, including joint spatial policy strategies for the countries

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
	courses for safety officers, social workers, women, other target groups.		of origin and of destination and of social inclusion strategies in particular for female immigrants
M 2.1: 4 projects approved			
City Ports	Development and spreading of a methodology for the analysis, selection, feasibility and conversion of optimised and integrated city logistics solutions in small and medium sized urban systems. Structure of an information network over city logistics solutions between the 26 project partners in order to offer a large selection of solution prototypes.	Structure of an information network on city logistics solutions Production of interdisciplinary feasibility studies	Development and implementation of trans-national projects focusing on improvement of accessibility as priority task of economic and social policy
D4D	Establishment of a 'data warehouse' for the Danube water way, i.e. the implementation of a harmonised RIS (River Information System) suitable for safety and efficiency purposes. Inland ECDIS (Electronics Chart Display and Information System): European-wide standard for the development of inland navigation, travel map development. The project will close gaps in the development of RIS (River Information System) and will increase the capacity of the inland waterway craft travel. Definition of a concept for common data of the Danube water way). By means of development of a transformation software, the database offers additionally a simple and effective possibility for the automatic production of inland ECDIS maps.	Creation of a data warehouse for the Danube water way Added value to efficiency and safety in the field of maintenance and development, contribution to environmentally friendly handling of traffic increase	
I-Log	Industrial logistics and inter-modal transport for the development of SMEs. Development of innovative traffic and logistics services for stabilization of the SME competitive power and for the reduction of the environmental impacts of transport. Contact point between economic needs of SMEs (e.g. reduction of costs, development of scale advantages), local environment and social needs; balanced development of transport systems; reduction of congestion in local SMEs systems and support of transport rationalization.	Development of intermodal transport systems Exchange of best practices, improvement of industrial relations and SMEs co-operation	
IMONODE	Efficient integration of cargo transport modes and nodes in CADSES. Introduction of new regional logistics concepts to the enhancement of greater use and accessibility of transportation axes no. V and X for freight transport with emphasis on rail. maximization of the intermodal potential of Corridors V and X. Support of intermodality potential (rail-road), of new technologies and logistics management procedures. Use of Best practice examples of organization and management of intermodal transport terminals and chains with special emphasis on private - public co-operation around the development of efficient transportation nodes.	Demonstration of new technology and logistics management techniques Best practice examples of organisation and management of intermodal transport terminals and chains	
M 2.2: 3 projects approved			
B-Cross	Business co-operation network between changers of commerce and industry in CADSES and other INTERREG IIIB co-operation areas through use of a business co-operation One-stop-shop. Contribution to the increase of the trans-national co-operation among SMEs in central and south-easterb European countries. Four groups of workshops are organised: two groups over the use of B-CROSS services and tools, two groups of business development strategies under the use of B-CROSS. Two groups of training courses over fundamental ICT talents and productive use of ICT tools are organized. Courses use e-learning-methods and services.	Development of a business co-operation network Four groups of workshops organised	

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
Gildanet	Global Integrated Transport Logistics Data Network. Extension and consolidation of the GILDA systems and prototypes (developed in the framework of a project under INTERREG IIC). GILDA system: Support of accessibility/availability of information and document exchange between authorities and operators of intermodal transport. Models of necessary business standards within conveyor chains; identification, definition and conversion of the associated electronic document formats. Maximum integration of the participants of the intermodal and trans-national transport community.	Creation of a platform of integrated IT services Extension and consolidation of the GILDA systems and prototypes	Development and implementation of trans-national projects focusing upon improvement of the access to knowledge and the information society, on promotion of the use of state-of-the-art technologies as competitive advantage in CADSES countries and on modernisation and improvement of administrative processes
ISA-MAP	The goal of the project is the development of a common trans-national digital card, common digital maps and development of common strategies for the development in the border area of Austria, Italy, Slovenia. In addition, these maps and data are bases for planning, for business investments and for infrastructures (e.g. roads, course, water supply, etc). Better use of modern communication devices by improved entrance to knowledge and information society for the purpose of integrated spatial planning, particularly in rural or disadvantaged regions. Support of regional development strategies by means of modern information and communication technologies and appropriate service facilities, which are made available by public administration on local, regional and national level. Increase of consciousness for ICT applications, also within the range of the regional development strategies by supply of extensive support (introduction and training) at users on local, regional and national level. Preparation of common digital maps for the partnership region and a set of thematic maps, databases, harmonization on trans-national level as common basis for co-ordinated regional development strategies. Development of a strategy on district level particularly in border regions for common regional development and regional strategies.	Development of a common digital map created for the partnership region in central Europe Development of common strategies for joint spatial development of the border area of Austria, Italy and Slovenia	
M 3.1: 2 projects approved			
ITER	Cultural heritage historical spas in Italy and Greece. Development of innovative methods and technical instruments for identification and protection of well-known and potential cultural heritage of historical baths. Creation of a thermal system. Achievement of higher integration within the co-operating areas by the establishment of a culture route of historical therapeutic spas crosswise Italy, Austria, Hungary, Romania, Bulgaria and Greece. Identification and documentation of historical and cultural meaning of buildings, arts and crafts of historical baths by determining preservation goals to be promoted for their protection. Training courses for guides as well as local decision makers. Creation of brochures and itinerant exhibition around an appropriate understanding of the visitors.	Development of innovative methods and technical instruments for protection of cultural heritage of historical spas Training courses for guides as well as local decision makers Publicity and promotional activities	Development and implementation of trans-national projects focusing on cultural heritage as a regional development asset and at developing mechanisms and tools which improve the effectiveness of cultural heritage protection policy
Development of Sustainable Tourism	Development of sustainable tourism for job creation in the regions, integration of the resident population and local stakeholders into different phases of the project implementation. Promotion of natural and cultural inheritance by raising awareness of the resident population, local authorities and other local participants over the possibilities and opportunities of regional development. Innovative methods, experiments and instruments for sustainable regional development by experts. Creation and transfer of Best Practices by tourism managers, advisory activities for tourists, continuous exchange of know-how with partners, other CADSES regions.	Development of sustainable tourism for job creation Awareness raising Transfer of Best Practice models	
M 3.2: 2 projects approved			

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
Wetlands II	Integrated management of wetlands and regional development based on the principles of participatory planning and integration of relevant participants within the domains of nature protection, economics and social affairs of wetlands. Raising awareness of the resident population, local authorities and all other 'users' of wetlands (tourists, farmers, industrial and services enterprises) over the possibilities and opportunities for the preservation and development of wetlands. Stabilization of a continuous qualification and further training of employees, dealing with the management of wetlands, training of a trans-national working group of "Wetlands Managers" for the continuous exchange of know-how and exchange of experience.	Integrated management of wetlands Awareness raising and information Wetlands management training courses	Development and implementation of trans-national projects focusing upon natural heritage as a regional development asset
IPAM-Toolbox	Beside the NATURA 2000 and RAMSAR area types, there are further numerous European and national protected area types. The management and monitoring of these areas is a new task, for which instruments and procedures must be developed. In the context of this trans-national project, solutions on European level are to be developed in relation to the EU. Special attention is placed on the conflict between nature protection and economical/economic development of the region, regional development applications initialising for the minimization of conflicts. Development of an expert system for the identification of problems, suggested instruments, tools and best practice examples. Extensive trans-national transfer of know-how and experiences by means of workshops, conferences, excursions and the mechanism of a virtual team onto the project homepage. Toolbox with detailed description of instruments and methods for management of protected areas is made available.	Management and monitoring of protected areas (outside NATURA 2000, RAMSAR) Trans-national transfer of know-how Development of toolbox with tools, instruments and methods for management of protected areas	
M 3.3: 2 projects approved			
REKULA	Restructuring of culture landscapes. Creative landscape management of culture landscapes. Production of a manual for landscape management, based on three main pilot actions and on contributions of project partners. Incentives for transformation and possible changes of land use of cultural landscapes. Development of landscape planning criteria and tasks of evaluation.	Production of a manual for landscape management	Development and implementation of trans-national projects aimed at integrated landscape issues in spatial planning policies and territorial actions
L.O.T.O.	Landscape Opportunities for Territorial Organization. Development of a common integrated methodology of landscape strategies and their management instruments in spatial planning. Study of basic territorial conditions, characteristic of local identity. Understanding of the ecological, cultural and social networks and connections. Identification of different situations and special relations systems (visual, historical, ecological).	Development of a common integrated methodology of landscape upgrading policies Construction of a network between institutions being in charge of landscape planning	
M 4.1: 2 projects approved			
KATER II	Karst water research programme. Safeguarding water supply measures and required natural conditions of catchment areas. Problems of water use, water management and environmental protection. Implementation of results: the results of the project will be instruments to be used for the facilitation of the conversion or development of laws [European legislation (water framework guideline, ESDP, NATURA 2000), existing national legislation (Italy, Austria), development of legislation (Slovenia, Croatia)].	Water management and environmental protection Instruments devised for the facilitation of the conversion of existing laws or the development of new ones	Development and implementation of trans-national projects focusing on functionally integrated environmental

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
Drava River	Environmental infrastructure measures in the River Drava Basin. Development and practical testing (pilot conversion) of a new methodology for environmental and infrastructure projects in the EU in central and Eastern Europe. Development of a master plan, exhibiting the following components: Business plan, legal and contractual documents, technical and methodical plans, water management federation/companies. The methodology will contain all necessary aspects like legal basic conditions, socio-economic situation (e.g. in the comparison with the development and the status in EU countries regarding contaminated areas, dumps, sewage management and waste incineration), technological and environmental standards, sustainable co-operation with local and regional authorities and Ministries, consideration for the interests of the population, economic parameters and financing models. Two new waste-water processing facilities.	Trans-national solution of technical and environmental problems Master Plan development Construction of two new waste-water processing facilities	protection and resource management
M4.2: Null projects approved			Development and implementation of trans-national projects focusing upon prevention of natural and man made disasters and upon risk management
M 4.3: 5 projects approved			
HYDROADRIA	Surface and groundwater monitoring in the Adriatic area. Conversion of a surface and a groundwater monitoring system for the Adriatic Area (with information for the recognition and early warning with extreme climatic events e.g. drought). Monitoring networks help public and private managers to fully use the negative effects from climatic dangers to water resources. Structure of a trans-national network for the development of common methods for the collection and the exchange of hydro-meteorological data. Development of methods for drought prognoses. Definition of regions selected by integrated strategies for monitoring and fight against drought. Analysis of the current and expected situation of water management of the Ionian islands	Structure of a trans-national network for the development of common methods for the collection and the exchange of hydro-meteorological data Development of monitoring networks Development of method for prognoses of drought	Development and implementation of trans-national projects focusing on integrated water management and prevention of floods, development and further enhancement of common strategies for monitoring, warning and protection systems
ODERREGIO	Spatial planning for preventive flood protection in the catchment area of the Oder/Odra catchment area. Trans-national co-operation within the range of flood protection of rivers or by inclusion of the entire catchment area and use of spatial planning and GIS instruments. Development of a trans-national co-ordinated space planning scheme for preventive flood protection between the areas of Tschechien, Poland and Germany for the entire catchment area (with concretely realizable actions between co-ordinated partners).	Development of a trans-national co-ordinated space planning scheme for preventive flood protection Establishment of network of municipalities	
NetWet 2	Integrated water resources management through a 'waternet telematic platform'. Development of trans-national co-operation in the field of water resources management, based on several sub-projects in Italy and Greece. Improvement of sustainable best practices for integrated management of aquatic (eco)systems in coastal zones, as well as for flood risk and drought areas. Development of innovative tools and methodologies of environmental monitorings of water resources. Development of structures for trans-national remote co-operation (electronic) by applications of telematics for water management.	New forms of spatial governance Development of innovative instruments and methods for environmental monitorings of water resources (e.g. water management telematics)	

Title of Project	Project Objective	Physical Output(s)	Major Objectives of Measure (CIP)
SUMAD	Management of rivers dammed by inundation surfaces. The objective is the development of trans-national ly transferable strategies and instruments for the sustainable and integrated management of alluvial plains in diked river areas (water management, nature protection, forest, federations, municipalities) with special consideration for nature protection (NATURA 2000). Central element of the project is the co-operation between national and regional authorities , associations, universities and municipalities on the development of joint management plans in the fields of water management, nature protection and agriculture.	Concrete measures to ensure water quality in Danube, Theiss and other rivers Edition of catalogue of measures of floods prevention Development of an Internet public relation system and framework for minor investments	
ILUP	Integrated land use planning and river basin management as new planning instrument in the regions along the Danube with a strong focus on integrated planning and landscape management, by integration of different participants. Main activities include the harmonisation and integration of existing sectoral methodologies, the development of new methods for identifying future risk scenarios and effects of floods, as well as preparation of a medium- and long-term concept for land use and landscape management.	Integration of main environmental impacts and aspects of resource management in a trans-national perspective Increased acceptance by the population for river basin management through new market and communication mechanisms	

Source: INTERREG IIIB CADSES (Amended) Annual Report 2002; CCP Austria; own processing.

List of Interviews

Interviews were held in Dresden and Berlin, Germany; Budapest, Hungary (07/10-10/10/2003) and Rome, Italy (31/10/2003) with the following parties:

Interviewee	Organisation	Function
Mr. Fabio Croccolo	MA	Manager of the CIP INTERREG IIIB-CADSES
Mr. Stratos Geragotis	MA	Technical Assistance Manager
Mrs. Paola Barbati	MA	Responsible for the CADSES Programme and Support to the MA
Mr. Ulrich Graute	JTS	Director
Mr. Gerald Stoger	JTS	Project Officer
Mr. Peter Schulenkorf	JTS	Project Officer
Mr. Paolo Mascia	JTS	Financial Manager
Mr. Welf Selke	SC/ NR Germany	Head of Division, European Spatial Development & EU Enlargement Federal Ministry of Transport, Building and Housing, Berlin Germany
Mrs. Ute Kronert	SC	Member of INT. IIIB Steering Committee
Mr. Imre Janos Csalgovits	CCP Hungary	Head of Department INTERREG Department National Agency for Regional Development, Budapest Hungary
Mr. Bela Hegyesi	CCP Hungary	Manager, PHARE Programme National Agency for Regional Development Budapest Hungary

Interview Question Guide

INTERREG III B

Questions and issues for interviews with the aim of further exploring the background to and understanding of the TOR

TOR objective 4.1: To re-assess the relevance and the consistency of the strategy

1. ToR: ask if the programme is still relevant to the SWOT; if the programme strategy is consistent; Get information on:
 - a. If the Steering Committee for the Evaluation (SCE) had anything in particular in mind (excluding at this stage the issue of new members from 2004 onwards) or if special problems have been discussed
 - b. We have noticed:
 - i. INTERREG II C mid-term recommendations, especially “to focus programme and more measurable objectives” (CIP p. 42). How has that been handled?
 - ii. CIP says that focus should be on “investment” and that studies should not be treated as separate projects” (CIP p. viii). Why and how?
 - iii. Thematic and geographical focus (CIP p. 66)
 - iv. That the strong focus on “new economy” might be jeopardized by the crises of the sector.
2. Is co-financing with TACIS still a problem and what assessment is in mind when mentioning this in ToR
3. The nature of the Commission’s proposals for the new EU member-states and their integration into INTERREG (refer ToR).
4. Consequences for the joint implementation and programme management system

ToR objective 4.2: To assess the quantification of objectives

5. Is the emphasis here on quantification of objectives or the use of indicators?
6. How have the issues been treated in the Monitoring and Steering Committees?
7. Is quantification actually seen as relevant or as “something you have to do”

TOR objective 4.3: Evaluation of effectiveness and of the allocation of financial resources

8. Likely effectiveness of results/impacts is difficult at this stage, as no immediate results are yet seen and only few outputs produced. Has this been discussed?
9. Cost-effectiveness is even more difficult, as it requires that one answers the question if “there were other lower cost alternatives that could produce the same results”. Has this been considered?
10. Why is a proposal on how to check the projects’ contribution to Sustainable Development, part of the TOR? What is the problem?

TOR objective 4.4: To analyse the quality and adequacy of joint implementation and monitoring arrangements

11. What are the main problems in joint implementation?
 - a. At the level of the Committees
 - b. At the level of the Secretariat
12. The relation between project selection criteria and the effectiveness of the Steering Committee is explicitly mentioned. Have there been problems in following the selection criteria?
13. What is the role and influence of the national sub-committees?

TOR objective 4.5: To assess the Community added value yielded by the CADSES Programme

14. A tentative judgment is required on whether the programme has created the conditions for sustained co-operation in the CADSES region. Is this a core issue that has been discussed continuously in the Steering Committee?
15. What are the main difficulties in creating conditions for sustained co-operation in the CADSES region via single INTERREG projects?

**Questionnaire Addressed to Personnel at Institutions Involved in
Programme Management & Implementation of INTERREG III B 2000-2006
- CADSES**

DETAILS OF INTERVIEWEE

First & Last Name _____

Position/ Institution _____

Phone # _____ Fax _____ E-mail _____

Date of filling-out
survey: _____

All responses to the questionnaire are confidential and used only for statistical and content analysis, to derive aggregate outcomes and results about the adequacy and quality of programme management & implementation procedures employed in CADSES.

In the open-ended questions please elaborate your views as warranted. In the multiple-choice questions please respond by noting an x.

It is not necessary to answer to all the questions. It is important however to respond to items and issues that you have formed an opinion about, irrespective of your position and duties in your institution.

Address your queries and your filled-out questionnaires to:

Dr. Antony Moussios,

Project Leader, Mid-Term Evaluation of INTERREG IIIB - CADSES

Director of Public Sector Projects, KANTOR S.A.

tel: 0030 2310 535888, fax: 0030 2310 537677, e-mail address: aam@kantor.gr

Is there a Manual of Operations that describes the internal structure of **your institution** providing clear and concise allocation of tasks and descriptions of job duties? YES NO

Please describe the planned and actual staffing levels of **your institution**:

How do you rate the adequacy and readiness of the personnel at **your institution** in light of the pressing demands placed upon them within the context of a trans-national programme? Satisfactory
Mediocre
Low

In your opinion, does CADSES'S programme management and implementation system operate with clearly delineated jurisdictions and distinct roles assigned to the **various bodies and personnel** involved? Fully
In part
None at all

Have you identified instances where the existing **institutional/ regulatory framework** (inadequate or non-existent national legislation, guidelines and implementation directives/circulars sent out by the EU, delayed establishment of planned agencies, etc.) obstructs the implementation of CADSES? YES NO
If YES, please elaborate.

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Have you identified **institutional or administrative voids or shortcomings** in the planning, management, implementation, monitoring and control of CADSES? If YES, please elaborate. YES NO

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To what degree do you regard that the **implementation structures** (national representatives, national and trans-national contact points) are adequate in response to the planning and management needs of CADSES; Maximum
Satisfactory
Minimum

How do you judge the **speed and quality of the decision-making processes** in all aspects of the CADSES’s programme management and implementation system?

INSTITUTION	High	Medium	Low
MANAGING AUTHORITY			
PAYING AUTHORITY			
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			

In your opinion, in what areas of operations and through what type of changes is it possible to accelerate significantly the decision-making processes that affect CADSES’s implementation? Please elaborate in rank order of preference.

- 1).....
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- 2).....
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- 3).....
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- 4).....
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- 5).....
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Where do you attribute the delays in programme implementation (may answer more than one)?

- ▶ Erroneous assumptions or guidance during the initial planning
- ▶ Inadequacies of the institutional and implementation framework
- ▶ Inadequate project preparation
- ▶ Problems in sorting –out the eligibility of projects
- ▶ Lack of manpower and other resources at various levels
- ▶ Lack of prior experience in trans-national cooperation
- ▶ Complexity – heavy administrative burden of planning and implementation procedures
- ▶ Lack of expressed interest or demand by would be recipients
- ▶ Inadequate publicity and promotion to elicit proposals
- ▶ Other (please elaborate)

Is there an early-warning and immediate response mechanism available to tackle programme crisis or even long-standing problems that impede the implementation of the programme? If YES, please elaborate. If NO, please elaborate whether you think this is necessary.

YES

NO

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In your opinion, what are the most significant improvements / changes in the current planning and implementation process of CADSES that would accelerate the rate of implementation and would assure the effective realization of its objectives?

- 1).....

- 2).....

- 3).....

- 4).....

- 5).....

In general terms, how do you rate the degree of cooperation between the various institutions involved in CADSES?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome: 5

How do you rate the degree of cooperation between your institution and the Managing Authority of CADSES?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome:5

How do you rate the degree of cooperation between your institution and the Joint Technical Secretariat of CADSES?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome:5

How do you rate the degree of cooperation between your institution and the National & Trans-national Contact Points of CADSES?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome:5

How do you rate the degree of cooperation between your institution and the National Representatives of CADSES?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome:5

How do you rate the degree of cooperation between your institution and the representatives of European Commission in the CADSES structure?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome:5

From your experience until today, how do you evaluate the process of coordination in the programme planning and implementation stages?

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Have there been any coordination problems so far that had an adverse impact upon the implementation of CADSES? If YES please elaborate on the type of problem and the way it has impacted.

YES NO

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What are the means available at your disposal to transmit and receive information with the other stakeholders in the CADSES programme. Please elaborate.

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Do you consider the existing flow of information adequate, in terms of having access to important documents, consultation proceedings, etc., and being able to respond effectively to the various demands of the management and implementation processes? If NO, please elaborate.

YES NO

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Are there specified project selection criteria to apply with respect to all the Measures of CADSES? If NO, please elaborate. YES NO

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Please rate the quality and completeness of the existing project selection criteria?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Best outcome: 5

What are, in your opinion, the main problems encountered up to now in the application of the project selection criteria, and how can these be overturned?

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How actively have all the various programme stakeholders participated and/or contributed at the various programming and monitoring stages of CADSES?

INSTITUTION	High	Medium	Low
INITIAL PROGRAMMING OF CADSES			
MANAGING AUTHORITY			
PAYING AUTHORITY			
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			
DRAFTING PROGRAMME COMPLEMENT			
MANAGING AUTHORITY			
PAYING AUTHORITY			
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			
SPECIFICATION OF PROJECT SELECTION CRITERIA			
MANAGING AUTHORITY			
PAYING AUTHORITY			
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			
IMPLEMENTATION MONITORING			
MANAGING AUTHORITY			
PAYING AUTHORITY			

INSTITUTION	High	Medium	Low
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			
REFORMULATION OF CADSES			
MANAGING AUTHORITY			
PAYING AUTHORITY			
JOINT TECHNICAL SECRETARIAT			
NATIONAL & TRANS-NATIONAL CONTACT POINTS			
NATIONAL REPRESENTATIVES			
EUROPEAN COMMISSION			

Has the proactive approach as foreseen in the CIP been adopted by the stakeholders in the CADSES programme? Which role did the different bodies play in promoting this approach? Has the proactive approach led to the expected results?

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How well does the SC deal with the geographical distribution of projects among different countries in your view? Is this a conflicting/sensible aspect or not?

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What do you regard as the main restrictive parties standing in the way of effective cooperation and coordination between the stakeholders so far, and how, in your opinion, can they be modified?

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On the basis of your accumulated experience with the Programme, please raise other points of importance that have not been addressed and concern weaknesses and possible ways of improving the structure and procedures of implementing, managing and monitoring of CADSES.

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**Questionnaire Addressed to Lead Partners of Projects Funded or Rejected
by the CIP of INTERREG III B 2000-2006 - CADSES**

PROJECT TITLE:

DETAILS OF INTERVIEWEE

First & Last Name _____

Position/ Institution _____

Phone # _____

Fax _____

E-mail _____

Date of filling-out survey: _____

KANTOR S.A., an independent consulting firm based in Thessaloniki, Greece, conducts the Mid-Term Evaluation of CADSES, initiated by the fall of 2003. As part of the Mid-Term Evaluation, the views of Lead Partners about the Programme are welcomed and collected via this questionnaire.

All responses to the questionnaire are confidential and used only for statistical and content analysis, to derive aggregate outcomes and results about the quality of programme management & implementation procedures employed in CADSES. In the open-ended questions please elaborate your views as warranted. In the multiple-choice questions please respond by noting an x.

It is not necessary to answer to all the questions. It is important and very helpful, however, to respond to items and issues that you have formed an opinion about, irrespective of your position and duties in your institution.

Please, address your queries and your filled-out questionnaires to:

Effie Damoulaki,

Team Member, Mid-Term Evaluation of INTERREG IIIB - CADSES

Analyst, Public Sector Projects, KANTOR S.A.

tel: 0030 2310 535888, fax: 0030 2310 537677, e-mail address: eid@kantor.gr

What was the main motivation underlying your decision to choose the CADSES Programme?

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What were the sources of your information about CADSES?

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How do you rate the clarity of the terms of the 1st Call for Proposals in describing the action priorities and eligibility requirements?

Satisfactory	<input type="checkbox"/>
Mediocre	<input type="checkbox"/>
Low	<input type="checkbox"/>

How helpful and user-friendly were the required Application Forms that you submitted as part of your proposal?

Fully	<input type="checkbox"/>
In part	<input type="checkbox"/>
None at all	<input type="checkbox"/>

Do you consider the time frame until the submission date adequate in light of the required effort to complete your proposal?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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Were the project appraisal criteria sufficiently presented and explained by the application package?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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Did you have an opportunity to address clarifying questions to the Joint Technical Secretariat or other CADSES agencies while preparing your proposal?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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Did you have an opportunity to follow-up with the Joint Technical Secretariat while your project proposal was being appraised?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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How were you informed about the outcome of the project appraisal stage and do you find the information provided satisfactory?

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If your proposal was rejected, have the reasons for rejection been adequately explained to you?

