Intended for

Investitionsbank Schleswig-Holstein, Managing Authority of the Baltic Sea Region Programme 2007-2013

Reference

Baltic Sea Region Programme: Analysis of projects in 2007-2013 and setting baselines and targets for the indicators 2014-2020

Date

July 2015

FINAL REPORT

ANALYSIS OF PROJECTS IN 2007-2013 AND SETTING BASELINES AND TARGETS FOR THE INDICATORS 2014-2020

RAMBOLL

EXECUTIVE SUMMARY

Since the EU enlargement in 2004, the Baltic Sea region has increasingly become an area of great importance within the European Union. The Baltic Sea Region Programme (BSRP) is one of 13 European transnational cooperation programmes (a financing tool), specifically contributing to the implementation of the EU Strategy for the Baltic Sea Region (EUSBSR).[1] The overall strategic objective of the 2007-2013 BRSP has been "to strengthen the development towards a sustainable, competitive and territorially integrated Baltic Sea region by connecting potentials over the borders"[2].With consideration to the Europe 2020 Strategy, four thematic priorities were set for the 2007-2013 BSRP: *1) Fostering innovations, 2) Internal and external accessibility, 3) Baltic Sea as a common resource and 4) Attractive & competitive cities and regions*. In May 2014, the subsequent and forthcoming Baltic Sea Region Programme 2014-2020 was approved and the main objective for the new period of BSRP 2014-2020 is to strengthen the integrated territorial development and cooperation for a more innovative, better accessible and sustainable Baltic Sea Region.

The Investitionsbank Schleswig-Holstein, appointed Managing Authority of the Baltic Sea Region Programme 2007-2013, has assigned Ramböll Management Consulting, hereafter RMC, to carry out a strategic evaluation of projects in the 2007-2013 BSRP. This strategic evaluation of the BSRP 2007-2014 involves an analysis of the project portfolio with regard to achieved results and produced outputs as well as setting baselines for the qualitative indicators in the 2014-2020 Programme. Thus, the assignment consisted of two separate but yet coherent objectives:

- Objective I: Analysis of the project portfolio of the 2007-2013 BSRP with regard to achieved results and produced outputs
- Objective II: Setting baselines for the qualitative indicators in the 2014-2020 BSRP

Ramböll's assignment has been divided into two parts. Part I is primarily focused on the first of the two objectives, while the second objective has been addressed in Part II of the report. For the analysis of the 2007-2013 BSRP project portfolio a particular focus has been put on the analysis whether the achieved results were sustainable and of added value, on the durability of outputs, and finally on the involvement of end-users by the respective projects building mainly on qualitative elements. For the second objective, the main focus has been to develop a methodology for assessing the development of the institutional capacity in the BSR at different points in time through the development of baselines and targets for different dimensions of institutional capacity-building.

Part I of strategic evaluation

The methodological approach for Part I has included the following elements: (1) Programme overview and analysis of project portfolio, (2) selection of 15 projects from the 2007-2013 BSRP for in-depth analysis, (3) Data collection involving desk-research and targeted interviews with project partnership, end-users and target group(s) as well as Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs), (4) Analysis of empirical material with regard to the three main evaluation themes defined for the strategic evaluation. Overall, the analysis sought to answer following main questions:

- In how far are project outcomes used by the project partnership beyond the project lifetime and which factors have facilitated the identified development?
- How have current projects contributed to the institutional capacity-building in the Baltic Sea region in selected thematic areas?
- How did the 2007-2013 BRSP contribute to the (successful) implementation of the EUSBSR and the EU2020 strategy?

[1] European Commission (2009): European Union Strategy for the Baltic Sea Region
[2] Baltic Sea Region Programme 2007-2013

The case studies show, in general, that the 15 projects have reached the main goals set for each project respectively, findings based on interviews and outputs and results in final project reports. The programme has resulted in durable outcomes such as for instance the formalisation of networks, increased strategic importance of project theme within partnership organisations and development of new concepts and tools applied by project partners and end-users. These outcomes could also be seen as contributing to institutional capacity-building in the BSR. Through the case studies, several good examples have been identified that is building institutional capacity in the region.

The analysis show that the BSRP has contributed to both the EUBSR and the EU2020 by gathering and mobilizing stakeholders from around the Baltic Sea Region, developing and transferring knowledge, providing analyses and other evidence to guide policy processes, and creating strong platforms for longer-term action. The strategic evaluation does however show that there are a number of Programme features that currently hinder its contribution to EU Strategies.

The interim report (Part I of the strategic evaluation) was discussed by the Monitoring Committee of the Baltic Sea Region Programme in Warsaw November 25th 2014 and was approved by the Monitoring Committee in December 2014.

Part II of strategic evaluation

For Part II of the strategic evaluation, focus has been on setting baseline and targets for qualitative indicators for the 2014-2020 BSRP. For the programming period 2014-2020 the EU Commission proposes a stronger result orientation in the field of Structural Policy. Among others, one requirement in this context is to define a result indicator for each specific objective of a Cooperation Programme. Given the wide geographical coverage and range of topics covered by the BSRP the result indicators developed is focused on capacity-building among the programmes target group. In order to practically analyse the potential contribution of the future Interreg Baltic Sea Region Cooperation Programme on capacity-building, five dimensions of institutional capacity have been identified:

- Enhanced institutionalised knowledge and competence
- Improved governance structures and organizational set-up
- More efficient use of human and technical resources
- Better ability to attract new financial resources
- Increased capability to work in transnational environment

In order to use the result indicators as an effective instrument to monitor changes in the programme region, the situation on institutional capacity needs to be captured at the beginning, mid-term and at the end of the funding period. For the purpose of this, Ramböll has chosen a methodological approach which allow for a repeatable and comparable procedure and analysis of the situations at different points in time.

In order to define baselines and targets, a wide range of thematic experts of the Baltic Sea Region have been addressed through an online-survey and additional interviews with the aim to reflect on the results of the survey and fill remaining gaps. The experts represent the thematic fields that are covered by the specific objectives and represent the eight EU-Member States as well as the three partner countries Belarus, Norway and (parts of) Russia of the Cooperation Programme 2014-2020.

The survey conducted resulted in indicated baselines and targets for different characteristics of the five dimensions of institutional capacity-building. Through the complimentary interviews with thematic experts, the indicated baselines and targets could be verified. The results from the survey and interviews indicate that different dimensions of institutional capacity prove to be

challenging for the different specific objectives, even within the same priority area. Also, there are regional differences in the institutional capacity in the Baltic Sea Region and therefore, different measures are needed in different parts of the region. In order to assess the development of the institutional capacity of the BSR, the online-survey will be repeated in 2018, 2020 and 2023. This will allow for a structured follow-up on the development of the Baltic Sea region throughout and after the funding period.

Part II of the strategic evaluation was presented on the Monitoring Committee of Baltic Sea Region Programme meeting in Stockholm April 28th 2015 where it was discussed and approved by the Monitoring Committee.

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Investitionsbank Schleswig-Holstein, Managing Authority of the Baltic Sea Region Programme 2007-2013

Reference

Baltic Sea Region Programme: Analysis of projects in 2007-2013 and setting baselines and targets for the indicators 2014-2020

Date

April 2015

PART I

ANALYSIS OF PROJECTS IN 2007-2013 AND CONTRIBUTION TO EU2020 AND EUBSR STRATEGIES

EXECUTIVE SUMMARY

Since the EU enlargement in 2004, the Baltic Sea region has increasingly become an area of great importance within the European Union. The Baltic Sea Region Programme (BSRP) is one of 13 European transnational cooperation programmes (a financing tool), specifically contributing to the implementation of the EU Strategy for the Baltic Sea Region (EUSBSR). Thereby, the EU has established a comprehensive strategy, covering several EU policies, targeted at a 'macro-region'.[3] The overall strategic objective of the 2007-2013 BRSP has been "to strengthen the development towards a sustainable, competitive and territorially integrated Baltic Sea region by connecting potentials over the borders"[4].With consideration to the Europe 2020 Strategy, four thematic priorities were set for the 2007-2013 BSRP: *1) Fostering innovations, 2) Internal and external accessibility, 3) Baltic Sea as a common resource and 4) Attractive & competitive cities and regions* (however the 4th priority has not been in focus of this interim report). In May 2014, the subsequent and forthcoming Baltic Sea Region Programme 2014-2020 was approved and the main objective for the new period of BSRP 2014-2020 is to strengthen the integrated territorial development and cooperation for a more innovative, better accessible and sustainable Baltic Sea Region.

The Investitionsbank Schleswig-Holstein, appointed Managing Authority of the Baltic Sea Region Programme 2007-2013, has assigned Ramböll Management Consulting, hereafter RMC, to carry out a strategic evaluation of projects in the 2007-2013 BSRP. This strategic evaluation of the BSRP 2007-2014 involves an analysis of the project portfolio with regard to achieved results and produced outputs as well as setting baselines for the qualitative indicators in the 2014-2020 Programme. Thus, the assignment consisted of two separate but yet coherent objectives:

- Objective I: Analysis of the project portfolio of the 2007-2013 BSRP with regard to achieved results and produced outputs
- Objective II: Setting baselines for the qualitative indicators in the 2014-2020 BSRP

This interim report focuses solely on the first objective relating to the analysis of selected projects of the 2007-2013 BSRP. The second objective on setting the baseline for qualitative indicators in the 2014-2020 programme is provided by RMC in a background paper to the Interim report (15 October 2014).

For the analysis of the 2007-2013 BSRP project portfolio a particular focus has been put on the analysis whether the achieved results were sustainable and of added value, on the durability of outputs, and finally on the involvement of end-users by the respective projects building mainly on qualitative elements. The assignment was to identify success factors, with a particular focus on the sustainability of outputs, contribution to capacity-building in the BSR and the contribution of the 2007-2013 BSRP to the EUBSR and EU2020 strategies. The objective has primarily been to improve the understanding of the (successful) interventions rather than verifying that individual project or overall Programme goals have been met.

The methodological approach has included the following elements: (1) Programme overview and analysis of project portfolio (all 90 projects receiving funding), (2) selection of 15 projects from the 2007-2013 BSRP for in-depth analysis, (3) Data collection involving primarily desk-research of project- and BSRP documentation and targeted interviews with project partnership, end-users and target group(s) as well as Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs), (4) Analysis of empirical material with regard to the three main evaluation themes defined for the strategic evaluation.

The main methods for data collection has primarily been the conduction of more than 100 interviews with relevant stakeholders including representatives of the Programme management

[3] European Commission (2009): European Union Strategy for the Baltic Sea Region
[4] Baltic Sea Region Programme 2007-2013

bodies and the European Commission as well as lead partners, project partners, end-users and target group(s).The case studies also withheld a thorough desk research of important documentation related to each case, such as final and interim reports. In regards to evaluate the Programme's and the projects relation to the EUBSR and the EU2020, targeted interviews with PACs and HALs were conducted. The aim was primarily to better understand the BSRP's contribution to the EUSBSR and to the EU2020. Overall, the analysis was seeking answers to three main themes of questions:

- In how far are project outcomes used by the project partnership beyond the project lifetime and which factors have facilitated the identified development?
- How have current projects contributed to the institutional capacity-building in the Baltic Sea region in selected thematic areas?
- How did the 2007-2013 BRSP contribute to the (successful) implementation of the EUSBSR and the EU2020 strategy?

Conclusions

The case studies show, in general, that the 15 projects have reached the main goals set for each project respectively, findings based on interviews and outputs and results in final project reports. Further, the analysis made the following findings:

Regarding the particular focus on the sustainability of outputs: The most frequent types of *sustainable* outcomes in the sense that the prerequisites for the continuation of outcomes are for instance the formalisation of networks and activities after project completion, increased strategic importance of project theme within partnership organisations and development of new concepts and tools applied by project partners. The main types of project outcomes and solutions for end-users and target group have been identified such as utilisation of tools and methods developed within BSRP projects and input for future legislation, policy and investments, affecting long-term strategies of private firms. Since the end-users and target groups varies between projects, ranging from private companies to regional or national decision-making bodies and authorities, industry associations, higher educational bodies, etc. in general, end-users representing wider target group(s) have not been involved in the initial planning and formation of the projects analysed. The main success factors for securing a constructive involvement of end-users in the projects have been for example to involve end-users early on in the project, engaging them in formulating project goals and identifying needs and clearly defined incentives for industry participation in the sense of having a clear and attractive offer towards industry and involve competencies in the project with great insight and knowledge on end-users needs.

In the context of the sustainability of outputs the issue of relevance and pertinence of physical investments has also been analysed. The result shows that four out of 15 projects have pursued an investment in technical equipment deemed necessary for the completion of projects. In general, the investments made within the four projects have contributed to the realisation of project goals and are regarded as being necessary for the completion of the projects.

Regarding the contribution to capacity-building in the BSR: The case studies clarified three main project outcomes leading to enhanced institutionalised knowledge and competence:

- Knowledge is made accessible through manuals, guidelines etc. where the information and format is adapted to the end-users taking part of it, making it useful.
- Making guidelines, manuals etc. is also a way of making knowledge obtained within the project used after project completion.
- The forming of a structured and established network that continues working together with the core issue after project completion.

The development of guidelines is a big part of enhancing institutionalized knowledge and competence for projects. However, the guidelines differ in the sense of who they are directed at,

depending on the end-users of the different projects. Projects aiming at improving internal and external accessibility, direct their reports, guidelines etc. to investors to a higher degree than other projects. Regarding the management of the Baltic Sea as a common resource, the projects direct their reports and guidelines to policymakers to a higher extent.

Among the cases there are several good examples where both technical solutions and ways of cooperating for more efficient use of technical and human resources, are developed within projects focusing on innovation and management of the Baltic Sea as a common resource. On the other hand, for projects dealing with improving internal and external accessibility this dimension of capacity building knowledge and networking have been more crucial for project outcomes.

All projects have increased the partners' capability to work in a transnational environment. Through the making of contact with institutions/persons in other countries in the relevant thematic field work in a transnational environment is strengthened both during the project time and after its completion as well. Participating in the projects has, as an effect, made cooperation across borders easier. The forming of transnational networks this dimension has for instance given new perspectives on borders (regional, national) in infrastructure planning.

Regarding the contribution of the 2007-2013 BSRP to the EUBSR and EU2020 strategies: The analysis show that the BSRP has contributed to both the EUBSR and the EU2020 by gathering and mobilizing stakeholders from around the Baltic Sea Region, developing and transferring knowledge, providing analyses and other evidence to guide policy processes, and creating strong platforms for longer-term action. These activities are viewed as initial contributions or first steps towards realizing the longer-term, more ambitious goals of the EU Strategies. However, the BSRP has clearer, more direct links and contributions to the EUSBSR than the EU2020 Strategy.

Although there are efforts to ensure that there are clear linkages between flagship projects, the objectives of the PA/HAs, and the (two) EU Strategies, it is difficult to follow the connection between (relatively small) flagship projects and the ambitious objectives/targets that currently exist for the PA/HAs. The BSRP is viewed as a key funding instrument because of its project and seed money investments, and because of the strategic links that the BSR Programme Secretariat has developed with PACs and HALs – helping ensure that investments have strategic relevance to the EUSBSR. Funds and political backing from (primarily) national sources are of equal importance to addressing the objectives of the EUSBSR. It is important that national governments are committed both to supporting/engaging in project activities and integrating project results into policy processes.

Although the BSRP provides important contributions to the EUSBSR (and indirectly to EU2020) through its strategic-level dialogue with PACs/HALs, project and seed funding, and project results, there are a number of Programme features that currently hinder its contribution to EU Strategies. These features include the limited project timeframes, the lack of possibilities to invest in transnational innovation activities (with more involvement of business), administrative procedures and requirements, and limitations to involving partners outside of the eight EU member countries.

RMC's recommendations for the future

Taking into account the results of the analysis RMC proposes a number of recommendations regarding both the overall Programme level serving as input for the 2014-2020 BSRP as well as serving as basis for formation of individual future projects within the Programme.

RMC's main overarching recommendations on how to facilitate sustainable outcomes are the following:

- *Promote efforts safeguarding sustainable outcomes of project*
- *Make the most of utilisation of project outcomes beyond partnership*
- *Emphasize the added value of BSRP involvement towards academia*

- *Create incentives for industry involvement*
- *Facilitate an effective project organisation*
- *Secure a close cooperation with strategic projects*

RMC's recommendations on the continuation of Capacity building of actors in the region are:

- *Projects should work on adapting developed documentation (guidelines etc) to the relevant end-users or target group*
- *Develop activities to form close cooperation and focus on committing parties to work together*
- *Look into what technical solutions could be relevant to save time and human resources*
- *Improve the ability to attract new financial resources*
- *Increase the partners' capability to work transnationally projects should facilitate partners' ability to make contact with relevant partners at institutions in other BSR countries*

RMC's recommendations concerning the contribution to European Strategies are:

- *Develop a more structured exchange between PACs/HALs (and their Steering Committees) and the BSR Programme Secretariat*
- *Support the development of "effect logics" which can help projects communicate how they contribute to realizing the strategic objectives*
- *Adopt more flexible approaches to allow adjustments in project partnerships and budget allocations during the project implementation phase*
- *Adopt new regulations to foster increased business involvement and transnational innovation activities*
- *Leverage the BSRP Monitoring Committee to reinforce efforts to communicate and integrate project results into policy processes*

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1. INTRODUCTION

The Investitionsbank Schleswig-Holstein, appointed Managing Authority of the Baltic Sea Region Programme 2007-2013, has assigned Ramböll Management Consulting, hereafter RMC, to carry out a strategic evaluation of projects in the 2007-2013 Baltic Sea Region Programme (BSRP). The assignment consists of two separate but yet coherent objectives:

- **Objective I**: Analysis of the project portfolio of the 2007-2013 BSRP with regard to achieved results and produced outputs
- **Objective II:** Setting baselines for the qualitative indicators in the 2014-2020 BSRP

This interim report concerns primarily the first objective including an analysis of the 2007-2013 program project portfolio. The second objective on setting the baseline for qualitative indicators in the 2014-2020 programme is provided in a background paper to the Interim report dating 15 October 2014.

1.1 Context of the strategic evaluation

1.1.1 Policy context

Since the EU enlargement in 2004, the area of the BSRP has increasingly become an area of great importance within the European Union. With its population of 147 million people and a share of almost 30 percent of the EU's total gross domestic product, the Baltic Sea Region (BSR) is a major economic actor both on the European level and with regard to the central Russian market. The BSRP is one of 13 European transnational cooperation programmes, specifically contributing to the implementation of the EU Strategy for the Baltic Sea Region (EUSBSR) adopted in October 2009 by the European Council. Thereby, the European Union established its first comprehensive strategy, covering several EU policies, targeted at a 'macro-region'.[5] The overall strategic objective of the 2007-2013 BSRP has been "to strengthen the development towards a sustainable, competitive and territorially integrated Baltic Sea region by connecting potentials over the borders."[6] Under consideration of the Europe 2020 Strategy, four thematic priorities were set for the 2007-2013 BSRP:

1. Fostering innovations
2. Internal and external accessibility
3. Baltic Sea as a common resource
4. Attractive & competitive cities and regions[7]

Funding of the BSRP originates from the European Regional Development Fund (ERDF), from national Norwegian sources and the European Neighbourhood Programme Instrument (ENPI). The financial support available for 2007-2013 amounted to 208 million Euros from the ERDF, 8.8 million Euros from the ENPI and 6 million Euros from Norway (total 222.8 million Euros, plus national co-financing). Of these funds, 215 million Euros has been committed to 90 projects, of which 9 is classified as strategic projects in turn expected to address vital challenges for the development of the BSR.[8]

[5] European Commission (2009): European Union Strategy for the Baltic Sea Region
[6] Baltic Sea Region Programme 2007-2013
[7] The fourth thematic priority 'Attractive and competitive cities and regions is not of focus in this Interim Report.
[8] Baltic Sea Region Programme: Fact Sheet (updated 26 feb 2013)

Table 1 Funds committed and projects approved

	Funds committed to projects (ERDF+ENPI+NO, million EUR)	Number of approved projects (of which strategic projects)
Priority 1 - Fostering innovations	59,4	28 (3)
Priority 2 - Internal and external accessibility	44,5	18 (2)
Priority 3 - Baltic Sea as a common resource	64,0	21 (3)
Priority 4 - Attractive & competitive cities and regions	47,2	23 (1)
TOTAL	215,1	90 (9)

Source: Baltic Sea Region Programme: Fact Sheet (updated 26 feb 2013)

On the 14th of May 2014, the 2014-2020 BSRP was approved by the Joint Programming Committee. Within this Programme, the ERDF will provide EUR 263.8 million of funding with additional funding from the European Neighbourhood Instrument (ENI) and Norway.[9] The main objective for the 2014-2020 BSRP is "*to strengthen the integrated territorial development and cooperation for a more innovative, better accessible and sustainable Baltic Sea Region*".

1.1.2 Evaluation context

As stated above, the strategic evaluation of the BSRP 2007-2014 involves an analysis of the project portfolio with regard to achieved results and produced outputs as well as setting baselines for the qualitative indicators in the 2014-2020 Programme. The Interim report focuses solely on the first objective relating to the analysis of selected projects of the 2007-2013 BSRP.

For the **analysis of the 2007-2013 BSRP project portfolio** a particular focus is put on the analysis whether the achieved results were sustainable and of added value, on the durability of outputs, and finally on the involvement of end-users by the respective projects building mainly on qualitative elements. Focus of the analysis is partly to identify success factors in creating sustainable outcomes in the region. The strategic evaluation of the BSRP thereby differs from traditional ex-post evaluations in the sense that the focus is also on the *formative* (sustainability of results and best practice solutions) rather than merely on the strictly *summative* (assessment of achieved results and output) aspects of the programme. Through this approach, the objective is primarily to improve the understanding of the (successful) interventions rather than verifying that individual project or overall Programme goals have been met.

For **setting baselines for the qualitative indicators in the 2014-2020 BSRP,** an analysis of the 2007-2013 BSRP outcomes has served as input to the establishment of baselines and targets. The baselines describe the status quo and gaps in selected fields in the region and the contribution of the 2007-2013 BSRP projects to these. This approach is based on the assumption that the 2014-2020 BSRP will build on the achievements of its predecessor so that the outcome/impact of the current Programme can methodologically be attributed to the future Programme's expected outcome/impact in the region An analysis of the 90 projects from the 2007-2013 BSRP funding period and their contribution to capacity-building has been carried out, verifying the importance and relevance of this approach. In order to practically analyse the potential contribution of the programme on capacity-building, the concept of institutional capacity has been further specified. Different dimensions of capacity-building have been explored and, based on the potential influence of the BSRP on funded projects as well as on an understanding of central elements needed to improve institutional capacity, five dimensions have been identified. The results are provided in a background paper on setting baselines for the qualitative indicators in the 2014-2020 BSRP.

[9] Baltic Sea Region Programme 2014-2020 Fact Sheet (http://eu.baltic.net/redaktion/download.php?id=2518&type=file)

1.2 Structure of Interim report

After this introduction the report explains in Chapter 2 the methodological approach of the analysis. In Chapter 3 the process of the analysis is further being described including an outline for the process. The following chapters deal with the analysis: Use of the project outcomes beyond project lifetime (Chapter 4), Capacity building of the actors in the regions (Chapter 5) and Contribution of the BSRP to the European strategies (Chapter 6). In the concluding Chapter 7, the final conclusions are elaborated and the second part that chapter RMC is proposing our recommendations for further development. In Annex 1 gives RMC its critical reflections on the analysis, in Annex 2 List of interviewees, Annex 3 Interview guidelines and finally Annex 4 is the Bibliography.

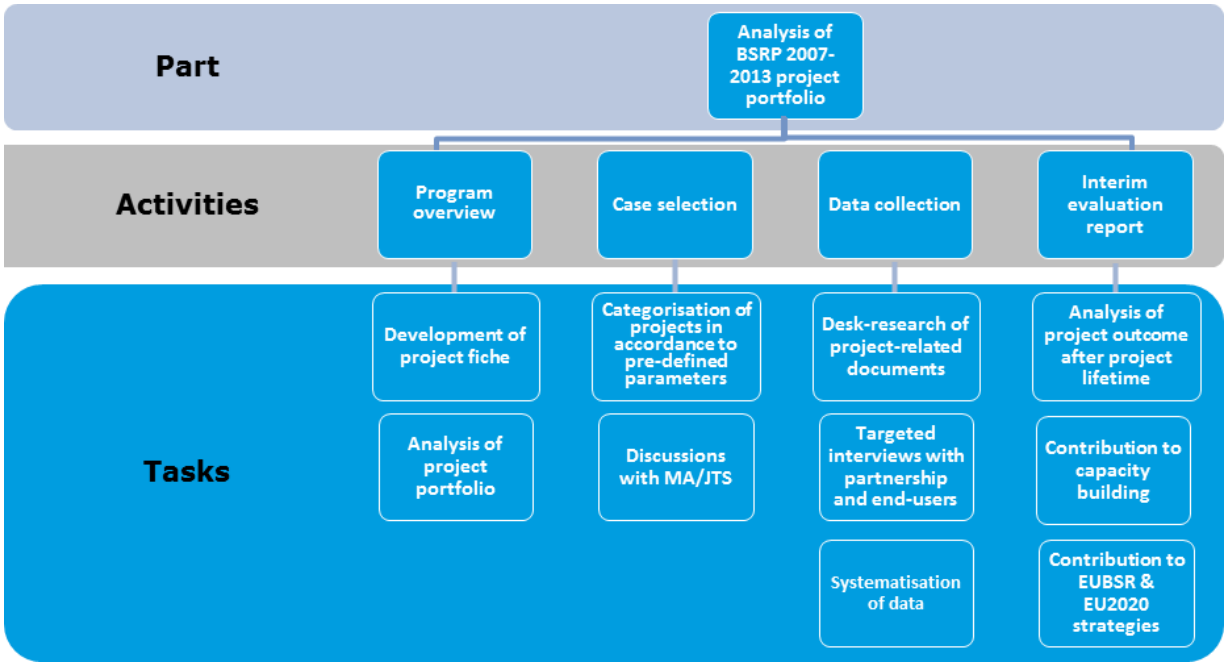
2. METHODOLOGY

In the following chapter, the applied methodology for the strategic evaluation of the 2007-2013 BSRP is presented, focusing solely on the analysis of the 2007-2013 BSRP project portfolio. As indicated in previous sections, the strategic evaluation of the 2007-2013 BSRP put emphasis on achieved results and produced outputs, with a particular focus on the *sustainability of outputs*, *contribution to capacity-building in the BSR* and *the contribution of the 2007-2013 BSRP to the EUBSR and EU2020 strategies*. The analytical framework consists of several subsequent steps. These steps can be summarised as in the following:

- Programme overview and analysis of project portfolio (all 90 projects receiving funding)
- Selection of 15 projects from the 2007-2013 BSRP for in-depth analysis
- Data collection involving primarily desk-research of project- and BSRP documentation and targeted interviews with project partnership, end-users and target group(s) as well as Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs)
- Analysis of empirical material with regard to the three main evaluation themes defined for the strategic evaluation

The subsequent steps of the analysis can be illustrated as in the figure below. Each step is further developed in the following sections.

Figure 1 Interim report - overview of main methodological steps



2.1 Programme overview and analysis of project portfolio

The first step for the analysis of the 2007-2013 BSRP was a systematic mapping of the entire project portfolio including all 90 projects resulting in a programme overview. For this purpose, data from the BSRP project database and final and interim reports of the projects were used.[10] It was important to structure the projects in a framework to enable an overview covering all significant parameters of the projects so that all types of projects were covered in the next phase of analysis (i.e. in-depth case studies). A number of pre-defined parameters were used to structure the project catalogue for this purpose:

- Thematic priority of projects corresponding to both the 2007-2013 and 2014-2014 BSRP

[10] http://eu.baltic.net/Project_Database.5308.html

- Geography (of lead partner)
- Budget allocated for the project (including investments in projects)
- Indication of flagship project
- Project end-date
- Overarching results/outputs as stated in project reports

The 2007-2013 BSRP was first summarised in the form of a "programme fiche", visualising the profile of the Programme, activities funded by the Programme and their dispersion based upon thematic priority group, geography (lead partner, partner country/region), budget allocation, application call and strategic importance of project.

As part of the Programme overview, an analysis and systematic review of the project portfolio was performed with focus on main outputs, common and priority specific results and outcomes stemming from the final or interim progress reports of each project. This part of the evaluation was mainly of *summative* character and served as a basis primarily for setting baselines for the qualitative indicators in the 2014-2020 BSRP. All of the above listed data was summarised thereby providing us with a project overview needed to make a structured project selection for further analysis, described in more detail below.

2.2 Selection of projects for in-depth analysis

Based on the programme overview and the overarching analysis of the project portfolio, 17 projects funded by the 2007-2013 BSRP were selected for in-depth analysis in close cooperation with the MA/JTS. Selected projects were chosen on the merits of being representative for the BSRP as a whole in accordance to the parameters defined above, relating to thematic priority of both the 2007-2013 and 2014-2020 BSRP; lead partner country; flagship projects, budget and end-date. Out of the 17 projects chosen, 15 were selected for in-depth case studies after a first round of interviews with primarily project leaders of each project.

The 15 projects serving as the base for the case studies are presented below together with associated thematic priority and specific objective in the 2007-2013 and 2014-2020 BSRP respectively.

Table 2 Selected projects for in-depth case studies

Project name	Programme Priority 2007-2013	Programme Specific Objective 2014-2020
Science Link	P1: Fostering Innovations	1.1 Research and innovation infrastructures
StarDust	P1: Fostering Innovations	1.2 Smart specialisation
Best Agers	P1: Fostering Innovations	1.3 Non-technological innovation
Longlife	P1: Fostering Innovations	2.3 Energy Efficiency
REMOWE	P1: Fostering Innovations	2.2 Renewable energy
TransBaltic	P2: Internal and external accessibility	3.1 Interoperability of transport modes
EWTC II	P2: Internal and external accessibility	3.1 Interoperability of transport modes
BGLC	P2: Internal and external accessibility	3.2 Accessibility of remote areas and areas affected by demographic change
EfficienSea	P2: Internal and external accessibility	3.3 Maritime safety
BSR InnoShip	P2: Internal and external accessibility	3.4 Environmentally friendly shipping
Baltic Biogas Bus	P2: Internal and external accessibility	3.5 Environmentally friendly urban mobility
Aquabest	P3: Baltic Sea as a common resource	2.4 Resource-efficient blue growth
Submariner	P3: Baltic Sea as a common resource	2.4 Resource-efficient blue growth

CHEMsea	P3: Baltic Sea as a common resource	2.1 Clear waters
PURE	P3: Baltic Sea as a common resource	2.1 Clear waters

2.3 Data collection

The main methods for data collection have been desk-based research and, primarily, interviews with relevant stakeholders including representatives of the Programme management bodies and the European Commission as well as lead partners, project partners, end-users and target group(s). Approximately 5-7 targeted interviews were conducted for each project. In the first phase, interviews were held with project leaders and a selection of project partners, from which end-users and target group(s) were identified. The case studies also withheld a thorough desk research of important documentation related to each case, such as final and interim reports. In regards to evaluate the Programme's and the projects relation to the EUBSR and the EU2020, targeted interviews with Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs) were conducted. The aim was primarily to better understand the BSRP's contribution to the EU Strategy for the EUSBSR and to the EU2020.

The main data collection methods for the analysis of projects in the 2007-2013 BSRP can be summarised as follows:

- A total of **17 interviews with lead partners** representing the initial projects chosen for in-depth analysis
- **37 interviews with project partners** representing the 15 projects chosen for case studies
- A total of **37 interviews with end-users and target group(s)** of the 15 projects respectively
- A total of **12 interviews with PACs and HALs**
- **Desk research** including final and progress reports of selected projects; other outputs/publications and reports of finalised projects; Final evaluation report of external strategic evaluation 2010/2011, etc.

The interviews serving as the main empirical material for the analysis have been conducted between August-October 2014.

2.4 Evaluation guide and focus of project analysis

The case studies took a summative as well as formative approach in the sense that the focus laid both on project outcomes and their sustainability, as well as lessons learned to serve as input for the 2014-2020 BSRP. The methodological perspective for conducting the in-depth analysis, guiding the analytical framework and data collection, was a theory-based approach. In essence, theory-based evaluations are to be understood as the explication of a theory or model of how a programme or policy causes the intended or observed outcomes and an evaluation that is at least partly guided by this model. One central aspect of taking such an approach lies in the view that financial resources within programmes such as the BSRP should be additional and give room to try new approaches, methods and instruments in regional development, growth and policy. They should not to be invested in 'regular' activities, but allow for exploratory projects.[11] Therefore we must understand the "why it works" beyond the "does it work".[12] Without an answer to this question "*little can be said about the worth of the programme, nor can advice be provided about future directions*".[13] Therefore, the rationale behind applying this view in evaluations is to move away from focusing solely on describing outcomes of an intervention, to explaining both *what* is realised and *how* the suggested outcome was realised (and if the change is sustainable) in order to repeat successful interventions.

[11] Brulin et al (2013)
[12] Riché, (2012)
[13] Mayne, (1999)

This perspective resting on a theory-based approach has guided the analysis of the 15 projects in the 2007-2013 BSRP, with the main focus of identifying *type* of solutions with a particularly high/durable impact to the region and describing *why* such solutions bears a particularly high impact. The main thematic evaluation questions guiding the analysis are provided below.

Table 3 Main thematic evaluation questions[14]

Theme 1: Use of project outcomes beyond project lifetime	1.1. In how far are project outcomes used/promoted by the actual project partnership beyond the project lifetime? Are project outcomes taken up in the region and applied outside the partnership, i.e. are they actually durable and used by relevant actors?
	1.2 Were project investments pertinent, i.e. did they contribute to solving issues tackled by the projects? Was it justified to implement them in a transnational cooperation project?
	1.3 Which types of end-users and/or multipliers of the project outcomes can be identified? Which are the main factors having positively influenced the involvement of end-users and take-over of project outcomes and solutions?
Theme 2: Capacity-building of actors in the region	2.1 How have current projects contributed to the institutional capacity-building in the region in selected thematic areas? a) Enhanced institutionalised knowledge and competence; b) Improved governance structures and organisational set-up; c) More efficient use of human and technical resources (databases, technical solutions, small infrastructure etc.); d) Better ability to attract new financial resources; e) Increased capability to work in transnational environment.
Theme 3: Contribution of the Baltic Sea Region Programme to the EU Strategy for the Baltic Sea Region and to the Europe 2020 Strategy	3.1 How did the Programme contribute to the (successful) implementation of the EU Strategy for the Baltic Sea Region (EUSBSR)? 3.2 How did the Programme contribute to the (successful) implementation of the Europe 2020 Strategy?

The question of contribution of the BRSP to European strategies entails how the Programme contributed to the (successful) implementation of the EUSBSR and EU2020 strategy respectively. While previous strategic evaluations has drawn conclusions and recommendations based on the mapping of projects in each of the Programme's four priority areas according to their relation and relative contribution, the current evaluation has used a different approach primarily based on interviews with a sampling of projects and Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs) working within the EUSBSR. These interviews were also used to better understand existing gaps in capacity-building in the region (as a part of understanding needs in the coming period).

[14] The evaluation questions relating to setting baselines and target for the 2014-2020 programme period is not included as they are presented in a separate background paper dating 15 October 2014.

3. ANALYSIS OF SELECTED PROJECTS IN THE 2007-2013 BSRP

As described in the methodological outline in chapter 2, the focus of analysis is made with regard primarily to whether achieved results are sustainable, contributes to institutional capacity building in the region and to what degree the 2007-2013 Programme contributes to the EUBSR and EU2020 strategies.

The analysis, as stated earlier, is not a traditional ex-post evaluation in the sense that it will examine the effectiveness and efficiency of the Programme and their impact on economic, social and territorial cohesion and to what degree project goals were met.[15] Instead, the analysis consists of a systematic approach to outcomes and solutions produced by the projects, with the focus to identify solutions deemed more probable to produce durable impacts to the region.

A total of 15 projects funded under the 2007-2013 BSR-programme were selected for in-depth case studies. The selected projects for analysis represent all priority themes of both the 2007-2013 and 2014-2020 Programme.

Within the framework of the analysis, impact is mainly understood as the use of project outcomes beyond the project lifetime. In this analysis, durability is used as equivalent to sustainability due to the fact that the BSR programme uses durability in its monitoring and evaluation guidelines. Following EC Evaluation Guidelines[16], sustainability is defined as the continuation of the longevity of benefits from project outcomes after cessation of the project.

As project outcomes and their sustainability will differ based on (i) the role a specific actor had within the actual project (i.e. level of involvement) and (ii) how the project intervention relates to the actor itself (i.e. depending on type of actor), the outcome of the intervention will differ among project partners, end-users and target groups. How these main types of beneficiaries are defined is outlined in the table below and governs the way outcomes of selected projects are perceived and described.

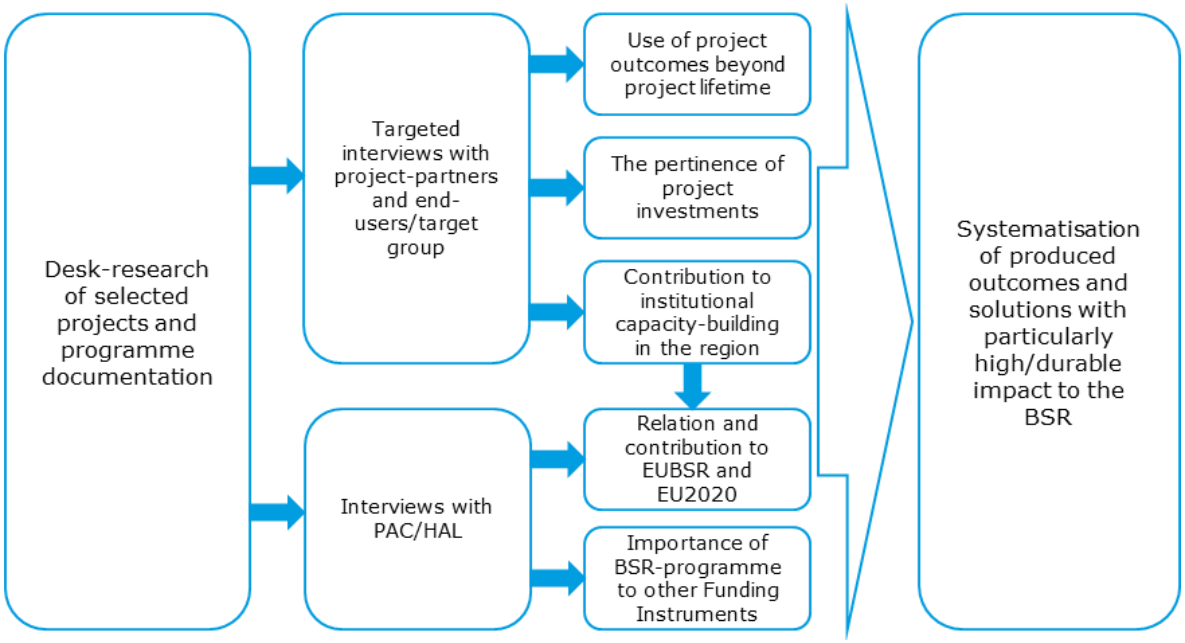
Table 4 Understanding of main beneficiary types of the BSRP

Term	Understanding of beneficiary
project partners	The organisations (irrespective of type) formally involved in the initial project application and project period who has received funds for the completion of the project.
end user(s)	An organisation that the project has included in the activities performed within the project, but who are not responsible for carrying out the project itself or has received funds to do so.
target group(s)	The broader group(s) that the project is targeting, but that has not actively participated in any activities of the project

In the following sections the results of the case studies carried out within the framework of the analysis are presented in more detail. The outline and empirical ground of the analysis of projects in the 2007-2013 programme presented in the remainder of this chapter can be illustrated such as in the figure below.

[15] EC (2004). *The Programming period 2014-2020. Guidance Document on Monitoring and Evaluation – European Regional Development Fund and Cohesion Fund – Concepts and Reommendations*. March 2014.
[16] EC Working Document No 5: "Indicative Guidelines on Evaluation Methods: Evaluation during the programming periods". April 2007; The Evaluation Plan of the Baltic Sea Region Programme 2007-2013.

Figure 2 Outline of project analysis



4. USE OF PROJECT OUTCOMES BEYOND PROJECT LIFETIME

The main purpose of analysing the use of project outcomes beyond project lifetime is to assess in how far the project outcomes are durable. This also includes an analysis of whether end-users were involved sufficiently and to identify factors that positively influenced the take-over of project outcomes by end-users. Within the framework the analysis of project in the 2007-2013 BSRP, our focus lay on answering *how* and *in what ways* project outcomes and solutions of a sustainable character have been produced. The answers to such questions will be presented primarily at an aggregated level, drawing generic lessons from all case studies carried out, at the same time exemplifying with tangible experiences from analysed projects.

The overarching theme on the use of project outcomes beyond project lifetime is divided into a number of sub-questions/perspectives. These sub-questions are provided below.

- What is the **main type of outcomes** stemming from the projects (project partners and end-users/target group respectively)?
- In how far are project **outcomes used/promoted** by the actual project partnership beyond the project lifetime?
- To what degree have **end-uses and target group(s) been involved** and in what way has this affected project outcome? How has the involvement of end-users influenced take-over of project outcomes and solutions?
- **Are project outcomes durable** and used by relevant actors outside the partnership (i.e. end-users and target groups)? What factors contributed to the durability of outcomes?
- **Were investments made within the projects pertinent** and relevant to implement in a transnational cooperation project?

The 15 case studies serves as the main input for addressing the sub-questions listed above. The summative analysis of results and outputs of all projects within the 2007-2013 programme is provided in the *Background Paper – Defining Result Indicators for the Cooperation Programme 2014-2020.* In the following sections, each of the six sub-questions is addressed respectively.

4.1 Overview of main project outcomes

In order to identify outcomes and solutions produced by the projects with a particularly high/durable impact to the region, a systematic review and categorisation of each project on an aggregated level has been performed. In the following sections, each of these categories of produced outcomes stemming from the 15 case studies will be further elaborated. The outcomes are further divided into part depending on whether the beneficiary was part of the project partnership or an end-user/target group of the project.

Table 5 Overview of *sustainable* outcome categories within and outside partnerships (examples in brackets)

Main types of project outcomes and solutions *within* project partnership	• **Formalisation of networks and activities after project completion** (EWTC Association, CHEMSEA Center of Excellence) • **Increased strategic importance of project theme within partnership organisations** (influencing transport plans - Baltic Bio Bus, TransBaltic) • **Development of new concepts and tools applied by project partners** (export of Demola concept within StarDust, services for industrial use of research infrastructures – ScienceLink)
Main types of project outcomes and solutions *outside* project partnership (i.e. among end-users and target groups)	• **Utilization of tools and methods outside partnership** (the Longlife certification, Dynamic Sensitive Mapping – EfficienSea, Best Practice Manual - InnoShip) • **Input for future legislation, policy and public investments** (investments stemming from Baltic Bio Bus, Port Investments EWCT II, Good practices PURE, impact assessments - InnoShip) • **Affecting long-term strategies of firms** (increased focus on Age management – Best Agers, internal research priorities – ScienceLink) • **Basis for further project-based initiatives** (TransBaltic-->TranGovernance, Aquabest-->Baltic Blue Growth, etc.)

4.2 Sustainable project outcomes within partnership organisations

In this section the focus is on how far project outcomes are used/promoted by the actual project partnership beyond the project lifetime, i.e. among the project partners since project completion. This entails the way in which outcomes of the project are applied in the project partners' organisations while assessing its strategic importance for the organisation itself.

Firstly, one must acknowledge that the project partnerships consists of a heterogeneous group of organisational types ranging from (among other) municipalities and municipal federations, regional decision making bodies, ministries, national authorities, research organisations and universities. Privately owned organisations have not been involved as project partners within the 2007-2013 Programme. The ways in which project outcomes are utilised by project partners after project completion can furthermore take many forms. In order to review how project outcomes can be used by the project partnership beyond project completion, a categorisation of project outcomes has been developed. This systemic review has resulted in three broad categories of sustainable outcomes among the partnerships including the (i) *Formalisation of partnership network and activities*, (ii) *Increased strategic importance of project theme among project partnerships* and (iii) *New organisational methods and tools used/promoted by individual partners.*

The abovementioned outcomes should be viewed as separate from those aspects of capacity building discussed in chapter 5 below. Instead, the focus lies on the different forms for how project outcomes are used beyond project completion and what facilitated the durability of such outcomes. The three categories of sustainable outcomes are described in more detail below, followed by examples of each outcome respectively.

- **Formalisation of networks and activities after project completion:** One significant outcome of the 2007-2013 Programme is the establishment of formal networks stemming from the activities within the projects. Several project activities have resulted in project partners continuing the work carried out within the projects as an effect of the increased awareness of the actuality of the topic at hand. This, however, does not primarily relates to the formation of

new projects involving the partnership as with the development of TransGovernance from TransBaltic, Baltic Blue Growth from Aquabest or More Baltic Biogas Busses from Baltic Biogas Bus. For such continuing projects, especially within established themes as transport, it is important to note that individual projects and their extension very much is part of a chain of projects that has been ongoing since the 1990's. Projects like these gathers actors on a high, strategic level and is very much about exchanging knowledge and maintaining existing networks (in the case such networks exists on strategic level in all partner countries). The main focus when discussing the formalisation of networks here relates instead to when project partners in one way or another establishes new forms of formal networks or resources as a result of the project outside the traditional project structure, safeguarding the continuing work with the project theme. This, in turn, is considered as having a significant effect on the traditional work of each partner organisation respectively. In the figure below some examples of project activities are described, contributing to further development activities.

Formalisation of resources and networks stemming from the 2007-2013 BSR Programme

The stakeholder network **EWTC** Association established under the EWTC II project was assigned to continue and administer the project outputs after project completion. Since project completion, EWTC Association has doubled in size, gathering around 30 members from a total of 13 countries. Among these members, 5-6 are original project partners promoting the project activities carried out during the project period. The project has thereby led to a deepened cooperation between the partaking countries. The EWTC Association is today viewed among the project partners as a natural platform for cooperation between public and private stakeholders.

The **ScienceLink** project is another example of where in principal all project partners have signed a letter of intent stating the continued work of the project, at their own expense, until further external project funds are made available. This is viewed as a result of the learning process that has taken place during the project among project partners, where the need of continued activities in promoting the core goals of the project has become visible. The **Longlife** project represents another form of continued formal cooperation as a result of the project in the form of the Longlife Institute, assigned to further elaborate the main tools developed within the project. Furthermore, **InnoShip** facilitated the emergence of a Clean Shipping expert network on a national level.

After project completion, the partnership of **CHEMSEA** has contributed to the formation of a Center of excellence serving as a consulting body for organizations and government officials. The Center of excellence is a new form of organizational set-up for the researchers involved with the issues of the project and safeguards that the transnational work within this research area continues also in the permanent, transnational Baltic CWA-advisory body also formed as a result of the project.

- **Increased strategic importance of project theme within partnership organisations**: Given the transnational aspect of projects within the BSRP, it is deemed to be forerunners of member states in certain aspects of the projects where the issue at hand has had a different strategic weight politically. To build on the experiences of successful individual member states within the Baltic Sea Region within key areas are in several of the case studies a strong success factor for creating sustainable outcomes among *all* project partners. Based on the case study analysis of selected projects, two main forms of outcomes stemming from such circumstances can be identified. Firstly, for individual project partners the topic of focus has proven to be given substantial additional weight and long-term strategic importance as a result of the project. This, in turn, naturally alters the way the individual organisations work with issues of the projects after project completion. Secondly, project partners experience in general an increased awareness and topic-specific knowledge following from participating in the project, affecting long-term strategic investments made in the regions. These separate but

yet coherent forms of sustainable outcomes manifest themselves in different ways as exemplified below.

Strategic investments by partnership organisations following increased awareness and knowledge of project theme

In the **Baltic Biogas Bus** project, partners represented countries where biogas production and use in busses as fuel was not equally developed, or not developed at all, compared to the lead partner country. The project however was successful in presenting the advantages with this fuel-type for public transport use. Stemming from the Biogas Bus project, a brand new fleet of busses are now up and running in the City of Tarttu in Esonia and a new transport plan was developed for the city valid until 2016, as well as a new way of thinking at a political level in terms of public transport and environmental friendly non-fossil fuel. The **TransBaltic** project has resulted in, among other, that individual regional authorities being able to relate their regional transport network planning to the European development, considered as being very valuable. Similar outputs can be viewed from the **EWTC II** project where some project outputs have made their way into regional transport plans of certain regions, the key strategic document for future investments in infrastructure.

- **Development of new concepts and tools applied by project partners:** The outcome of many projects within the BSRP must be considered on a long-term basis and whether the project itself managed to move a technical or policy area forward. Several examples have been identified from the case studies of how project outcomes are sustained among project partner organisations after project completion based on concepts and tools developed within the project. This relates to some degree to the capacity building dimension of a more efficient use of human and technical resources, but deserves to be acknowledged also as an outcome having a sustainable impact on the partner organisations themselves. It also relates to some degree to organisational learning, where the continuing process of developing new ways of refining the way organisations work is further accelerated by participation in the BSRP. Examples of how new concepts have been developed during the course of the project and thereby resulting in a sustainable change in the ways partner organisations work is provided below.

Concept development and new forms of working towards end-users and target group(s)

The **ScienceLink** project has led some of the project partners such as the organisation Invest in Skåne to move away from considering tasks of promoting industrial use of research infrastructures as a niche dealt with within a single project, to something that is relevant for many areas of the organisation's work with promoting the material sciences industry in the region. This includes hiring of staff with expert knowledge on the topic of the project to ensure continuing strategic work on the issue. Other sustainable outcomes from the ScienceLink project for primarily the research partners involved such as MAX-Lab and DESY include new methods of working towards industry as well as new knowledge on the possibilities and demand from firms of the research being performed at such facilities, making an impact in the ways these research infrastructures are addressing and dealing with industry today. Similar developments can be observed among project partners in other projects such as the **Baltic Biogas Bus**, where the knowledge on biogas and gas as fuel has increased and public infrastructure such as public water companies are changing to biogas and new forms of cooperation with technical universities in the region for public bodies at both state and local level. In the **BestAgers** project, partner states that they have developed recommendations and tools for employers on how to work with age management, train managers and employees and developing tools on how to individualize the working place being implemented by private companies.

A telling example of the development and learning of new concepts can be identified also in the **StarDust** project, with the establishment of the Demola concept (company-student innovation platform). Demola started as a concept in Finland and was established in three other countries as a result from the cooperation in StarDust. This and other new models for communication, intelligence, strategy development relating to facilitating innovation are being used by intermediaries such as cluster organisations as a direct result of the project.

4.3 Involvement of end-users – success factors

This section set out to describe the involvement of end-users and target groups within the projects as well as identifying the main factors having positively influenced the involvement of end-users and take-over of project outcomes and solutions. End-users and target groups obviously varies between projects, ranging from private companies to regional or national decision-making bodies and authorities, industry associations, higher educational bodies, etc.

In general, end-users representing wider target group(s) have not been involved in the initial planning and formation of the projects analysed. However, projects are often initiated by actors with in-depth knowledge of such group's needs, may it be new tools, knowledge or networks. The main conclusions drawn from the case studies on the issue of involving end-users in the projects are listed and described in more detail below.

- **Involve end-users early on in the project** - For some projects such as **EWTC II** we can identify problems in involving end-users in the form of private companies during the project period. However, the project has been successful in involving such private companies in the continuing work in the form of the EWTC Association, which is the organization that will promote the project results after its completion. Involvement of the private sector has proven difficult mainly due to limited interest and engagement of certain stakeholders. This is probably due to an envisaged risk of handing over critical business information's to competitors. One success factor for creating durable results is however to formalize cooperation between associated partners early on. The private companies engaged in formulating a common set of goals and in identifying needs have also been the ones most faithful and engaged in the project period and subsequent activities through the EWTC Association. Within **CHEMSEA**, both type of end-users/target group such as National Ministries of environment and private companies operating in the Baltic Sea were involved already in the planning phase of the project as well as in developing guidelines that served as one main output of the project.
- **Secure a close cooperation with related strategic projects** – Projects such as **TransBaltic** is very much focused on creating networks with relevant actors on a political level serving as the target group of the project. Since the project is working on a high strategic level, project end-users involve national governments and authorities, regional public actors, private transport sector as well as the European Commission. On this background, the project have seen the need to cooperate with other relevant project by attracting 12-15 organisations including the Commission, PAC and the northern dimension transport partnership to its meetings through a network approach. This are to be viewed as a success factor for distinguishing the project at hand in a wider context and in so doing involving the most relevant target group(s) in project activities.
- **Clearly define incentives for industry participation**– One of the main challenges identified in engaging private companies in the projects of the 2007-2013 BSRP is a lack of clearly formulated incentives for industry participation. This can for example be seen in the **BestAgers** project where limited involvement of end-users is primarily due to difficulties in creating motivation for participation. Within the **Longlife** project, end-users involved construction companies with more or less experience of developing methods for energy efficient buildings. However, companies not applying such technology soon will be forced to do so due to new regulation in certain member states. When a higher level of energy efficiency in buildings thereby is required, the project database developed comes in handy for these companies, who will have methods at hand to build and design more energy efficient buildings thereby creating incentives for participating in the project. The BSR **InnoShip** project managed to create incentives and involve, in particular, larger companies though the establishment of the Clean Shipping Award and by so doing raising awareness among the target group of the issue of focus for the project. The **ScienceLink** project managed to engage firms, mainly SMEs, in new forms of advanced research building greater knowledge and competitiveness of such firms. The main success factors involving end-users (namely firms) in

the ScienceLink project has been ability to (i) have a clear and attractive offer, (ii) conduct intense marketing of the offer on a broad basis using intermediaries such as cluster organisations, (iii) involving competencies in the project with great insight and knowledge on end-users needs. These three success factors can be viewed as generic when working towards a target group consisting of mainly private firms.

- **New networks serves as an important incentive for target group involvement** – The possibility to improve your professional network is a strong incentive for end-user and target group involvement in projects under the BSR Programme. End-users and target group (s) of **StarDust** were mostly SMEs and different cluster organizations, SME-networks and research/innovation milieus within the Baltic Sea Region. Approximately 850 SMEs were involved in innovation activities during the project. The main factors having positively influenced the end users is the focus of solving societal challenges in the BSR (which also affects business opportunities such as within the maritime area) and the international networks that can be created by cluster organizations, creating business and innovation contacts within their own sector as well as between sectors. Some of the activities used in StarDust such as Innovation camp makes it even easier to involve end-users and can be used as best practise. The Demola concept that was expanded to new countries in the BSR by StarDust also involves students and private companies in innovation activities.

Involving end-users and target group(s) in demand-driven innovation processes
In the **REMOWE** project, end-users were involved in order to facilitate the development of methods and industry-related guidelines through meetings, workshops and also serving as experts. This high level of involvement with local business and industry provided project partners with a better understanding of target group's needs and demands. Especially mentioned are the innovation sessions that the local government of Silesia in Poland organized. The sessions involved end-users in workshops where they were given the opportunity to influence and test the developed methods of the project based on what was important to them and what they expected from the local government. From this, new methods could be developed safeguarding the durability of outcomes in a longer perspective according to end-user needs.

At the start of **Aquabest** project, the Finnish Fish Farmers' Association (end-user) expected answers and solutions to issues/challenges that the companies in the industry (fish farming) are facing. The key expectations the association had were linked to legislation, especially environmental legislation and the related bureaucracy. The research carried out within the project provided the association with important knowledge of the parameters of action, i.e. what is possible and what is not regarding these questions. This information is crucial when the association advocated for their member organisations' interests and deals with the national authorities. The project (Aquabest) thereby put emphasis on focusing on practical problems from the start that had been identified by an important end-user in the initial phase of the project. This is to be viewed as an preferred approach for safeguarding outcomes relevant for identified end-users and target group(s).

4.4 Durability of project outcomes outside project partnership

In this section the focus is on how far project outcomes are durable and taken up by relevant actors *outside* the partnership, i.e. end-users and target group(s). Furthermore, a systemic review is carried out relating to what factors are seen as decisive for achieving the utilization of project outcomes and solutions by end-users and target group(s).

End-users involved directly in projects co-funded by the Baltic Sea Programme naturally gain insights and greater awareness of the project theme as a result of participating in project-related activities. For example, within the StarDust project end-users in the form of cluster organisations and universities emphasise the networks developed on innovation issues within the project, directly leading to new structures such as the Demola concept first developed in Finland (Prototyping new products and services between companies and students). However, the main factors influencing the durability of project outcomes among the wider target group, thereby not involved in targeted activities within the projects, are indirect activities in the form of input on new policies affecting the target group or the development of standardised tools or guidelines used by the target group after project completion.

Despite the different perspectives and end-users/target group(s) of the projects, it is possible to develop a typology on what type of outcomes are considered most sustainable in the sense that they are applied by actors outside the partnership after project completion. The in-depth analysis of the 15 projects clearly indicates that the outcome of projects is taken up by external actors in primarily four ways:

- The **use of support and guidance tools** developed within the scope of the project by end-users and target group(s)
- Knowledge developed within the project serving as **input for future legislation and public policy**, in turn affecting the framework in which the target group operates
- **Affecting long-term strategies of private firms** directly involved in project related activities, in turn creating a framework for the wider target group adapt the same strategy in order to stay competitive within a certain field
- Activities carried out within the projects serving as a starting point for **new project-based initiatives** involving similar or new types of end-users

Each of the above listed durable outcomes is presented in more detail below, followed by an analysis on the contributing and hindering factors for facilitating such outcomes.

- **Use of tools developed within the project:** A specific type of project outcomes with potential of particularly high and durable impact are different forms of guidelines, certifications and support document developed within the projects. One such example is the **CHEMSEA** project, where recommendations, predictive tools, guidelines and contingency plans concerning different aspects of chemical warfare agents were developed that are now being used in different forms by the target group(s) including fisheries and others working in the Baltic Sea that may encounter chemical munitions as well as government officials dealing with environmental issues on a policy level (e.g. Environmental Ministries). The **EfficienSea** project is another example where concrete tools where developed now used by the target group including for example a tool for coastal zone management (Dynamic Sensitivity Mapping) and a real time tool for prediction of risks for vessels in a defined sea area. Within the **EWTC II** project where the Book of green corridors was developed, providing guidelines useful in future planning. One project end-user testifies that the project has enabled their company to develop more efficient, and the amount of goods transported in an east-west direction has increased.

Developing tools used by end-users and target group(s) after project completion
The **Longlife** project has developed the Longlife certification – a standard for energy efficiency in buildings that is customized to the climate conditions in the BSR. A longlife catalogue has been developed where architects and engineers (building, wastewater, heat etc.) meet in the planning stages of a construction work so that materials for the building can be selected. The construction company Bayer has built an eco-commercial centre in Berlin and somewhat 30 houses in Denmark have been built using the catalogue and its processes. All these buildings have been certified according to the longlife standards, complying with those of EU2020. In Lithuania and Poland, the project and the Longlife certification have provided input and spurred the development of new legislation regarding the energy efficiency of buildings. With the developed database providing methods for energy efficient building, it will be easier for construction companies to adapt to the new legislation

- **Serving as input for future legislation, policy and public investments**: A critical way in which project outcomes of the 2007-2013 BSRP lives on is through the impact it has had on different aspects of public policy. There are several examples of this from the previous programme period. The unique guide compiled by the **PURE**-project "Good Practices in Sludge Management" was used as a basis for The Baltic Marine Environment Protection Commissions (HELCOM) new environmental recommendations. Within the **Aquabest** project, data from present licensing systems and voluntary regulation schemes have been collected from BSR countries and currently suggestions for incentive-based and more flexible regulation schemes are being drafted. The project furthermore issued recommendations on change of legislation for example in Sweden and Finland and The European Commission, (DG Mare and DG Envi) have all used Aquabest originated data on the basis of their decisions. Within the Baltic biogas bus project, end-users are mainly made up of politicians in various countries within the BSR now making use of the research and reports stemming from the project in their transport plans and for future procurements of biogas busses. The **EfficienSea** project have been able to affect the policy process in the area of aquaculture, a sector highly regulated and controlled by the environmental authorities while influencing some requirements to standardization that might be made by the IMO.

How project outcomes are used in the political process and facilitates needed investments
A specific way in which project outcomes are made durable outside the partnership after project completion is that its results serves as the basis for strategic investments. Within Programme priority 2 (2007-2013): *Improving internal and external accessibility of the BSR* on such outcome can be identified with longstanding effects for the wider target group. The results from **EWTC II** project have had a direct effect on the Danish transport infrastructure program. On the 21st of March 2013 a political agreement was publicized on new infrastructure projects in Denmark. The report from task 4E in EWTC II was the main documentation for the political decision to invest 10.5 mio. DKK in Padborg intermodal terminal as well as a decision to invest 58,5 mio. DKK to promote intermodal transport between rail and sea in Esbjerg Harbor. Funds for the two projects has been allocated from the state budget. Results from the projects were thereby used directly in the political process, and resulted in two investment projects with the aim to strengthen rail freight and intermodal transport in Denmark and on the east-west corridor.

At the initial phase of the **InnoShip** project, there was an intense discussion on the EU Sulphur Directive and the International Maritime Organisations' new emissions restrictions. The InnoShip project managed to produce information to support political decision-making in the Baltic Sea region through, among other, economic impacts assessments of the legislation which was of great use for decision-makers due to the relevance of the topic.

- **Affecting long-term strategies of private firms**: The BSR Programme has the potential of affecting both long-term strategies of private firms directly involved in project related activities, as well as the wider target group (i.e. other firms) who implement equivalent strategies in order to stay competitive. In the **ScienceLink** project, we can identify examples of private firms given the possibility to conduct experiments at large-scale research infrastructures within the BSR. From this three main outcomes with long-term potential can be identified (i) firms gain knowledge of new types of research possibilities within the whole BSR which otherwise would not occur, (ii) conducting experiments at these infrastructures enables them to confirm/disregard a research question within the company, and (iii) affect the internal strategy of the firm to build competences within the research area at hand. All three types of effects can be identified for the ScienceLink project. However, if the impact on end-user(s) and the wider target group is to be relevant, involved firms need to see a strategic gain of investing in the use and large scale research infrastructures while such infrastructures need to facilitate the costs of conducting experiments for industrial partners.

  Another form of internal strategies being affected by participation in a project within the 2007-2013 BSRP is the **Baltic biogas Bus** project where private firms working in the field of public transport has acquired biogas busses due to new public procurements made from the project partners. Within the **Best Agers** project, the main outcomes is not a change within participating organisations and project partners but within those private firms that make up the end-users of the project where a focus on age management has become a part of their internal strategy. SME-end user interviewed within the **StarDust** project, as an example, furthermore identifies new market opportunities, new networks and increased understanding in the BSR countries and joint pre studies in the maritime area as a direct outcome which will have an impact on their future operations.

- **Basis for further project-based initiatives involving end-users** – A substantial proportion of projects within the 2007-2013 BSR-programme are striving for long-term impacts. Development of a certain issue irrespective of the priority areas of the programme are to be viewed as a gradual development of a policy area. Single projects are thereby best considered as being either facilitator of new efforts within a field serving as the basis for future project initiatives or a follow-up of prior project initiatives with emphasis on key issues stemming from such projects. Outcomes from **Aquabes**t, for example, are being included in the next flagship project Baltic Blue Growth. For projects such as **BCGL**, they play an important role in serving end-users (in this case ports and logistic parks) with new networks and knowledge but are dependent on future projects to stay relevant. The project in this sense corrects a market failure of providing such knowledge and networks within the BSR that are best served in future projects involving new end-users and partly new target group(s). As an example, some of the private companies involved in the **TransBaltic** project also committed to the extension project TransGovernance.

4.5 Contributing and hindering factors to creating durable outcomes

Based on primarily the review of sustainable outcomes presented above, it is of interest to disentangle what external factors are seen as decisive for achieving the utilization of project outcomes and solutions by end-users and target group(s) after project completion. As discussed in previous chapters, the involvement of end-users could be seen as decisive for the take-up of project results among end-users in latter stages. The involvement of intermediaries working towards or representing the target group(s) could however be a more effective way of obtaining sustainable outcomes of the projects based on their newly found knowledge of the target group in question. Projects that have been developed within the 2007-2013 BSRP typically involve highly complex challenges requiring a solid understanding of the target group/end-user needs. Industrial reference groups or similar providing input on the formation of projects are nonetheless seldom visible in the projects analysed. However, often contextual factors are brought forward in interviews with those projects managing to produce sustainable outcomes. These contextual factors are listed below.

- **The project's scope influence the possibilities to create durable project outcomes** – Several respondents emphasises that the width and scope of the project's main topic of focus is directly related to the possibilities of (i) creating a clear and attractive offer for the involvement of primarily private companies, and (ii) the possibility to engage policymakers in facilitating needed changes and investments within the policy area. Well-balanced and defined project goals and visions clearly facilitates the communication of the project's intervention logic, in turn creating a solid ground for attracting end-user and target group attention and uptake of project outcomes.
- **Knowledge of end-users and target group characteristics** – The projects within the BSR 2007-2013 Programme involves different end-users and target group(s) ranging from private companies to cluster organisations, public associations, universities and regional decision-making bodies. There must be a solid understanding of the differences between such target groups both respectively and within each type of target group. Some sectors of industry are more conservative than others and certain type of policies are less likely to be adapted by decision-making bodies in the short term than others. Projects are therefore suggested by several respondents to be subject to a more detailed analysis on the risks associated with specific end-user and target group(s) possibilities to absorb project outcome in the short term.

- **Timing of the project intervention** - Timing of the projects matter and is an aspect that should be taken into account when determining the potential for sustainable and durable project outcomes both ex-ante and ex-post. One example of when timing was of the essence is the **Baltic Biogas Bus** project. In specific member states there was no market for biogas busses prior to the project, at the same time as there was a need to lower CO2 emissions in order to correspond to EU Climate targets, acting as a motivation for decision-makers to introduce policies in line with the vision of the project. Another example is the Submariner project, receiving a great deal of attention since it was in line with the European Commission's Blue Growth Policy or the **BCGL** project where new regulation for sea transport facilitated the move of transport flows from the Mediterranean to rail. Also the **ScienceLink** project can be said to have particularly good timing seeing that a number of new research infrastructures (e.g. European Spallation Source, MAX IV-laboratory) is to be built in the region. To safeguard that project activities and its outline are in line with current external developments are seen as one of the main positive determinants influencing the ability to produce sustainable project outcomes.

The importance of external political decisions for creating sustainable outcomes
Although the main project goals have been reached, it is often decisions outside the scope of the projects that determine the sustainability of outcomes among the end-users involved in the project and the wider target group. A good example of this is the **ScienceLink** project. A great number of firms involved in the project have gained new insights in new research methods and techniques available in the BSR through subsidised access to research infrastructures. However, the capital cost of this type of research for firms is fairly high and requires a long term investment. One main determinant for the possibility of firms making use of the knowledge gained within the project and returning to such infrastructures, thereby creating a sustainable outcome, will be the costs of conducting and analysing experiment as well as making the infrastructures available for industry. These questions are mainly of political character and outside the scope of the project. This proves the need for strategic lobbying efforts where its outcome is governed by political factors outside the capacity of the involved project partners.

A good example of when communication and lobbying efforts has created good preferences for sustainable project outcomes is the **Baltic Biogas Bus** project. Political decisions are the basis for success in the development and procurement of biogas busses so it was very important to have strong policy makers on board to help make the outcome happen. One of the success criteria was holding seminars in different countries and engaging politicians in these seminars and not just experts. It made it part of the political agenda. 20 seminars were held, two of them in St Petersburg, which lead to the project being invited to speak at around 30 conferences spreading the results of the project and providing information about to different stakeholders. In Tartu in Estonia a brand new fleet of busses are now up and running and they have a new transport plan making sure that the number of biogas busses will increase until 2016. Partly thanks to lobbying and information activities by the project, the county of Hordaland in western Norway has decided to purchase 75 biogas buses and build a biogas production plant in Bergen.

4.6 Pertinence and relevance of project investments

A total of four projects among the 15 case studies involved investments in different forms of physical assets, primarily in the form of technical equipment deemed necessary for the completion of projects. The four projects included in the analysis EfficienSEA, Baltic Biogas Bus, PURE and CHEMsea. Type of investments in the four projects analysed is provided below.

Table 6 Type of investments made within selected projects

EfficienSEA	Establishing necessary broadband links for e-Navigation Test Bed
	Equip VTSs for e-Navigation
	Equip participating vessels for e-Navigation
	Building the e-Navigation WEB information server
	Equip AtoNs with AIS & related e-Navigation services
	ARC GIS upgrade
	Acquisition of SW for a structured web site and acquisition of licenses for GIS based modelling
Baltic Biogas Bus	Mobile biogas fuelling station
PURE	Chemical phosphorus removal
CHEMsea	Online metal preconcentration module for ICP/MS
	Water purifying system
	ADCP Current meter
	Materials for upgrading of remotely operated vehicle (ROV)
	Liquid chromatograph for CWA analysis
	Cages for in-situ experiments on marine organisms
	PC station with 'Statistical' software

An important question is whether the investments made within the projects, as specified above, were pertinent and relevant, thereby contributing to addressing project goals. Furthermore it is of great interest to analyse whether it was justified to implement them in a transnational cooperation project under the BSRP.

In general, the investments made within the four projects have contributed to the realisation of project goals and are regarded as being necessary for the completion of the projects. However, if the project structure from the outset were defined in a way necessitating a specific type of investments for its realisation, such an analysis bears little relevance. At the same time, it is reasonable to argue that projects of a specific technical nature are deemed to need certain types of investments in order to be realised and attract relevant project partners and end-users. The investments in tangible equipment made in the projects are in general at the same time only fractional and not the main output of the project at hand. Rather, they serve as the basis for conducting experiments or gather information necessary for moving projects further. For all projects analysed the investments are viewed as necessary for enabling the realisation of project outcomes and providing tangible and evidence-based results from the projects.

One example of the argument made above is the **EfficienSea** project where only minor physical investments were made in IT-equipment. These investments were viewed necessary as they served the basis for vessels (end-users) acting as test units within the project. Furthermore, in order to engage private vessels as testing units a prerequisite was the promise that participation in the project would not bear any costs for the companies involved.

The justification of physical investments in transnational cooperation projects such as the BSRP differs between the analysed projects. One type of prerequisite making it viable to implement them in a transnational setting are discrepancies between member states and the need to provide all project partners with relevant equipment for safeguarding a higher and uniform level of analysis. One such example is the investments made in Liquid chromatograph for CWA analysis within the **CHEMsea** project. This equipment was regarded necessary to improve analytical capabilities of the military university of technology, Warsaw, to the level comparable to certified chemical weapon control lab. In this way, the project could distribute the analysis between three different labs throughout the BSR (FOI, VERIFIN and MUT). Except time saving effects, with three labs on same level within the BSR samples could be cross-validated by at least two labs resulting in an improved credibility of CHEMSEA results. Investments within the CHEMsea project also

involve technical equipment making it possible to avoid more costly and traditional analysis methods within the project.

The **PURE** project made a quite significant investment in plants for chemical phosphorus removal. The investment of piloting a new technology in Belarus is to be considered as relevant as it, according to the respondents, are the biggest source of phosphorus in the region. As an effect of the project, the reduction of phosphorus has taken a step forward not just in the Riga wastewater treatment plant but also for other plants where the investments made through PURE served as a relevant benchmark. However, the investment has not been without challenges. The administrative and legislative differences between the EU and Belarus as well as the relatively low experience of western companies or BSR funding instruments to operate in the country constitutes significant barriers. Primarily, problems related to procurement, language barriers and implementing the investments in Belarus constituted specific challenges that were time consuming to overcome. The flexibility of the funding instrument however assisted in mitigating some of these challenges.

5. CAPACITY BUILDING OF ACTORS IN THE REGION

The basic assumption about the BSRP is that the most significant impact of the Programme in the region is its contribution to institutional capacity building. In the following section RMC will describe the five dimensions of capacity building and exemplify by giving examples from the case studies.

Given the wide geographical coverage and range of topics covered by the programme, funds that can be invested in one individual project are limited. Thus, the programme intends to invest in the institutional capacities of the programme's target groups. This enables to create a leverage effect for regional development and transnational cooperation, thus maximising the effectiveness of invested resources. In order to practically analyse the potential contribution of the programme on capacity-building, the concept of institutional capacity has been further specified. Different dimensions of capacity-building have therefore been explored and, based on the potential influence of the Cooperation Programme on funded projects as well as on an understanding of central elements needed to improve institutional capacity, five dimensions have been identified.

These five dimensions are listed in the figure below, including a general understanding of each dimension.

Figure 3 Understanding of each dimension of capacity building

An initial analysis of the project portfolio shows that all 90 projects from the Programme have contributed at least to one of the five dimensions of capacity-building. The contributions are classified as either main or secondary effects, depending on their strengths. The majority of projects contribute to at least two of these five dimensions and one third of the projects even contribute to all five dimensions of capacity-building. The analysis also shows that not all five dimensions are equally relevant regarding the contributions by the 90 projects. As can be seen in Table 7, the main contribution is achieved in the dimension "Enhanced institutionalised knowledge and competence", while the lowest contribution is identified for the dimension "Improved governance structures and organisational set-up.

Table 7 - Main and secondary effects of projects on the five capacity-building dimensions

Number of projects*	Enhanced institutionalised knowledge and competence	Improved governance structures and organisational set-up	More efficient use of human and technical resources	Better ability to attract new financial resources	Increased capability to work in transnational environment
Main effect	90	26	46	47	52
Secondary effect	17	19	25	36	14

Source: Rambøll Management Consulting

In the following sections RMC describes what the case studies of selected cases have shown in terms of each dimension of capacity building. We exemplify with successful examples of each dimension in a learning formative perspective for upcoming Programme period.

5.1 Enhanced institutionalised knowledge and competence

The first dimension of capacity building is enhanced institutionalised knowledge and competences. Institutionalization is here understood as if knowhow is being documented, can be used by people beyond the partnership, is accessible via channels of communication/platforms commonly used by the target group/other relevant actors. Knowledge and competence means new or increased knowhow that has, to some extent, resulted from the project and that is, after the project has been completed, being used by the target group/ other relevant actors. As described in the figure above, enhanced institutionalised knowledge and competence captures the extent to which knowhow is produced within a project, is being documented and made accessible to the target group and other relevant actors and whether that knowhow is being used after project completion. Whether the project has led to enhanced institutionalised knowledge and competence is therefore depended of:

- New or increased knowhow produced
- Documented accessible knowhow
- Knowhow used after project completion

5.1.1 New or increased knowhow produced

All projects in the case study have produced new knowledge or increased the knowhow of the project's core issue to some extent. In many projects the level of knowledge differed from the various countries that participated in the project at hand. For instance, this was the case in both the Baltic Biogas Bus project and the REMOWE project. Both of these projects concern the making of energy or fuel out of waste. Knowledge and techniques were found at different levels and consequently some project partners therefore gained new knowledge to a very high extent and the level of knowhow was substantially increased, whereas other partners certainly gained new knowledge to some extent but their main contribution was instead to spread knowledge to others increasing *their* level of knowledge. In other projects the level of knowledge was low for all partners and every new piece of information collected on the issue at hand was new knowledge gained. The CHEMsea project is an example of such a project, where no one had really worked with the core issue before, thus all knowledge about methods, lab results etc. is new to stakeholders. The BSR InnoShip project has increased the level of knowledge mainly among the target group (further described below). The Submariner is another example where the level of knowledge of how effective innovative methods were, was low for all partners and increased substantially thanks to the project (also described further below).

Increasing knowledge and spreading it
The **BSR InnoShip** project has contributed to an improved awareness among the target group (e.g. shipping companies) of the changes of maritime practices on environmental emissions. For example, shipping companies now have a better picture of what it means to them economically and to the environment if the speed of ships is reduced by X km/h. (BSR InnoShip studied these issues.) BSR InnoShip also produced studies on what would happen (economic and environmental impact) if all the shipping companies in the Baltic Sea reduced the speed of their ships.

The **Submariner** project is all about spreading knowledge of new innovative uses of marine ecosystems. The project has produced a compendium describing current and potential future marine uses by developing a comprehensive inventory of innovative sustainable uses, analysing the strengths, weaknesses, threats and opportunities to the Baltic Sea Region, assessing their environmental and socioeconomic impacts, estimating the market opportunities, assessing the availability and status of necessary technologies, and describing the gaps and obstacles in the legal framework.

5.1.2 Documented accessible knowhow

The case studies conclude that all of the projects in the study have resulted in reports and other documentation that are made accessible through at least project websites. Some of the projects have in addition produced documentation such as guidelines, web portals or manuals that are used by the project's target group or end-users after the project completion. The projects have put a lot of effort into making these guidelines etc. accessible and useful for the end-users, adapting both format and content to meet end-users preferences and needs.

Adapting guidelines after user preferences/needs
In the **CHEMsea** project for instance, guidelines were developed on how to handle chemical war munition if in contact with such while fishing or doing other activities in the Baltic Sea. The project put a lot of effort into making the guidelines as accessible as possible for the end-users, i.e. fishermen or others that may come in contact with chemical war munition while working at sea. The project did acknowledge the special conditions of a fishing boat and the work there and adjusted the guidelines to keep them short and illustrative for the target group. The CHEMsea project also developed methods and techniques that are well documented in reports as well and that are being used and further developed after the project's completion by researchers in the field, not least in the Centre of Excellence formed during the project and continuing after the project is completed.

The **Best Agers** project worked on making their results accessible for the target group at hand. The interest in the project's findings was strong, particularly with regard to older people's situation in labour markets. For this reason a booklet with key messages for political decision makers and other stakeholders has been compiled and published. The Best Agers has also developed the web platform www.biiugi.eu, which provides a meeting, matching and cooperation place for all the professionals, experts and idea owners, who can thus work in a cross-generational innovation environment to help shape the future of a competitive Baltic Sea Region.

5.1.3 Knowhow used after project completion

Institutionalised knowledge and competence is all about new or increased knowhow that has, to some extent, resulted from the project and that is, after the project has been completed, being used by the target group. The case studies show that the way the knowledge stemming from a project is used after the project completion varies to some extent. Some projects have produced documentation of different kinds, such as guidelines, tools, reports and compendiums that are

being used after project completion. Forming a network within the project that still exists after project completion is another way of making knowhow used after project lifetime. Several examples of this are among the studied cases. Knowhow stemming from the BSR projects is also often referred to in conferences, seminars etc.

Guidelines, tools and manuals make knowhow used after project completion
As described above the **CHEMsea** project's methods and techniques are well documented in reports and are being used and further developed after the project's completion by researchers in the field, not least in the Centre of Excellence formed during the project and continuing after the project is completed.

The **EfficienSea** project is another example of a project that developed a tool that is being applied today after project completion. The project was dealing with future navigation, and has managed to set the global agenda in this area and provided a tool for e-navigation.

The **Baltic Biogas Bus** project presents strategies and policies on how to introduce biogas in public transport. The project has generated analyses regarding biogas production, distribution and bus operations. This has resulted in a manual for strategy, policy and action plan on "How to introduce biogas buses" in public transport.

5.2 Improved governance structures and organisational set-up

Another dimension of capacity building is defined as improved governance structures and organisational set-up. Improved governance structures and organisational set-up mean that certain activities have been realised during the project in order to improve the work organisation. Such activities are the forming of committees and positions which are responsible for these topics, clarification of responsibilities as well as new means of communication such as meetings/workshops on a regular basis.

This has also been one of the dimensions of capacity building investigated through the case studies; has the project contributed to better ways of working with the core issues of the project from an organisational perspective beyond the project lifetime? There are many examples among the selected cases of improved governance structures as well as organisational set-up. RMC can see that there are different approaches to this dimension of capacity building among the selected cases:

1) New and/or closer cooperation between parties related to the issue.
2) Documents stating improved governance structures
3) Actual organisational changes, i.e. new employees, reorganisations etc.

5.2.1 New and/or closer cooperation between parties related to the issue:

There are several examples among the studied cases on how the project has contributed to new or closer cooperation. This could be about establishing networks/platforms within the project that are still working together after project completion. The networks/platforms serve as forums for knowledge sharing and help different parties cooperate on the issue at hand. The partners in these networks are in some cases at a strategically important position able to influence policy makers. Closer cooperation could be established without a formalised network, but merely an informal cooperation, since parties got to know each other during the course of the project. Many examples of established networks and such cooperation are already mentioned in this report, but some are worth mentioning in this context as well.

Closer cooperation creating improved governance structures and organisations
The **EWTC II** has formed the EWTC Association, described as a natural platform for cooperation between public and private stakeholders. Despite a long tradition of cooperation between the older member states, the EWTC II has further strengthened the cooperation with for example Danish and Swedish public partners.

The **REMOWE** project also formed an association and in addition strengthened the cooperation between universities participating in the project as well as the link between the university and other parties. An international class of students is set up and universities have an exchange of knowledge The University is now trusted by partners to do analysis, there is a new way of cooperating.

5.2.2 Documents stating improved governance structures

A few examples of documentation stating improved governance structures are found within the selected and studied cases. These documents are mainly about project partners agreeing on strategies formed within the project at hand.

Documented strategies improving governance structures
In the **ScienceLink** project the various project partners have signed a letter of intent. Research institutions involved in the project has clearly altered the means to which they address private firms. This is not likely to have happened without the project or new political decisions.

In the **BGLC** project the project partners have presented a new methodology for maintenance of railway tracks. Main output of the project is that 29 partners in five countries has agreed on the new BGLC Strategy, aiming to develop the future transport routes along and in connections with the Bothnian Corridor.

One of the outcomes of the **Baltic Biogas Busses** project was the new transport plan for Tartu City. It was a direct effect of the project and provides the guidelines for public transportation and all related procurements in Tartu. The project has also helped clarifying roles between public transport company (SL) and executers (Keolis) in Sweden.

5.2.3 Actual organisational changes, i.e. new employees, reorganisations etc.

The case studies have only presented a few actual organizational changes as an effect of a project intervention. In the **Baltic Biogas Bus** project one of the interviewees state that two people were employed to work on the project within the department of transport in the city of Tartu, and have been there permanently even after the project was completed. The project has also helped clarifying roles between public transport company (SL) and executers (Keolis) in Sweden. Reorganisations have been made in SL, but, as SL is a big organization, reorganisations occur every now and then and it is hard to tell whether this is an effect of the project or not.

One of the project partners in the **BSR InnoShip** project (Polish Register of Shipping) has presented organizational changes through experience and contact with foreign BSR Project Partners. Their contacts' best organizational practices have been implemented. The organization at hand has sought to present proven and qualitative ways of working and through them approach to solve project tasks and objectives.

5.3 More efficient use of human and technical resources

Capacity-building is also about more efficient use of human and technical resources, where human resources is understood as staff in institutions of target group and technical resources means databases, technical solutions such as software, automatisation of processes, small infrastructures etc. This captures the extent to which the following have been introduced by the project:

- New time- and/or resource-saving processes
- Tools, methods, lines of communication
- Ways of cooperation

As stated these could be databases, software solutions, automatized processes, staff exchanges etc. Efficient use means increased output with same input or same output with less input. This can be achieved e.g. by development of new processes/tools/methods that enables time saving in the work routine, establishment of new ways of communication in order to spread relevant information, new ways of cooperation between relevant actors in order to use available resources, joint use/ exchange of staff, common use of infrastructure and other resources.

Database creating new time- and/or resource-saving process:
Some of the projects have developed solutions and processes that will save time when working with the core issue. The database provided by the **Longlife** project will make it easier for companies to use new methods of construction in the Eastern parts of BSR. This shortens the time it takes for the construction companies to learn new ways and methods. With more usage of the Longlife standard, the energy need lessens throughout the whole lifetime of the building.

Developing tools and methods for more efficient use of technical resources:
Case studies show that several projects have developed tools and methods with the effect of more efficient use of mainly technical resources. The **CHEMsea** project for instance, has developed new tools and methods of detecting chemical munition now used by researchers, i.e. the way researchers use vessels and technical equipment to detect chemical munition has changed through the project.

Another example is the **Best Agers** project that developed a virtual business incubator and matching platform, which is an online tool which helps to bring together retired experts with those who need their help. The project also produced an activation toolbox to identify and motivate knowledgeable and experienced Best Agers to participate in coaching and tutoring activities.

Creating new lines of communication making it easier to share information
The **BSR InnoShip** project has facilitated the sharing of information and research results on clean shipping. The platform Clean Shipping Currents is a good example of this. People, companies, governments and other parties interested in clean shipping had common interests, and BSR InnoShip was able to provide these actors a forum to share their knowledge, and more importantly, BSR InnoShip contributed to the creation of new research and knowledge on clean shipping. The different actors in the field are now able to share their work better now that the network is in place. The cooperation on clean shipping continues after the ending of the project.

New ways of cooperation saves human resources:
The **EWTC II** project was oriented towards developing new technical solutions as well as developing cooperation between stakeholders. The EWTC Association has led to a new way of cooperating with for instance logistics companies, transport companies, municipalities, regional partners and governmental institutions. Also, the lead partner states that projects like EWTC II are responsible for cooperating with projects with the similar goals, rather than competing. This has the effect that there is no double work effort in targeting the same target group, which therefore means that human resources are used more efficiently.

One of the main outcomes of the **Science link** project has been the more efficient use of research infrastructures within the BSR. This includes mainly the enhanced use of infrastructures in other BSR-countries for private firms, which otherwise is not probable to have happened. On the human resource side the project partners, mainly including public institutions and research organisations, have gained new knowledge and developed new methods of working towards the private sector with advanced research questions and disentangling the needs of such firms.

5.4 Better ability to attract new financial resources

Whether the project has contributed to a better ability to attract new financial resources by the target group is another dimension of capacity building. Better ability to attract new financial resources includes the following elements:

- Development of project (ideas) that attract financial resources from outside the organisation and are of interest for actors outside the target group
- Knowhow of application processes (potential sources of funding, formal requirements, presentation of ideas, visibility in the market, etc.)
- Fulfilment of formal requirements for funding (stable financial situation, SME-definition of EU, owner constellation, etc.)
- Network of relevant actors (potential partners, sources of funding, be present in the relevant networks, receive regular information on funding opportunities, etc.)

5.4.1 Development of project (ideas) that attract financial resources:

Several of the selected cases have developed project ideas that attract financial resources from outside the organization and are of interest for actors outside the target group. Several projects have dealt with issues which had not yet been subject to this kind of project before and/or been projects that in many ways have been developed with excellent timing, meaning it has suited the current political agenda making policy makers interested in funding be very supportive.

Innovative project ideas attracting new financial resources
Such project is the **Best Agers** project which has led to an increased focus on the core issue of the project (the project supported the integration of Best Agers (55+ year old experts) and retention of their knowledge in the labour market, especially in Norway, Sweden and Germany) resulting in an increased willingness to fund these kind of projects. Project partners state that they have received funding from ministries and the EU. Others say companies have been more interested in supporting such projects with their staff and time. One of the end-users has been able to get funding when referring to the Best Agers project. It has also led to funding through the direct continuation project Light House. In one partaking country initiatives targeting elders are appreciated and one end user has been able to receive funding for a number of projects. As a result of the project, funding is also used more efficiently.

Another project developing ideas that are attracting financial resources outside the organisation is **EWTC II**. One of the project partners in EWTC II states that the reports produced in the project have provided a base for decisions in each participating country, which has resulted in financial resources being allocated to infrastructure investments in for instance Denmark.

5.4.2 Knowhow of application processes

Several of the interviewees, i.e. lead partners and project partners, subject to the case studies describe how participating in their respective project have increased their knowhow of application processes. They have gained knowledge of the formal requirements, presentation of ideas, visibility in the market etc. Moreover they state that their knowledge of what potential sources of funding there is to turn to with this kind of project ideas has increased.

Participation in project has increased knowhow of application process
For example the **Science link** project has enabled project partners to develop new project ideas within the project which will serve as the base for future applications. Already applications for pre-studies have been obtained and specific project outline being developed. For end-users the involvement in the project has resulted in increased possibilities to formulate applications for carrying research at research institutions.

5.4.3 Fulfilment of formal requirements for funding

Another element of better ability to attract new financial resources is the projects fulfilment of formal requirements for funding (stable financial situation, SME-definition of EU, owner constellation, etc.).

Knowledge gained from the project serve as base for further funding
End-users of the **Science link** project has qualified for seeking funding from mainly national research programs for further analysis based on the knowledge gained from the project. This is necessary as the costs of using such RIs are very high and the short term gain highly limited. For individual firms there are examples of better opportunities to attract funding from within the firm itself. For such firms, the project served as a trial from which results were later presented on a higher level within the firm which in turn allocated resources to further research within the area in another country.

5.4.4 Network of relevant actors:

As described before in this report, an outcome of a number of the projects in the case study is a formalized network between project partners and/or other actors. Projects which have succeeded in creating networks of relevant actors are likely to have better abilities to attract new financial

resources, since the network provides potential partners, sources of funding, enables them to be present in the relevant networks, receive regular information on funding opportunities, etc.

Networks creating better abilities for new financial resources
The **CHEMsea** project has been successful in creating a Center of Excellence and through this, successful in increasing the ability to attract new financial sources for research of the core issue. Project partners state that the EU now treats the issue of the project (assess and minimize risks related to sea-bottom activities near CWA dumping sites) as an investment in security. A proposal for a new project has been developed by several project partners who continue to cooperate on this issue through the Center of excellence.

5.5 Increased capability to work in transnational environment

Whether the respective projects have contributed to an increased capability to work in a transnational environment is another dimension of capacity building. Since the BSR projects all work in a transnational environment with project partners in several BSR countries and activities in the different countries as well, the projects have all provided an increased capability to work in a transnational environment for the project partners and other actors involved, but this can be done with different means. Increased capability to work in transnational environment is characterized by:

- Contacts to institutions/persons in other countries in the relevant thematic field
- Capability to take part in transnational activities (language, knowhow of institutional landscape in other countries, own competences are of interest for potential partners in other countries, mobility, financial resources)
- Experiences gained in transnational cooperation (informative networks, joint projects implemented, exchange of staff, transnational organizational structures)

5.5.1 Contacts with institutions/persons in other countries:

One way of strengthening work in a transnational environment, is through making contact with institutions/persons in other countries in the relevant thematic field. There are many examples among the studied projects of partners gaining valuable contacts in other countries through the project, vital for obtaining project goals. The projects are set in a transnational environment addressing transnational issues why making contact with your peers, so to speak, is crucial when addressing the issue at hand.

The transnational environment has connected people with the same interests in different countries, now working together with the joint issue
Among project partners in the **Best Agers** project, the view is that the project wouldn't have been possible without the transnational set-up, enabling knowledge sharing and exchange and together addressing a problem that is common for all of the partaking countries. It has also served as an opportunity for regions facing demographic change and an aging population to meet other regions in the same position, in other countries.

In the **BGLC** project all project partners and end-users agree that the project have resulted in an increased capability to work in transnational environment. Partners now have contact with other partners in countries that they did not before. The project changed the perception of boundaries in infrastructure planning.

For project end-users in the **EfficienSea** project, the transnational approach meant that they could find new partners and organizations, as well as finding new ways of cooperation. Overall, the contact between the partners and end-users in the **Longlife** project has resulted in an increased capability to work in a transnational environment. Also, partners and end-users representing Universities state that the project has resulted in the Universities cooperating on different issues.

5.5.2 Capability to take part in transnational activities

Work in a transnational environment requires a number of qualifications of the participating partners. The participating partners need to have the capability to take part in transnational activities such as conferences, meetings and seminars. This means that the partners need to be able to communicate and be able to speak a common language and the partners' knowhow of institutional landscape in other countries is required as well, (own competences are of interest for potential partners in other countries, mobility, financial resources etc.). The BSR projects have meant a practice to work in a transnational environment for many project partners. For several partners this was their first experience in such projects and they state that they have learned a lot. They have gained knowledge of other partners in other countries and seen their way of working. Through participating in the projects cooperation across borders has, as an effect, been made easier.

Participating in transnational activities has increased knowledge sharing across borders
The network formed by project partners in the **Baltic Biogas Bus** project has increased the capability to work transnationally. The network looks into new techniques and the different countries are now much more informed and involved in different activities in all participating countries to help save the environment. The project partners agree that do to the transnational network and all the activities going on a lot of knowledge now cross the borders more easily.

5.5.3 Experiences gained in transnational cooperation

Experiences gained in transnational cooperation could be informative networks, joint projects implemented, exchange of staff, transnational organizational structures etc. These experiences all increase the capability to work in a transnational environment.

Experiences gained in transnational cooperation help form transnational networks
Again the **CHEMsea** project is an example of how the transnational way of working have helped partners gain experience, make significant contacts with partners in different countries and from this experience form a network, in this case the Center of excellence. The Center ensures that the work continues after the project is completed. The project partners state that the project could not have been executed without the transnational cooperation and the transnational environment. In terms of science and research the project is truly transnational. Several partners have met and gotten to know each while cooperating in developing methods and conducting research for instance. The creation of plans and participation in meetings, have resulted in better contacts transnationally which continues through the Center of Excellence.

5.6 Differences in type of capacity building based on priority theme

One of the aims of this strategic evaluation has been investigating which are the most relevant dimensions of capacity-building for each *selected thematic area* of the projects.

Theme 2: Capacity-building of actors in the region	2.1 How have current projects contributed to the institutional capacity-building in the region in selected thematic areas?

The projects in the BSRP 2007-2013 are all allocated to a specific thematic area due to their different focus. Since the case studies are of a limited number of selected cases (15) and the thematic areas are quite many, these thematic areas are clustered into the three relevant (the 4th Priority is not relevant in this evaluation) priorities of the BSRP 2007-2013.

The priorities are:

- **Fostering innovations across the BSR***;* covering innovation, renewable energy and energy efficiency
- **Improving internal and external accessibility***;* covering interoperability of transport modes/efficient transport corridors
- **Management of the Baltic Sea as a common resource***;* covering improvement of the environmental state of the Baltic Sea, Sustainable use of marine resources and Maritime safety and environmental shipping

Each of the selected projects in the case study has been divided along these priorities.

Table 8 Projects are divided into the relevant priorities of the BSR Programme 2007-2013

P1. Fostering innovations across the BSR	Best Agers	Longlife	REMOWE	SCIENCE LINK	StarDust
P2. Improving internal and external accessibility	Baltic Biogas Bus	BGLC	BSR InnoShip	EWTC II	TransBaltic
Management of the Baltic Sea as common resource	Aquabest	CHEMsea	EfficienSea	PURE	SUBMARINER

To some extent the different focus of the projects also provide a difference in what the most relevant dimensions of capacity-building are. In the following table the different dimensions of capacity building are exemplified according to priority axis.

Figure 4 Examples of capacity building dimension according to priority axis

	Enhanced institutionalized knowledge and competence	Improved governance structures and organizational set-up	More efficient use of human and technical resources	Better ability to attract new financial resources	Increased capability to work in a transnational environment
P1: Fostering innovations	• Guidelines on i.e. transnational cooperation and increased network (StarDust), • Retention and transfer of knowledge from older to younger people, and also awareness of the issue (Best Agers) • Scientific publications (StarDust) • Clear offer for research infrastructure for private firms (ScienceLink) • Guidelines on sustainable building and engineering, as well as legal and tendering procedures (Longlife)	• New ways of working with private firms, continued formal cooperation (ScienceLink) • New governmental structures, new org. setup for student-company activities (StarDust) • Follow up projects for the projects StarDust and BestAgers • New ways of cooperating with academy, international class of students (REMOWE)	• Virtual business incubator and matching platform (web portal) (Best Agers) • Project Management System for transnational projects (StarDust) • New methods of working with private sector, better use of research infrastructure(ScienceLink) • Virtual project room and information web portal (Longlife) • Pilot for decision-support system of regional policy making and investments, Joint platform for supporting innovation processes (REMOWE)	• Investment strategy and new financial instrument (StarDust) • New ideas – base for new applications, increased know how for writing applications for private firms (ScienceLink) • Increased knowledge has led to increased willingness to fund similar projects (BestAgers) • Increased knowledge will lead to better ability to attract funding (REMOWE)	• Regional plans on transnational cooperation were built based on guidelines produced, consortia's and strengthened networks. (StarDust) • Formal (transnational) network between academia-industry (ScienceLink) • Knowledge from other countries was crucial for some, since the level of knowledge was very different. The transnational set up helped to adopt methods and models to local conditions. (REMOWE)
P2: Internal and external accessibility	• Guidelines, manuals, feasibility studies for investments, manual for green transport corridors, economic analyses for infrastructure investments (all projects) • Reports made available through website, informed politicians (all projects) • More active promotion of EU investments on regional level, increased knowledge and networks (BGLC) • Increased knowledge among decision makers (EWTC II, BSR InnoShip)	• New networks (e.g. EWTC Association) • Follow up projects (e.g. TransGovernance) • New regional transport plans, clarified roles between actors (Baltic Biogas Bus) •	• Report on ITS (Intelligent Transport System)(EWTCII)	• Feasibility studies for infrastructure investments that has actually resulted in new infrastructure investments • Knowledge derived useful for determining future infrastructure investments (TransBaltic) • Funding received for follow up projects (Baltic Biogas Bus and EWTC II) • More knowledge of funding available (BGLC)	• Network formed for future cooperation (Baltic Biogas Bus) • New perspective on boundaries (regional, national) in infrastructure planning (BGLC) • Transnational setup has been necessary (Transbaltic, BGLC, EWTC II)
P3: The Baltic Sea as common resource	• Manuals and guidelines for good practice and mobilization related to wastewater management (PURE) • Inventory of current state and development of the sea, (SubMariner) new knowledge and increased network (SubMariner)	• The SUBMARINER Network - umbrella organization and catalyst for a number of initiatives. List of partners working with the issue (SubMariner) • Center of excellence formed (CHEMsea).	• Benchmark online database, online training material (PURE) • Information portal (SubMariner) • Better communication, organizational structure and increased knowhow (Aquabest) • Different kind of software for	• Issue treated as an investment in security by the EU, center of excellence will look for new funding (CHEMsea) • Cooperation with organization that funds large projects (PURE)	• Better contacts, working through the center of excellence (CHEMsea) • Transnational setup enabled local level acting (PURE) • Clarification of roles in transnational cooperation

	• Knowhow used by policy makers (CHEMsea) • Tool for information sharing (EfficienSea)	• Improved communication and information sharing on a regional level (Aquabest) • Follow up projects such as, EfficienSea 2 continuing the project EfficienSea • Partners such as Universities and transport sector working together (EffienSea)	maritime transport (EfficienSea) • To some extent better use of human resources through better cooperation (EfficienSea) Better use of infrastructure to some extent. *difficult to determine what can be ascribed to the different projects in this category	• Flagship status attracts funding. Funding via new association (SubMariner) • Funding received for follow up projects (EfficianSea)	(Aquabest) • Developed network concept for knowledge sharing (EfficienSea) • New ways of international cooperation (EfficienSea)

- **Developing guidelines important in all three priorities to enhance institutional knowledge and competence – target group differs:** The table above shows that developing guidelines is a big part of enhancing institutionalized knowledge and competence for projects in all three priorities. Apart for the actual content and subject at hand, the guidelines differ in the sense of who they are directed to. This is dependent of the end-users of the different projects. Projects in the second priority (P2), Improving internal and external accessibility, direct their reports, guidelines etc. more to investors than projects within the other priorities. In the third priority (P3), Management of the Baltic Sea as a common resource, projects direct their reports and guidelines to policymakers to a higher extent. In the first priority (P1), Fostering Innovation across the BSR, publications are more of a scientific nature, directed to researchers and private firms working with innovations.

- **Activities directed to improve governance structure differ according to the target group**: Activities directed to improve governance structures also differ according to the target group of the different projects. The projects directed to innovation within P1 have focused on activities towards strengthening Triple Helix and the cooperation between students/universities and private firms. Projects within P3 are also directing their efforts to improve governance structures to the academia, scientists and universities. The networks formed are of experts in the various fields (i.e. scientists). In P2 the projects seem to direct their networks, strategic documents etc. directly towards the end-users working with the issue at hand (policy and decision makers).

- **Developing technical solutions are more important for projects within P1 and P3 than in P2**: Projects in P1 and P3 have developed various technical systems, databases, technical solutions, etc. for more efficient use of human and technical resources. For projects in P2 dealing with improving internal and external accessibility this dimension of capacity building is not as relevant, due to the nature of these projects and their focus. In these projects knowledge and networking are more crucial for project outcomes.

- **Investors differ between project priorities; hence activities toward attracting new finance differ:** In terms of the fourth dimension of capacity building, better ability to attract new financial resources, the projects within the different priorities have somewhat different experiences since their potential investors differs due to the different focus of the projects. The projects within P1 are mainly partnered by research institutions or other experts in the field and have, through increased knowledge about their respective issues and also an increased knowledge on how to write applications, improved their ability to attract new financial resources. One of the projects, StarDust, has even developed an investment strategy and new financial instrument within the project to attract new financial resources. Due to knowledge derived from projects in P2 (feasibility studies) investments in new infrastructure has been made or could be made in the future. This approach to financing differs from the others since they seek financing for tangible investments at a larger extent. Some follow-up projects have also received funding, further investigating what future investments in infrastructure may be necessary. Within P3, the projects have strengthened their ability to attract new funding by joining in and having formed networks and collaborations of the respective core issues and will look for funding together cross borders. The collaborations across borders better their ability to find new financial resources, since their issues are transnational and involve stakeholders and policy makers in different countries.

- **The transnational environment has helped form crucial transnational networks**: As far as increased capability to work in a transnational environment is concerned, the projects within P1 are all about creating strong transnational networks. The transnational environment with knowledge sharing from other countries has been crucial for the REMOWE project for instance, where the level of knowledge has varied substantially between the participating

countries. This is also the case for most projects within P3, where the capability to work in a transnational environment has increased mainly through networks and knowledge sharing. The transnational set up has been crucial for all projects in P2 as well, and necessary for the projects' completion and success. In addition to forming transnational networks this dimension has for instance given new perspectives on borders (regional, national) in infrastructure planning.

6. CONTRIBUTION OF THE BSRP TO EUROPEAN STRATEGIES

This section focuses on how the BSRP contributed to the (successful) implementation of the EUSBSR and EU2020 strategy respectively. The external evaluation of the BSRP in 2010/2011 included an analysis of the BSRP's contribution to the EUSBSR.[17] The analysis mapped the projects in each of the Programme's four priority areas according to their relation and relative contribution[18] to the overall pillars and 15 priority areas of the EUSBSR – drawing conclusions and recommendations based on the mapping. The current external evaluation has used a different approach to assessing the BSRP's contribution to European strategies (both the EUSBSR and the EU2020 strategy). Rather than making an assessment of all of the Programme's projects, this analysis is based on interviews with a sampling of projects and a sampling of Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs) working within the EUSBSR[19]. The assessment provides an overall perspective on the Programme's relation to the Strategies, and qualitative input on the types of contributions that the Programme makes to the Strategies. The assessment also provided perspectives on the importance of the BSRP in relation to other funding instruments, and features of the BSRP that affect its contribution to European Strategies. The empirical material is based firstly on an assessment of monitoring data of all funded projects, targeted interviews with special intention to the coherence with the strategies EUSBSR and Europe 2020 with PAC/HALs as well as results of the 15 case studies.

6.1 Relation and Contribution to the EUBSR and EU2020 Strategy

Projects funded within the BSRP contribute to realizing all three objectives of the EUSBSR (Saving the Sea, Connecting the Region, and Increasing Prosperity), as well as all three thematic priorities of the Europe 2020 Strategy (Smart Growth, Sustainable Growth, and Inclusive Growth) – to different degrees (see figure 5 below). Given the fact that the EUSBSR was adopted after the BSRP (2007-2013) was launched and projects were developed to address the particular priorities and objectives of the BSR Programme, they may not always have clear links to the objectives of the EUSBSR or thematic priorities of the EU2020 Strategy.

Since the adoption of the EUSBSR in 2009, continuous efforts have been made to structure and prioritize projects and various other activities according to the 17 Priority Areas and 5 Horizontal Action Areas of the EUSBSR. Prioritized projects have been labelled as "flagships" by Priority Area Coordinators and Horizontal Action Leaders. Projects (particularly those related to "flagships") thus have a clearer picture of how they relate and contribute to the EUSBSR. Based on the sampling of projects, there seems to be a slightly stronger contribution to the "increasing prosperity" objective of the EUSBSR (relative to the other two objectives). This could be driven by the choice of projects in the sample, or by the way the four priorities of the BSRP have been defined.

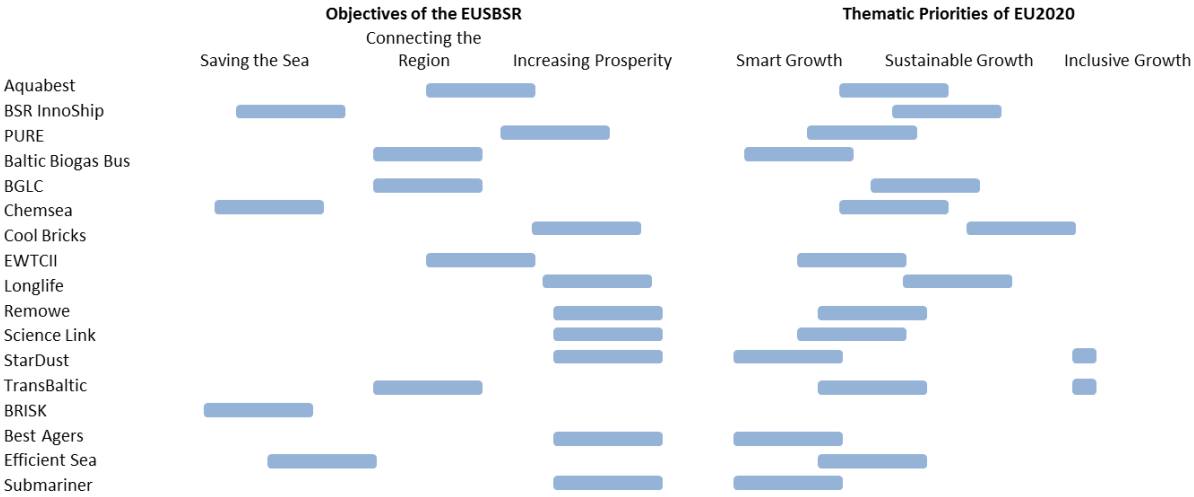
On a strategic level, the EUSBSR has been designed to contribute to achieving the EU2020 Strategy. However, there have been no attempts to structure and prioritize projects and other activities according to particular priorities and objectives of EU2020. Thus, projects (as well as PACs and HALs) perceive that they make only indirect contributions to fulfilling the EU2020 Strategy. The project sampling seems to indicate that there is a relatively weak contribution to the thematic priority of inclusive growth, but a quite strong contribution to the thematic priorities of smart growth and sustainable growth – often in combination. This seems to be driven by the perspective that project activities address environmental and economic goals at the same time. In other words, societal challenges are also viewed as business opportunities.

[17] Deabaltika (2011). *Strategic Evaluation in the Baltic Sea Region Programme 2007-2013. Final Evaluation Report.*

[18] Based on the total score of all related projects (calculated from various assessment criteria)

[19] See description of approach and methodology in section 2.1 above

Figure 7: Projects' Relation to EUSBSR and EU2020 Strategy



Irrespective of how projects related to the objectives of EU Strategies, BSRP-funded projects seemed to make similar types of contributions. Projects, PACs and HALs highlighted results such as:

- Strengthening linkages/networks between actors in all BSR countries (inclusive of all – contributing to stronger cohesion)
- Sharing knowledge and building capacity among partners
- Conducting analyses, testing new methods, producing evidence that lead to the development of guides, strategies, new investment models (for e.g. waste management), etc. – which can be used to move policy processes forward
- Formation of platforms with the potential for long-term strategic action (on policy and operational levels)

A view expressed by many interviewees was that

> *"…projects can only take small steps…make small contributions to the overall objectives of EU Strategies. It is crucial that the project coordinators, the BSR Programme, and the PACs/HALs communicate and help facilitate the use of results in policy or operational processes. However, it is up to national ministries to proactively take recommendations on board."*

It was suggested that the BSRP Monitoring Committee could help reinforce efforts to communicate and integrate project results into policy processes and help strengthen commitment and political backing of national governments.

Although there are efforts (from PACs/HALs) to ensure that there are clear linkages between flagship projects, the objectives of the PA/HAs, and the (two) EU Strategies, it is difficult to follow the connection between (relatively small) flagship projects and the ambitious objectives/targets that currently exist for the PA/HAs.

> *"The results from the flagship projects contribute micro impacts, but are far away (in terms of impact logic) from the targeted end results at macro-regional level. In order to fulfil the targets, more muscle/financing is needed to fuel activities on the BSR level."*

There is a desire to develop more realistic targets and indicators, and "effect logics" for the PAs/HAs – which can help projects communicate how they contribute to realizing the strategic objectives of the PA/HAs (and of the EUSBSR more broadly).

6.2 Importance of the BSR Programme in Relation to other Funding Instruments

The degree to which the BSRP (and the projects it funds) can contribute to the EUSBSR and EU2020 Strategy is to some extent driven by the level of resourcing (human and financial) that is invested in particular activities. As highlighted above, more muscle/financing is needed to fuel activities on the BSR level. Priority Area Coordinators and Horizontal Action Leaders view the BSRP as a key financial instrument for implementing the EUSBSR (see Table 9 below).

Table 9: Estimated percent of total funding for projects/activities within the scope of PAs/HAs

	BSR Programme	Other EU Programmes	BSR/Nordic/National sources
PA INNO	40	10	50
HA Sustainable Development	75	10	15
PA Nutri	80	1	19
PA Transport	no estimate	no estimate	no estimate
PA Energy	no estimate	no estimate	no estimate
PA SME	0	50	50
PA Agri	60-70	10	20-30
PA Education	20	40	40
PA Ship	40-50	40	10-20
PA Hazards	40	20	40
HA Involve	0	34	66
PA Market	40	0	60
Average of respondents	***40,5***	***21,5***	***38***

The BSRP provides funding for projects addressing its identified priority areas, as well as funding to mobilise partnerships/activities in a broad range of areas (even outside the identified priority areas) through its seed money facility. Based on rough approximations, PAs/HAs estimated that funding from the BSRP represented more than 40% of total funding for activities undertaken within their mandated areas. BSR (e.g. CBSS) Nordic (Nordic Council of Ministers) or national sources (including national ministries, research councils or innovation agencies, the Swedish Institute, regional organisations or private foundations) represented an almost equal amount. Other EU Programmes (including other INTERREG programmes, Horizon 2020, BONUS, TEN-T, and technical assistance from the EU) represented approximately 20% of total funding.

The BSRP is viewed as a key funding instrument for the EUSBSR for several reasons:

- Because it catalyses activities with a "transnational value" – activities which may not be prioritized by any individual country
- Because it is one of the few instruments that targets transnational activities in the BSR and includes most countries;
- Because project budgets are generally more substantial than other transnational funding instruments (enabling projects with "more muscle");
- Because the seed money facility is viewed as such a good instrument for mobilising networks/initiating new projects; and
- Because there are increasingly stronger links between PACs/HALs and the BSRP – helping ensure that projects have strategic relevance to the EUSBSR

However, projects, PACs and HALs expressed a number of limitations to BSRP funding:

- The short (up to 3-year) project timeframe does not match the level of ambition in flagship projects.
- Administrative procedures and requirements (including co-financing levels, time to receive funding, reporting requirements, changes in project partners and budget allocations) are burdensome.
- There are no possibilities for investments in innovation and development activities (e.g. test and demo facilities, prototyping, etc.).
- There are no possibilities to apply for one single event or activity – something particularly useful for PACs/HALs.
- There are budgetary limitations to involving partners in Iceland, Norway and Russia.

There is an expressed desire to establish mechanisms that would both help legitimize partnerships (ensuring relevant national authorities/agencies are involved) in the project development phase, and adjust partnerships in the project implementation phase.

"There should be a more structured exchange between PACs/HALs and the BSR Programme Secretariat to share information and have a common view on priorities, key criteria for project relevance, etc. Monitoring Committee members should take more responsibility in discussing upcoming projects and ensuring relevant partners from their country are involved."

There is also an expressed desire to consider funding models that enable longer-term or add-on investments, and that foster smoother links to different funding sources.

"It is a priority of PACs/HALs to help projects take their results to higher levels – encouraging the actual use and implementation of relevant results. It would be useful if the BSR Programme Secretariat would also have this 'progression' in mind and maintain ties with other relevant sources of funding."

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

The conclusions of the analysis presented below relates solely to the topic that is in focus of Part I of this report, i.e. the analysis of projects in the 2007-2013 BSRP with regard to produced sustainable outcomes and contribution to capacity building and EUBSR and EU2020 strategies. The conclusions presented therefore do not include reflections connected to setting baselines for qualitative result indicators (Part II of the strategic evaluation).

The case studies show, in general, that the 15 projects that have been analysed have reached the main goals set for each project respectively, findings based on interviews and outputs and results in final project reports. This, however, is not necessarily equivalent to the contribution of sustainable project outcomes defined as the continuation of the longevity of benefits from project outcomes after cessation of the project. For this reason, over 100 interviews with project partnerships, end-users and target group and PACs and HALs have been carried out in order to provide an answer to the following overarching questions:

- In how far are project outcomes used by the project partnership beyond the project lifetime and which factors have facilitated the identified development?
- How have current projects contributed to the institutional capacity-building in the Baltic Sea region in selected thematic areas?
- How did the 2007-2013 BRSP contribute to the (successful) implementation of the EUSBSR and the EU2020 strategy?

In the following sections a summary of main findings from the analysis relating to each overarching evaluation themes listed above is presented.

7.1.1 Use of project outcomes beyond project lifetime

The use of project outcomes relates to a number of interconnected themes such as type of outcomes identified among the projects, the sustainability of such outcomes and hindering or contributing factors governing those outcomes, the involvement of end-users and target groups as well as the pertinence of investments made in selected projects. Below, the main and overarching findings of the analysis are presented. For a more detailed review of each conclusion we refer to the main report.

Through the in-depth case studies of the 15 projects, sustainable project outcomes were identified and categorised at an aggregated level. The main (i.e. most frequent) types of *sustainable* outcomes in the sense that the prerequisites for the continuation of outcomes are deemed most probable are presented below.

- Formalisation of networks and activities after project completion
- Increased strategic importance of project theme within partnership organisations
- Development of new concepts and tools applied by project partners

The main types of project outcomes and solutions *outside* the project partnership (i.e. end-users and target group) have been identified as:

- Utilisation of tools and methods developed within BSRP projects
- Input for future legislation, policy and investments
- Affecting long-term strategies of private firms
- Basis for further project-based initiatives

End-users and target groups obviously varies between projects, ranging from private companies to regional or national decision-making bodies and authorities, industry associations, higher

educational bodies, etc. In general, end-users representing wider target group(s) have not been involved in the initial planning and formation of the projects analysed. However, projects are often initiated by actors with in-depth knowledge of such group's needs, may it be new tools, knowledge or networks. The main success factors for securing a constructive involvement of end-users in the projects are identified as:

- Involving end-users early on in the project, engaging them in formulating project goals and identifying needs
- Securing a close cooperation with related strategic projects for distinguishing the project at hand in a wider context and in so doing involving the most relevant target group(s) in project activities
- Clearly defined incentives for industry participation in the sense of having a clear and attractive offer towards industry, marketing of the offer on a broad basis using industry intermediaries and involve competencies in the project with great insight and knowledge on end-users needs.

Based on the review of sustainable outcomes presented above, a number of factors have been identified for achieving the utilization of project outcomes and solutions by end-users and target group(s) after project completion. Firstly, the involvement of end-users could be seen as decisive for the take-up of project results among end-users in latter stages. However, the involvement of intermediaries working towards or representing the target group(s) are often regarded as being a more effective way of obtaining sustainable outcomes of the projects. Furthermore, contextual factors are often brought relating to the ability to produce sustainable outcomes. These contextual factors consists of (i) well-balanced and defined project goals and intervention logic is directly related to the possibilities of creating a clear and attractive offer for the involvement of primarily private companies and engaging policymakers, (ii) a more detailed analysis on the risks associated with specific end-user and target group(s) possibilities to absorb project outcome in the short term, and (iii) the timing of the intervention safeguarding that project activities and its outline are in line with current external developments.

Finally, the issue of relevance and pertinence of physical investments made within selected projects has been addressed. A total of four projects among the 15 case studies involved investments in different forms of physical assets, primarily in the form of technical equipment deemed necessary for the completion of projects. In general, the investments made within the four projects have contributed to the realisation of project goals and are regarded as being necessary for the completion of the projects. It does so in a number of ways. As an example, investments are viewed necessary for engaging (primarily) private companies acting as test units for parts of the projects. Discrepancies between member states and the need to provide all project partners with relevant equipment for safeguarding a higher and uniform level of analysis is another aspect contributing to the relevance of investments. Furthermore, investments in selected project are regarded as relevant as they form the basis for testing new and innovative solutions on which to build further project activities. Successful implementation of such investments contributes, in turn, to the pertinence of those investments in a longer perspective.

7.1.2 Capacity building of actors in the region

In the following section RMC presents the conclusions regarding how the current projects in the BSR Programme have contributed to the institutional capacity building in the region in the selected thematic areas. Please note that the analysis of all 90 projects within the 2007-2013 BSRP related to the five capacity building dimensions is not included.

- The case studies clarified three main project outcomes leading to enhanced institutionalised knowledge and competence:
    - Knowledge is made accessible through manuals, guidelines etc. where the information and format is adapted to the end-users taking part of it, making it useful.

  - Making guidelines, manuals etc. is also a way of making knowledge obtained within the project used after project completion.
  - The forming of a structured and established network that continues working together with the core issue after project completion.

Some projects create more new knowledge both for the participating partners and others related to the project, than others depending on the level of knowledge in the region before the project started. In some cases the level of knowledge regarding the project's core issue has been very low to begin with and has therefore increased substantially for all involved partners, whereas other projects have increased knowledge substantially for some partners more than others depending on the partners' different levels of knowledge.

The development of guidelines is a big part of enhancing institutionalized knowledge and competence for projects in all three priorities. The guidelines do however differ in the sense of who they are directed at, depending on the end-users of the different projects. Projects in the second priority (P2), Improving internal and external accessibility, direct their reports, guidelines etc. to investors to a higher degree than projects within the other priorities. In the third priority (P3), Management of the Baltic Sea as a common resource, the projects direct their reports and guidelines to policymakers to a higher extent. In the first priority (P1), Fostering of innovation across the BSR, publications are more of a scientific nature, directed to researchers and private firms working with innovations.

- Case studies show that projects that have created closer cooperation between partners either through formal or informal networks and collaborations improve the governance structure concerning the core issues. The projects directed to innovation within P1 have focused on activities towards strengthening Triple Helix and the cooperation between students/universities and private firms. Projects within P3 are also directing their efforts to improve governance structures to the academia, scientists and universities. In P2 the projects seem to direct their networks, strategic documents etc. directly towards the end-users working with the issue at hand (policy and decision makers). There are only a few examples of actual organisational changes among the projects in the study, showing that this is in most cases not necessary to create change. A strong way of creating new or improved governance structures is to put it in writing in strategic documents with strategies, plans etc. committing parties to change their structures and make changes for the issue at hand.

- There are several good examples of technical solutions such as databases, websites, software etc. created within the projects for more efficient use of technical resources within the BSR. The case studies also show that new ways of cooperating between project partners and others can save human resources and avoid double work on an issue. Both technical solutions and ways of cooperating for more efficient use of technical and human resources, are developed within projects focusing on innovation, P1 and P3, management of the Baltic Sea as a common resource. For projects in P2 dealing with improving internal and external accessibility this dimension of capacity building is not as relevant. In these projects knowledge and networking are more crucial for project outcomes.

- A project which is about, or that will help facilitate, new innovative ideas attracts new financial resources. Some projects give experience and educate partners in application processes and in doing so the experience itself betters their ability to attract new financial resources. Projects which have succeeded in creating networks of relevant actors are likely to have better abilities to attract new financial resources, since the network provides potential partners, sources of funding, enables them to be present in the relevant networks, receive regular information on funding opportunities, etc. The projects within the different priorities have somewhat different experiences since their potential investors differ due to the different focus of the projects.

- One of the conclusions that can be drawn from all participating projects in the BSRP subject to the case study is that they have all increased the partners' capability to work in a transnational environment. Through making contact with institutions/persons in other countries in the relevant thematic field work in a transnational environment is strengthened both during the project time and after its completion as well. Participating in the projects has, as an effect, made cooperation across borders easier. The projects within P1 are all about creating strong transnational networks. Projects within P3 have also increased the capability to work in a transnational environment mainly through networks and knowledge sharing. The transnational set up has been crucial for all projects in P2 as well, and necessary for the projects' completion and success. In addition to forming transnational networks this dimension has for instance given new perspectives on borders (regional, national) in infrastructure planning.

7.1.3 Contribution of the BSRP to European strategies

The question of contribution of the BRSP to European strategies entails how the Programme contributed to the (successful) implementation of the EUSBSR and EU2020 strategy respectively.

The following conclusions are drawn with respect to the BSRP contribution to EUBSR and EU2020 strategies based primarily on interviews with a sampling of projects and Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs) working within the EUSBSR, complemented by data collected in the 15 case study interviews.

- The BSRP has contributed to both the EUSBSR and by gathering and mobilizing stakeholders from around the Baltic Sea Region, developing and transferring knowledge, providing analyses and other evidence to guide policy processes, and creating strong platforms for longer-term action. These activities are viewed as initial contributions or first steps towards realizing the longer-term, more ambitious goals of the EU Strategies.

- The BSRP has clearer, more direct links and contributions to the EUSBSR than the EU2020 Strategy. This is driven by the deliberate structuring and prioritization of projects and other activities according to the 17 Priority Areas and 5 Horizontal Action Areas of the EUSBSR – and the BSR Programme's recognition of prioritized/strategic projects. BSR Programme-funded project leaders, PACs and HALs perceive that they contribute to addressing the priorities of EU2020; however, the contribution is viewed as being more indirect.

- Although there are efforts (from PACs/HALs) to ensure that there are clear linkages between flagship projects, the objectives of the PA/HAs, and the (two) EU Strategies, it is difficult to follow the connection between (relatively small) flagship projects and the ambitious objectives/targets that currently exist for the PA/HAs. There is a desire to develop more realistic targets and indicators, and "effect logics" for the PAs/HAs – which can help projects communicate how they contribute to realizing the strategic objectives of the PA/HAs (and of the EUSBSR more broadly).

- The BSRP is a key funding instrument to address the objectives of the EUSBSR. Priority Area Coordinators (PACs) and Horizontal Action Leaders (HALs) estimate that the funding from the BSR Programme has represented more than 40% of total funding for activities undertaken within their mandated areas.

- The BSRP is viewed as a key funding instrument because of its project and seed money investments, and because of the strategic links that the BSR Programme Secretariat has developed with PACs and HALs – helping ensure that investments have strategic relevance to the EUSBSR.

- Funds and political backing from (primarily) national sources are of equal importance to addressing the objectives of the EUSBSR. It is important that national governments are committed both to supporting/engaging in project activities and integrating project results into policy processes.

- It is critical that funding instruments are used to complement each other and ensure continuity of prioritized activities. It would be desirable that the BSRP Secretariat maintain ties with other relevant sources of funding and develop new funding models that enable longer-term or add-on investments.

- Although the BSRP provides important contributions to the EUSBSR (and indirectly to EU2020) through its strategic-level dialogue with PACs/HALs, project and seed funding, and project results, there are a number of Programme features that currently hinder its contribution to EU Strategies. These features include the limited project timeframes, the lack of possibilities to invest in transnational innovation activities (with more involvement of business), administrative procedures and requirements, and limitations to involving partners outside of the 8 EU member countries.

7.2 Recommendations

In the following sub-sections, the main recommendations following from the conclusions drawn above are presented related to each of the three themes respectively. The recommendations concerns both the overall Programme level serving as input for the 2014-2020 BRSP as well as serving as basis for formation of individual future projects within the Programme.

7.2.1 Use of project outcomes beyond project completion

The main overarching recommendations on how to facilitate sustainable outcomes of future projects is presented below.

- **Promote efforts safeguarding sustainable outcomes of project**: Projects in the 2014-2020 BSRP should emphasise activities safeguarding the realisation of the main types of sustainable outcomes identified in the case studies in the form of (i) utilization of tools and methods outside partnership, (ii) input for future legislation, policy and public investments, and (iii) affecting long-term strategies of firms. A clear understanding of how the project at hand, depending on the project outline, can promote such outcomes is to be a pre-requisite for safeguarding the take-over of project outcomes in the region.

- **Make the most of utilisation of project outcomes beyond partnership:** A number of contextual factors have been identified as crucial for determining the utilisation of project outcomes in the region. Firstly, timing of the projects matter and is an aspect that should be taken into greater account. To safeguard that project activities and its outline are in line with current policy developments are seen as one of the main positive determinants influencing the ability to produce sustainable project outcomes. Secondly, some sectors of industry are more conservative than others and certain type of policies are less likely to be adapted by decision-making bodies in the shorter term than others. Projects are therefore suggested by several respondents to be subject to a more detailed analysis on the risks associated with specific end-user and target group(s) possibilities to absorb project outcome in the short term. Thirdly, an important lesson from prior projects has been to produce outputs that clearly points towards a specific action in the form of recommendations where project partners has the authority to act. In short, the project results must strategically be lifted on the proper political level, either regional, national or EU-level and this should be emphasised in the project application phase.

- **Emphasize the added value of BSRP involvement towards academia**: Several respondents underline the need to recognize that involvement of academia in BRSP projects to a great extent promotes the careers of individual researchers and other experts. This

aspect should be further emphasized in projects where the topic is of high and transnational importance making it more feasible to attract such experts to the projects.

- **Create incentives for industry involvement**: Projects developed within the 2007-2013 BSRP typically involves highly complex challenges requiring a solid understanding of the target group/end-user needs. Industrial reference groups are however seldom visible in the projects. Involvement of end-users early in the project formation is a key determinant for success in many of the projects studied, although few projects have adopted this approach. One of the main challenges identified in engaging private companies in the projects of the 2007-2013 BSRP is a lack of clearly formulated incentives for industry participation. The main success factors involving industry is identified as the ability to (i) have a clear and attractive offer, (ii) conduct intense marketing of the offer on a broad basis using intermediaries with industry knowledge, and (iii) involve competencies in the project with great insight and knowledge on end-users needs. These three success factors can be viewed as generic when working towards a target group consisting of mainly private firms. Furthermore, the discourse companies' use is different from what traditional partnership representatives or researchers use, thus resulting in a challenge to the project at hand interesting and useful for companies. The recommendations following from these insights is the need for future projects to include industry end-users already in the planning phase of a project to a greater extent (e.g. through innovation sessions) and clearly formulate the incentives available for securing their involvement.
- **Facilitate an effective project organisation:** Several respondents emphasises that the width and scope of the project's main topic of focus is directly related to the possibilities of (i) creating a clear and attractive offer for the involvement of primarily private companies, and (ii) the possibility to engage policymakers in facilitating needed changes and investments within the policy area. Well-balanced and defined project goals and visions clearly facilitate the communication of the project's intervention logic, in turn creating a solid ground for the uptake of project outcomes. The greater the number of project partners, the greater the need for administrative resources whereas the number of partners should not be excessive. Furthermore, projects within the BRSP always involve new kinds of international networks and combinations of expertise. In this sense project partners need to break familiar patterns and often combine different views and competencies. This sets new challenges for project administration and it is also challenging when finding the right roles for the partners. A recommendation following from these observations is to demand a project plan that clearly defines (i) the intervention logic of the project and (ii) the role and responsibilities among project partners in securing durable project outcomes.
- **Secure a close cooperation with strategic projects** – A great number of projects is focused on creating networks with relevant actors on a political level serving as the target group of the project. Since many projects are working on a high strategic level, project end-users involve national governments and authorities, regional public actors, private sector, etc. On this background, we see a need to in a greater extent cooperate with other relevant projects. This is to be viewed as a success factor for distinguishing the project at hand in a wider context and in so doing involving the most relevant target group(s) in project activities. A greater emphasis on cooperation in the form of common project related activities with other relevant project (within or outside the BSRP) is therefore strongly recommended.

7.2.2 Capacity building of actors in the region

The main recommendations on how projects in the next Programme should work on capacity-building in the region are presented below.

- In order to achieve enhanced institutionalised knowledge and competence through a project intervention, the projects should not only strive to manifest the knowledge stemming from the project through manuals, guidelines, booklets etc., but **projects should also work on**

adapting these documentations to the relevant end-users or target group, in order to make them useful and to spread the knowledge stemming from the project in a useful way.

- The projects should work on creating **activities to form close cooperation** between relevant parties to ensure improved governance structures. This could result in formal or informal networks. The projects should also **focus on committing parties to work together** for an issue by drawing up strategic documents. These documents could concern project partners or policymakers and others outside the project; the key is to ensure documents leading to commitment.

- Projects within the next Programme should always **look into what technical solutions could be relevant to save time and technical resources** in the BSR. Projects should also work on connecting relevant partners for cooperating, in order to **save human resources** and to avoid double work on the core issues.

- In order to improves their ability to attract new financial resources projects should be about, or help facilitate, new innovative ideas. Projects should work on educating partners in application processes **improving their ability to attract new financial resources** in this way. Projects should also work on facilitating the creation of networks among relevant partners, and in doing so bettering the ability of these partners to attract new financial resources, since the network provides potential partners, sources of funding, enables them to be present in the relevant networks, receive regular information on funding opportunities, etc.

- Participating in the projects automatically increases the project partners' capability to work in a transnational network. To further **increase the partners' capability to work transnationally projects should facilitate partners' ability to make contact with relevant partners at institutions in other BSR countries.** This strengthens the transnational work both during the project time and after its completion as well.

7.2.3 Contribution to European Strategies

- **Develop a more structured exchange between PACs/HALs (and their Steering Committees) and the BSRP Secretariat** (and its Monitoring Committee) to share information and have a common view on strategic priorities, key criteria for project relevance, legitimize project partnerships, etc.

- In conjunction with the ongoing process to revise targets and indicators for Priority Areas and Horizontal Action Areas, **support the development of "effect logics" which can help projects communicate how they contribute to realizing the strategic objectives** of the PA/HAs (and of the EUSBSR more broadly).

- **Adopt more flexible approaches to allow adjustments in project partnerships and budget allocations during the project implementation phase**. This entails a continuing focus on lowering administrative burdens and reporting procedures of the programme, as well as maintaining ties with other relevant sources of funding and develops new funding models that enable longer-term or add-on investments.

- **Adopt new regulations to foster increased business involvement and transnational innovation activities** (e.g. investments in test and demonstration activities).

- **Leverage the BSRP Monitoring Committee to reinforce efforts to communicate and integrate project results into policy processes** and help strengthen commitment and political backing of national governments.

ANNEX 1 CRITICAL REFLECTION OF THE ANALYSIS

In this section we briefly discuss out assessment of strengths and weaknesses of Part I of the evaluation report and specific difficulties encountered during the course of the evaluation. Please note that this section only relates to the analysis of Part I of this report and do not include reflections connected to setting baselines for qualitative result indicators (Part II of the strategic evaluation).

- The data collection phase including primarily the booking and carrying out of a large number of interviews went above expectations and one of the main strengths of the analysis is the broad perspectives from the projects obtained through the in-depth discussions with project partnerships and end-users/target group. Despite the fairly high level of sophistication in the analytical framework and following interview guidelines (developed separately for primarily project partnerships, end-users/target groups, PACs/HALs), the ability to engage in fruitful discussions with each respondent type are regarded as, in general, being of high quality. This is viewed as one of the main strengths of the analysis taking in a range of different perspectives and gives rise to a well-balanced analysis of project outcomes and contribution.
- The issue of theoretical saturation is an important question to be addressed by future strategic evaluations. Within the framework of this evaluation more than 100 interviews have been carried out, often including more than one hour of dense material collected. One again it's a balance between obtaining a sufficient degree of different perspectives from project partners and end-users/target groups and the challenges related to analyse such vast amounts of data material at a later stage. The high amount of in-depth interviews carried out within the course of this evaluation is therefore to be regarded both as one of its main strengths and its main risk connected to disregarding viable information on produces outcomes and solutions from the projects.
- The identification of relevant end-users and target group(s) by project partnership entails a probable biased in the selection of these groups. This is a common challenge in evaluations of this kind, including the balance between effectively identifying respondents willing to participate in interviews and reaching out to more nuanced critique of the project from other sources. One suggestion is to impose the project partnership to present a more extensive list of primarily end-users from which the evaluator in a later stage can make a randomised selection.
- The balance between a traditional ex-post evaluation and a strategic evaluation of this kind, focusing on identifying sustainable solutions to project outcomes bears with it a number of challenges. A strict focus on the second objective would require a more in-depth analysis of the intervention logic of both the BSRP and individual projects and the development of a theory of change to be analysed. This, in turn, is a time consuming effort that would necessitate a substantial increase in the scope of the evaluation. However, a theory based evaluation of a limited number of projects would not include such broad reflections ranging over several projects that have been acquired within the framework of the current analysis.
- The interviews have provided a good understanding of the BSRP's contribution to the EUSBSR, but a more limited understanding of the BSRP's contribution to EU2020. (This is because all the PACs and HALs understand that all PAs/HAs of the EUSBSR contribute to EU2020, but do not know specific linkages or contributions.) The interviews have also provided a number of very specific suggestions to improve the relation between the BSR Programme and the PACs/HALs (and thus strengthen the BSR Programme's contribution to EU strategies).

ANNEX 2 LIST OF INTERVIEWEES

Science Link	Lead Partner	Uwe Sassenberg, DESY Deutsches Elektronen Synchrotron
	Project partner	María Fernanda Bocángel, Invest Skåne
	Project partner	Martin Meedom Nielsen, Technical University of Denmark
	End-user	Anna Stenstam, Colloidal Resource
	End-user	Erik Olsson, SOL VOLTAICS AB
	End-user	Axel Knutsson, Alfa Laval
StarDust	Lead Partner	Karin Nygård Skalman, VINNOVA
	Project partner	Kerstin Hindrum, SP
	Project partner	Carola Wictorsson, Culminatum Helsinki
	Project partner	Lilita Sparane, Latvian IT Cluster
	End-user	Mats Hjortberg, Coriolis
	End-user	Aiga Irmeja, Demola Latvia
Best Agers	Lead Partner	Hartwig Wagemester, wirtschaftsakademie, Schleswig Holstein
	Project partner	Arnis Sauka, Stockholm School of Economics in Riga
	Project partner	Anita Richert-Kazmierska, Gdansk University of Technology
	Project partner	Ewa Hedkvist Petersen, NOPO - The Nordic Older Peoples Organisation
	End-user	Ingela Uvberg, Priorum
	End-user	Michal Bruski, Wicedyrektor Wojewódzkiego Urzędu Pracy w Gdańsku
	End-user	Gert Lang-Lendorff, mentors for businesses in Schleswig-Holstein
CHEMsea	Lead Partner	Jacek Beldowski, Institute of Oceanology of Polish Academy of Sciences (IO PAS)
	Project partner	Paula Vanninen, Finnish Institute for Verification of the Chemical Weapons Convention (VERIFIN)
	Project partner	Bartłomiej Pączek, Polish Naval Academy (PNA)
	End-user	Minna Pyhälä, HELCOM
	End-user	Kirsi Kentta, Finnish Ministry of Environment
	End-user	John Hart, SIPRI
PURE	Lead Partner	Hannamaria Yliruusi, Union of the Baltic Cities Commission on Environment Secretariat/City of Turku
	Project partner	Lotta Ruokanen, Communication Manager
	End-user	Jaakko Henttonen, NDEP Manager
	End-user	Jan-Eric Luft, Sewage Management Facilities Lübeck
	Project partner	City of Gdansk, Dagmara Nagorka-Kmiecik
REMOWE	Lead Partner	Eva Thorin, Mälardalen University
	Project partner	Ari Jääskeläinen, The Municipal Federation of Savonia University of Applied Sciences (SUA)
	Project partner	Olga Anne, Klaipeda University (KLU)
	Project partner	Agnieszka Łukaszewska , Marshal Office of Lower Silesia (MLS)
	End user	Elias Hakalehto, Finnoflag OY
Longlife	Lead Partner	Maria-Ilona Kiefel, Berlin Institute of Technology
	Project partner	Habil. Josifas Parasonis, Building planning systematics centre (sps centras)

	Project partner	Peter Krarup, City of Roskilde Planning and Building department
	Project partner	Marek Krzaczek, Gdansk University of Technology
	End-user	Rimantas Didžiokas, Klaipeda University
	End-user	Ove Morck, Cenergia
CoolBricks	Lead Partner	Dirk Humfeldt, Free and Hanseatic City of Hamburg, Ministry of Culture and Media, Department for Heritage Preservation
Aquabest	Lead Partner	Jouni Vielma, Finnish Game and Fisheries Research Institute
	Project partner	Erik Olofsson, Torsta AB, Jämtland
	End-user	Anu Sandelin, The Finnish Fish Farmers' Association
	End-user	Mikkel Detz Jensen, BioMar
	End-user	Knut-Olof Lerche, Raisioagro
	End-user	Marco Milardi, HELCOM
Submariner	Lead Partner	Joanna Przedrzymirska, The Maritime Institute in Gdansk
	Project Partner	Hilary Lewis Karlson, Green Center
	Project Partner	Peter Frank, ScanBalt
	End user	Bjarne Haxgart, EON wind DK
	Project partner	Angela Schultz-Zehden, s.Pro – sustainable projects GmbH
TransBaltic	Lead Partner	Mats Petersson, Region Skåne
	Project partner	Wiktor Szydarowski, TransBaltic
	End-user	Thomas Erlandson, Swedish Ministry of Enterprise, Energy and Communications
	End-user	Jean-Marc Venineaux, European Commission, DG REGIO, Competence Centre for Macroregions and European Territorial Cooperation
	End-user	Oddgeir Danielsen, Northern Dimension Partnership on Transport and Logistics
	End-user	Susanne Ingo, Swedish Transport Administration
EWTC II	Lead Partner	Mathias Roos, Region Blekinge
	Project Partner	Algirdas Sakalys, President East West Transport Corridor Association
	Project Partner	Mats Petersson, Region Skåne
	Project Partner	Patrick Schwabe, Port of Sassnitz
	Project Partner	Niels Selsmark, Swedish Transport Agency
	End-user	Darius Brekys, Lithuanian Forwarders Association
BGLC	Lead Partner	Carina Aschan, Region Västerbotten
	Project partner	Hans Dunder, City of Sundsvall
	Project partner	Jukka Lindfors, Tampere region
	Project partner	Leif Petersson, Region Blekinge
	End-user	Marie Israelsson, Sundsvall Logistikpark AB
	End-user	Pekka Sundberg, Port of Pori
	End-user	Torbjörn Witting, Port of Kokkola
BRISK	Lead Partner	Peter Søberg Poulsen, Admiral Danish Fleet HQ, National Operations, Maritime Environment
EfficienSea	Lead Partner	Morten Brix Laursen, Danish Maritime Authority
	Project partner	Julius Gajevskij, Maritime Institute
	Project partner	Peter Grundevik, SSPA Sweden AB

	End-user	Christian Kock, Danish Maritime Authority
	End-user	Kaisu Heikonen; Finnish Transport Agency
	End-user	Ole Krag, Danish Meterological Institute
	End-user	Jeffrey Ralph Van Gils, Ministry of Infrastructure and Environment, Netherlands
BSR InnoShip	Lead Partner	Esa Kokkonen, The Baltic Institute of Finland
	Project partner	Steen Sabinsky, Maritime Development Center of Europe
	Project partner	Jukka-Pekka Jalkanen, Finnish Meteorological Institute
	Project partner	Krzysztof Kolwzan, Polish Register of Shipping (PRS)
	End-user	Kari Granberg, Viking Line
	End-user	Anita Mäkinen, Finnish Transport Safety Agency
Baltic Biogas Bus	Lead Partner	Stefan Wallin, Stockholm Public Transport Company
	Project partner	Jaanus Tamm, Tartu City
	Project partner	Mr. Stein Bjørlykke, HOG Energy
	End-user	Mr. Ahto Oja, Estonian Biogas Association
	End-user	Mr. Jaanus Sahk, Enterprise Estonia
PA Nutri	Ministry of the Environment Finland	Kristiina Isokallio
		Laura Saijonmaa
PA Hazards	Swedish Environmental Protection Agency	Jenny Hedman
PA Ship	Danish Maritime Authority	Bjarke Wiehe Bøtcher
PA Innovation	Ministry of Enterprise, Energy and Communications, Sweden	Stefan Cairén
PA Agri	Ministry of Agriculture and Forestry, Finland	Leena Anttila
PA Transport	Ministry of Transport and Communications of Lithuania	Asta Svirinavičiūtė
PA Energy	Ministry of Climate and Energy, Denmark	Frank Marcher
HA Sustainable development and bio-economy	Council of the Baltic Sea States Secretariat (CBSS)	Krista Kampus
PA SME	Minister of Business and Growth, Danish Business	Henrik Noes Piester

	Authority	
Increase Prospertiy: PA Education	Norden Association, Stockholm	Anders Bergström
HA Involve	Region Västerbotten, Sweden	Fredrik Gunnarsson
Increase Prosperity: PA Market	Ministry of Economic Affairs and Communications, Estonia	Evelin Kuuse

ANNEX 3 INTERVIEW GUIDELINES

Project partnership

Project outcomes (project partnership)

- The project intended to address the issues [xxx] (see project application form or project overview template). Would you say you reached the goals set for the project? Were there any success factors or barriers that influenced your ability to reach the project goals?
- In what ways have you applied the outcomes of the project (developed tools/models/methods) in your own work/organisation? (i.e. are project outcomes used within own organisation)
- [IF RELEVANT, i.e. tangible investments were made] Were the investments made within the project relevant and appropriate given the goals of the project? Did the investments contribute to the project outcome? If yes, in what way? If no, why not?
- How would you assess the strategic importance of the project outcomes for your own organisation in future work with issues related to the project?

Project outcomes (end-users/target group(s))

- What are the most important outcomes of the project for current and future end-users in your opinion?
- To your knowledge, are end-users/target groups making use of the outcomes of the project after its completion? If yes, in what way?
- How would you assess the awareness of the project's outcomes (developed tools/methods/models) in the region among potential end-users?
- How were end-users involved in the project planning and implementation? What do you believe are the success factors when involving end-user in projects?

Capacity-building

- In your view, has the project contributed to any knowhow/competencies that are being used after project completion? Are knowledge stemming from the project documented/easily available for end-users?
- Has the project contributed to better ways of working with the core issues of the project from an organisational perspective beyond the project lifetime? (e.g. clarification of responsibilities, new means of communications, new organisational structures) If yes, please specify
- Has the project contributed to a more efficient use of human or technical resources in the BSR by the target group? If yes, please specify? (e.g. common use of resources, new ways of cooperation).
- Has the project contributed to a better ability to attract new financial resources? (e.g. knowhow of application processes, network, development of project ideas). If yes, please specify
- Has the project contributed to an increased capability to work in a transnational environment? (e.g. new contacts within thematic field, capability to take part in transnational activities) If yes, please specify
- How did the transnational set-up influence the project in you view? Would it be possible to address the main issues of the project without transnational cooperation? (Added-value)

Contribution to EUBSR/EU2020

- Based on the content of the project, how did the project contribute to the overall goals for EU2020 (SMART GROWTH: improved investment in RDI, stronger and more diverse employment, better educational attainment; SUSTAINABLE GROWTH: reduced greenhouse gas emissions, increased share of renewable energy, increased energy efficiency; INCLUSIVE GROWTH: stronger and more diverse employment, better

educational attainment, fewer people in or at risk of poverty and social exclusion) and EUSBSR (SAVING THE SEA; CONNECTING THE REGION; INCREASING PROSPERITY) where relevant ?

End-users and target group(s)

Background questions

- How did you come in contact with the project/project activities/project outputs?
- Would you have preferred to be more involved in affecting the planning and implementation of the project? (information, consultation, participation)

Use of project outcomes beyond project lifetime

- The project intended to address the issues [xxx]. Would you say that this corresponds with your view on the project outputs? Should the project have focused on other areas as well from your perspective?
- What, if any, are the main impacts on your organisation from the activities carried out by the project? (developed tools/models/methods/knowledge/decisions)? How have you made use of project outcomes? If you have not yet used the outcomes, what would be prerequisite for you to apply the outcomes?
- Were your expectations behind participating in project activities/making use of project outcomes fulfilled? (e.g. did the project deliver as expected, etc.) (Note: depending on type of project, not relevant for all type of respondents)
- Were there any success factors in the way the project was set-up or its offer/focus that were of special importance for your organisation?

Capacity-building

- In your view, has the project contributed to any new knowhow/competencies for your organisation in any way? If yes, how have you made use of this knowhow/knowledge?
- Has the project contributed to new ways of working with these issues within your organisation/new priorities? (e.g. clarification of responsibilities, new means of communications, new organisational structures)
- Has (or will) the project contributes to a more efficient use of human or technical resources in any way? (e.g. new use of available resources, new ways of cooperation, new ways of dealing with the issues at focus by the project)
- Has the project contributed in any ways to a better ability to attract new financial resources? (e.g. knowledge on new financial resources, knowhow of application processes, network, development of project ideas)
- Has the project contributed to an increased capability to work in a transnational environment (e.g. new contacts within thematic field, capability to take part in transnational activities)?
- Have you experienced any added-value of the transnational set-up of the project? In what ways was this noticable for your organisation? Do you believe it would be possible to address the main issues of the project without transnational cooperation?

Contribution of the Baltic Sea Region Pro-gramme to the EU Strategy for the Baltic Sea Region and to the Europe 2020 Strategy

- Are you aware of the EUBSR/EU2020 strategies? If no, these strategies has a number of priorities (Smart, Sustainable, Inclusive Growth / Saving the sea, Connecting the region, Increased prosperity) In what ways would you say the project relates to the priorities of these strategies? Do you view these priorities as relevant for your activities? What do you consider as being important (within your topic) to focus on from a prosperous Balic Sea regional development perspective?

PAC/HAL

PA's/HA's relation to BSR Programme and added value of PA/HA activities for EUSBSR and EU 2020

- How does your PA/HA contribute to realizing the EUSBSR and EU 2020 strategy (in terms of particular objectives/goals and activities)?
- Which BSR Programme-funded projects have been related to your PA/HA?
- In what way have these projects contributed to the objectives of your PA/HA? (i.e. what activities have been made possible? what results have been achieved?)
- What other activities have been undertaken to realise your PA/HA's goals?

Contribution of the BSR Programme-funded project outputs to the objectives / thematic priorities of the EUSBSR/EU2020 (thematic priorities are defined)

- How do you assess the actual contribution of BSR Programme-funded projects to the objectives of the strategy? What were the promotive or hindering factors in contributing to the strategy (e.g. knowledge about the strategy, institutional, administrative)? What would you need to contribute in a better way?
- How do you assess the connection and contribution of the BSR Programme-funded projects to the objectives of the strategy?

Complementary funding sources

- In addition to the BSR Programme, what other funding sources have been leveraged by your PA/HA?
- Could you please estimate the % of various funding sources that your PA/HA has used to enable implementation of its goals?
    - BSR Programme
    - other EU funding (please give examples)
    - national/regional/private (including in-kind) funding

Existing gaps in capacity-building in the region

- In which thematic field(s) exist, from your perspective, significant gaps regarding capacity-building in the region? Please name the field(s) and the region(s) you are referring to. For each field and region you named, please answer the following question: In which of the following five dimensions do you regard the gaps as being particularly significant:
    - Enhanced institutionalised knowledge and competence;
    - Improved governance structures and organisational set-up;
    - More efficient use of human and technical resources (databases, technical solutions, small infrastructure etc.);
    - Better ability to attract new financial resources;
    - Increased capability to work in transnational environment.

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Reference
Baltic Sea Region Programme: Analysis of projects in 2007-2013 and setting baselines and targets for the indicators 2014-2020

Date
April 2015

PART II

SETTING BASELINES AND TARGETS FOR THE INDICATORS 2014-2020

SETTING BASELINES AND TARGETS FOR THE INDICATORS 2014-2020

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EXECUTIVE SUMMARY

The Investitionsbank Schleswig-Holstein, appointed Managing Authority of the Baltic Sea Region Programme 2007-2013, has assigned Ramböll Management Consulting, hereafter Ramböll, to carry out a strategic evaluation of projects in the 2007-2013 Baltic Sea Region Programme (BSRP). The assignment consists of two separate but yet coherent objectives:

- **Objective I**: Analysis of the project portfolio of the 2007-2013 BSRP with regard to achieved results and produced outputs
- **Objective II:** Setting baselines for the qualitative indicators in the 2014-2020 BSRP

The following part of this report focuses solely on the second of these two objectives. For the programming period 2014-2020 the EU Commission proposes a stronger result orientation in the field of Structural Policy. Among others, one requirement in this context is to define a result indicator for each specific objective of a Cooperation Programme. At the beginning of the funding period, the EU Commission expects a baseline (usually referring to 2013 or 2014) and a final target for 2023 to be set for each result indicator. They should serve as benchmarks for the region's development during the funding period. The changes captured by the result indicators will be evaluated mid-term in 2018 and 2020 and after the funding period in 2023. The indicators should reflect a regions development in a broader context and could therefore not be captured by a programme's monitoring system.

Given the wide geographical coverage and range of topics covered by the Interreg Baltic Sea Region Programme it is intended to invest primarily in the institutional capacities of the programme's target groups. Therefore, result indicators that focus on capacity-building among the programme's target groups have been defined by the programming bodies (the JPC supported by the MA/JTS).

In order to practically analyse the potential contribution of the future Interreg Baltic Sea Region Programme on capacity-building, the concept of institutional capacity has been further specified. Five dimensions of capacity-building have been identified by the MA/JTS, based on the potential influence of the Cooperation Programme and based on an understanding of central elements needed to improve institutional capacity:

- Enhanced institutionalised knowledge and competence
- Improved governance structures and organizational set-up
- More efficient use of human and technical resources
- Better ability to attract new financial resources
- Increased capability to work in transnational environment

In order to use the result indicators as an effective instrument to monitor changes in the programme region, the situation on institutional capacity needs to be captured at the beginning, mid-term and at the end of the funding period. For the purpose of setting a baseline for 2014 and comparing it with the situation in 2018, 2020 and 2023, the applied method has to allow for a repeatable and comparable procedure and analysis of the situations at different points in time. In order to be able to precisely describe the developments in the region, the result indicators have been underpinned with the aforementioned five dimensions. Each of the five dimensions has further been operationalised by Ramböll in cooperation with the MA/ JTS with a different set of characteristics.

In order to define baselines and targets, a wide range of thematic experts of the Baltic Sea Region have been addressed. The experts represent the thematic fields that are covered by the specific objectives and represent the eight EU-Member States as well as the three partner countries Belarus, Norway and (parts of) Russia of the Cooperation Programme 2014-2020. The involvement of thematic experts has been carried out in two steps: an online-survey and additional interviews with thematic experts with the aim to reflect on the results of the survey and fill remaining gaps.

Results

The survey conducted resulted in indicated baselines and targets for different characteristics of the five dimensions of institutional capacity-building. Through the complimentary interviews with thematic experts, the indicated baselines and targets could be verified.

The results from the survey and interviews indicate that different dimensions of institutional capacity prove to be challenging for the different specific objectives, even within the same priority area. Also, there are regional differences in the institutional capacity in the Baltic Sea Region and therefore, different measures are needed in different parts of the region.

For the specific objectives within the Baltic Sea Region Programme the potential for building institutional capacity differs. For a majority of the specific objectives, the ability to attract new financial resources or improved governance structures and organizational set-up seem to constitute the greatest challenge. At the other end of the spectrum, increased capability to work in a transnational environment and enhanced institutionalised knowledge and competence seem to be the two dimensions of institutional capacity-building where the target could be set relatively high.

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Appendix 1: Supplementary data for each specific objective
Appendix 2: List of interviewed experts

1. INTRODUCTION

The Investitionsbank Schleswig-Holstein, appointed Managing Authority of the Baltic Sea Region Programme 2007-2013, has assigned Ramböll Management Consulting, hereafter Ramböll, to carry out a strategic evaluation of projects in the 2007-2013 Baltic Sea Region Programme (BSRP). The assignment consists of two separate but yet coherent objectives:

- **Objective I**: Analysis of the project portfolio of the 2007-2013 BSRP with regard to achieved results and produced outputs
- **Objective II:** Setting baselines for the qualitative indicators in the 2014-2020 BSRP

Previously, an interim report concerning mainly the first of the two objectives has been carried out and finalised in December 2014. The following report constitutes the second part of Ramböll's assignment, and addresses the second of the aforementioned objectives. In this part of the final report, results from the survey and interviews carried out during February-April 2015 are presented. The report was presented on the Monitoring Committee of Baltic Sea Region Programme meeting in Stockholm April 28th 2015 where it was discussed and approved by the Monitoring Committee.

1.1 The context of the strategic evaluation

For the programming period 2014-2020 the EU Commission proposes a stronger result orientation in the field of Structural Policy. Among others, one requirement in this context is to define a result indicator for each specific objective of a Cooperation Programme. The indicator should show the intended change in the region within a specific area or thematic field (e.g. research and innovation, SMEs, energy efficiency) and thereby should focus on the intervention's main effects. Compared to output indicators, which solely capture the actual operation supported with the funding, result indicators should relate to the target group in the programme region as a whole. It therefore should include all potential beneficiaries of the interventions under one specific objective. By including all potential beneficiaries as the reference for result indicators, they would not only capture effects that can be directly linked to the programme intervention but also effects that are dependent on other factors outside the programme's influence. Examples of such indicators could either be quantitative measures like the CO_2-emissions or the share of GDP spent on research and development in the programme area, or more qualitative indicators, such as increased capacity within public administration or enhanced transnational cooperation.

At the beginning of the funding period, the EU Commission expects a baseline (usually referring to 2013 or 2014) and a final target for 2023 to be set for each result indicator. They should serve as benchmarks for the region's development during the funding period. The changes captured by the result indicators will be evaluated mid-term in 2018, 2020 and after the funding period in 2023. Due to the fact that they display a region's development in a broader context and not only relate to operations funded by the programme, result indicators cannot be captured by a programme's monitoring system. Instead, dependent on the nature of the indicators, either an evaluation should be carried out or secondary data from external sources should be used in order to illustrate the region's development.

For Transnational Cooperation Programmes, such as the Interreg Baltic Sea Region, the new guidelines on result indicators imply that the result indicators have to capture effects in diverse thematic fields of the programme area and illustrate them in a comprehensive way as the average for the region as a whole. The definition of both baseline and targets is a challenging task for the programme authorities and requires a thorough understanding of the situation in the programme region and its future potentials.

1.1.1 Approach regarding result indicators

The Cooperation Programme of the Interreg Baltic Sea Region builds upon the requirements and the purpose of using result indicators in the field of Structural Policy. Hence result indicators have to be defined in the Programme in order to capture the main changes in the region related to the intervention. Given the wide geographical coverage and range of topics covered by the programme, funds that can be invested in one individual project are limited. Therefore, in the Cooperation Programme it is intended to invest primarily in the institutional capacities of the programme's target groups. This would enable it to create a leverage effect for regional development and transnational cooperation, thus maximising the effectiveness of invested resources. Following these considerations, result indicators that focus on capacity-building among the programme's target groups have been defined by the programming bodies (the JPC supported by the MA/JTS).

As previously stated in this introductory chapter, Ramböll has delivered an interim report analysing the past period's (2007-2013) 90 funded projects' contribution to capacity-building. Through this analysis, the importance and relevance of this approach has been verified. In order to practically analyse the potential contribution of the future Interreg Baltic Sea Region Cooperation Programme on capacity-building, the concept of institutional capacity has been further specified. Five dimensions of capacity-building have been identified by the MA/JTS, based on the potential influence of the Cooperation Programme and based on an understanding of central elements needed to improve institutional capacity:

- Enhanced institutionalised knowledge and competence
- Improved governance structures and organizational set-up
- More efficient use of human and technical resources
- Better ability to attract new financial resources
- Increased capability to work in transnational environment

The results from the interim report underscore the relevance of these five dimensions. The analysis also shows that all five dimensions are important throughout the themes funded in the Operational Programme. This supports the approach of the Cooperation Programme 2014-2020 to focus on capacity-building, characterized by these five dimensions.

1.2 Structure of final report

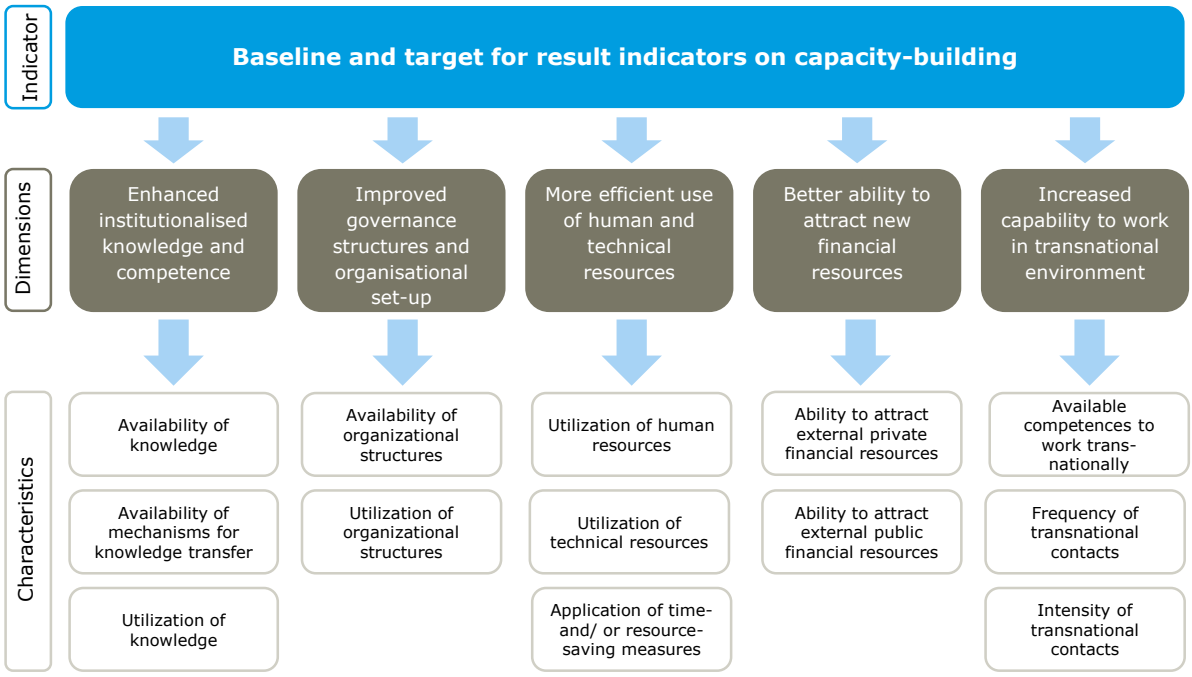
Following this introductory chapter, the methodological approach for this assignment is presented in chapter 2. Chapter 3 present the results from the survey and the interviews for each of the specific objectives. For each of the specific objectives, baseline and targets indicated for all five dimensions are presented in subsections. In the end of each subsection, results from the expert interviews conducted are presented to provide an additional perspective on the survey result. For each specific objective, these subsections are followed by a concluding summary, analysing the main challenges and opportunities until 2023. More in depth information about the results for the baseline and target for the different characteristics of the five dimensions is presented in Appendix 1, where a compilation of supplementary data is provided.

2. METHODOLOGY

In order to use the result indicators as an effective instrument to monitor changes in the programme region, the situation on institutional capacity needs to be captured at the beginning, mid-term and at the end of the funding period. For the purpose of setting a baseline for 2014 and comparing it with the situation in 2018, 2020 and 2023, the applied method has to allow for a repeatable and comparable procedure and analysis of the situations at different points in time. Further, the method needs to be implementable with a reasonable amount of financial and human resources. The procedure further needs to be documented in a clear and comprehensible way for third parties.

In order to be able to precisely describe the developments in the region, the result indicators have been underpinned with five dimensions. Each of the five dimensions has further been operationalised by Ramböll in cooperation with the MA/ JTS with a different set of characteristics. The aim of these characteristics is to specify what is understood by each of the five dimensions in the context of the Interreg Baltic Sea Region Cooperation Programme. The characteristics have been developed based on an understanding of each dimension in the academic literature and based on the kind of activities planned in the context of the Cooperation Programme. Based on these two sources of reference, the most relevant and adequate characteristics for operationalising the progress in capacity-building in the Cooperation Programme 2014-2020 have been identified. It has further been considered that information needed to capture the status of the characteristics can be retrieved with a reasonable effort. In Figure 5 the characteristics underpinning the five dimensions of capacity-building are shown.

Figure 5: Characteristics of the five dimensions of capacity building in the Cooperation Programme 2014-2020

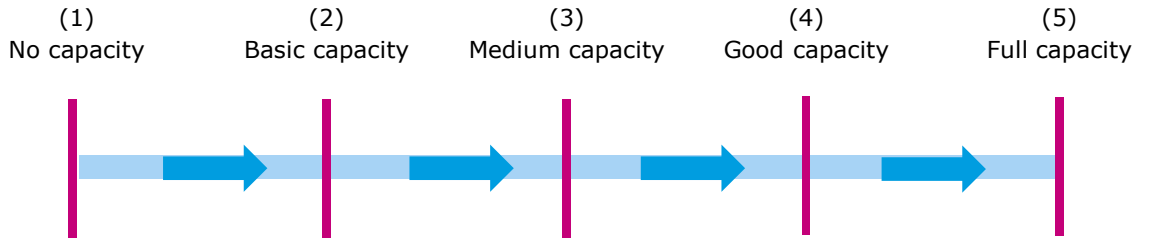


Source: Ramböll Management Consulting in cooperation with MA/JTS

In order to monitor changes, as a first step it has been necessary to define the status quo at the beginning of the funding period (2014) for each characteristic and within each specific objective. In course of the funding period, this baseline serves as reference point for the assessment of changes in the coming years.

In order to ensure comparability of results over the course of the funding period, a standardised scale has been developed. It has been used in order to define the baseline and will also be used in order to define the situation at mid-term (2018 and 2020) and after the end of the funding period in 2023. For each characteristic, the scale ranges from "no capacity" to the ideal situation of "full capacity".

Figure 6: Scale to assess characteristics of capacity-building



Source: Ramböll Management Consulting

By offering a scale from 1 to 5 for each characteristic, a high degree of detail can be established. It allows for an informative illustration of the changes that occur in the programme region between the starting, mid-term and ending situation of the Cooperation Programme.

In order to define baselines and targets, a wide range of thematic experts of the Baltic Sea Region have been addressed. The experts represent the thematic fields that are covered by the specific objectives and represent the eight EU-Member States as well as the three partner countries Belarus, Norway and (parts of) Russia of the Cooperation Programme 2014-2020. They have been identified by the respective national members of the Monitoring Committee and are familiar with the target group within their country and their thematic field without being directly involved in funded projects.

The underlying reason for addressing thematic experts for the definition of baselines and targets lies in the complexity of estimating the current and future status of capacity-building for a variety of topics and a very heterogeneous region. A sound assessment of the situation requires in-depth knowledge of the respective actors and framework conditions. Thus, the involvement of experts is not intended to reflect a representative estimation of the population of the Baltic Sea Region but of a group of selected experts representing all eleven countries participating in the Cooperation Programme.

The involvement of thematic experts has been carried out in two steps: an online-survey and additional interviews with thematic experts with the aim to reflect on the results of the survey and fill remaining gaps.

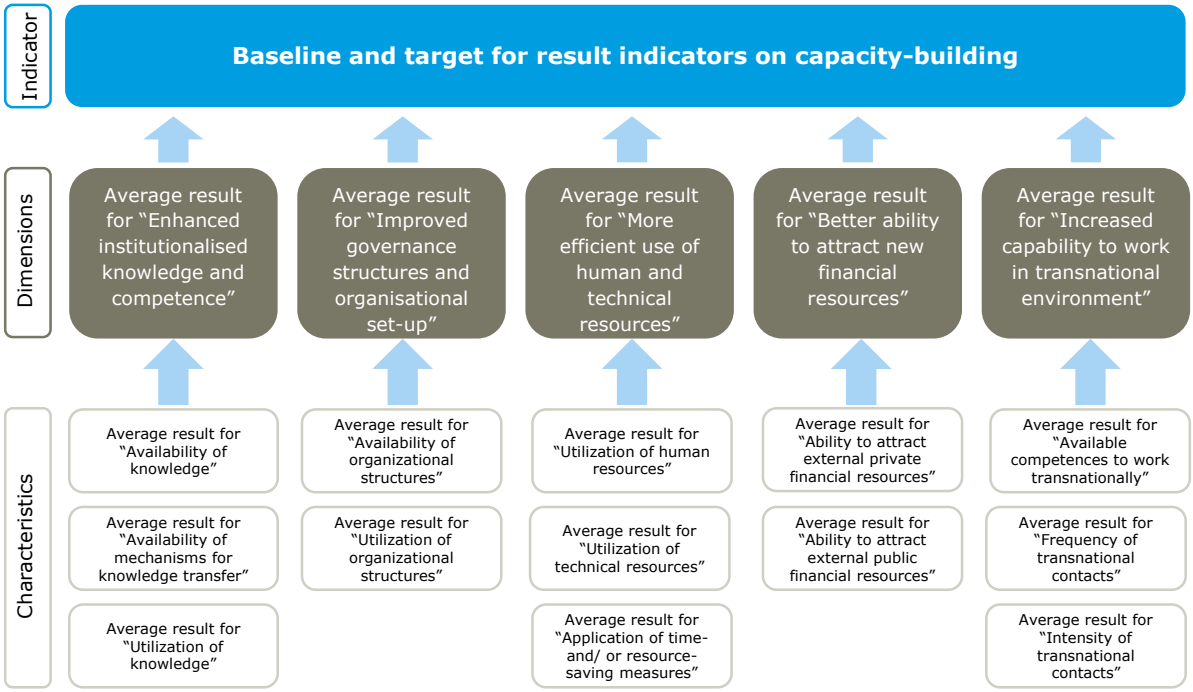
2.1 Survey

The first step to define the baseline and the target within each specific objective has been a design and implementation of an online-survey among thematic experts representing all eleven partner countries of the Interreg Baltic Sea Region Cooperation Programme. As mentioned above, the experts have mainly been identified by the national Monitoring Committee members. In some cases, the survey was distributed and forwarded to suitable experts via multipliers in national authorities.

The survey was developed along the scaling method for each characteristic and each dimension. The thematic experts have been asked to estimate the situation and a possible target on each scale and shortly describe their estimation on the scale.

The results of the survey have been aggregated to obtain an average estimation on the baseline situation and on the target for each specific objective for the entire Baltic Sea Region. The average estimation has been based on an average of the characteristic within each dimension, as illustrated in the following figure. When aggregating the average estimations of all dimensions, particular attention has been paid to those dimensions which show the greatest potential for improvement until the end of the funding period. Those are explicitly referred to in the short statements summarising the baseline and the target for each result indicator in the Cooperation Programme.

Figure 7: Aggregation of results for the characteristics within the five dimensions of capacity-building



Source: Ramböll Management Consulting in cooperation with MA/ JTS

The following table provides an overview of the responses to the online-survey. It shows that the number of responses per country and, more importantly, per specific objective differ. In particular, the number of responses on specific objectives 2.3, 3.2, 3.3 and 3.4 indicate that less than half of the eleven countries have provided their estimation of baselines and targets. Regarding the countries, Belarus (no response) and Lithuania shows the lowest number of responses (one response on 2.2 "Renewable energy"). In contrast to that, from Denmark and Finland estimations on 10 out of 12 specific objectives have been provided via the online-survey.

Table 10: Number of responses to online-survey by country and specific objective

Specific Objective	Country											Total
	BY	DE	DK	EE	FI	LT	LV	NO	PL	RU	SE	
1.1 Research and innovation infrastructure	0	1	1	0	1	0	1	0	1	0	1	**6**
1.2 Smart specialisation	0	0	1	0	1	0	1	1	1	0	1	**6**
1.3 Non-technological innovation	0	1	0	1	1	0	1	1	0	1	1	**7**
2.1 Clear waters	0	1	1	1	1	0	0	1	1	1	1	**8**
2.2 Renewable energy	0	1	1	1	0	1	1	0	0	1	1	**7**
2.3 Energy efficiency	0	1	1	0	1	0	1	0	0	1	0	**5**
2.4 Resource-efficient blue growth	0	1	1	1	0	0	0	1	1	1	1	**7**
3.1 Interoperability of transport models	0	1	1	1	1	0	0	0	1	1	0	**6**
3.2 Accessibility of remote areas and areas affected by demographic change	0	0	0	1	1	0	0	0	0	0	1	**3**
3.3 Maritime safety	0	1	1	1	1	0	0	1	0	0	0	**5**
3.4 Environmentally friendly shipping	0	1	1	1	1	0	0	0	0	1	0	**5**
3.5 Environmentally friendly urban mobility	0	0	1	0	1	0	1	1	1	1	1	**7**
Total	**0**	**9**	**10**	**8**	**10**	**1**	**6**	**6**	**6**	**8**	**8**	**72**

Source: Rambøll Management Consulting

With the number of responses to the survey, the aim of receiving estimations from thematic experts representing the whole Baltic Sea Region, has been reached. As stated above, the survey intends to capture in-depth knowledge of actors deeply involved in the respective thematic fields in their countries in order to aggregate these national estimations as a baseline and target situation. In contrast to that, the survey is not to be seen as a representative questionnaire among the citizens of the Baltic Sea Region. Thus, the 72 responses received are perceived as a valid basis for defining baselines and targets in the twelve specific objectives of the Baltic Sea Region and it can be expected that further responses would not change the picture remarkably.

2.2 Interviews

In order to reflect on the results of the survey and to balance the differing numbers of responses per specific objective, structured interviews with thematic experts have been carried out.
The aim of the structured interviews has been to provide additional content to make a better judgement of the current situation in the whole region regarding each specific objective in order to describe the baseline and indicator. The structured interviews have served to clarify open questions and to fill gaps resulting from answers given in the online survey. The gaps identified encompass the following main types:

1) Areas where few respondents has completed the online survey with regards to country of thematic experts
2) Large deviations in given responses within under a single objective
3) A large number of incomplete answers within one specific objective

Interviews were made within all specific objectives. In order to ensure that all objectives and all gaps identified were covered, some of the specific objectives were grouped together for one interview. The grouping of specific objective was made in dialogue with the Managing Authority. For the structured interviews, one or two thematic expert(s) were identified for a specific objective or group of objectives. The table below shows the number of interviews conducted for each group of specific objectives, as well as the country or region for the respondent.

For the structured interviews, other experts than those who had received the survey was asked to participate. For the identification and selection of experts, Ramböll developed a gross list of potential experts to interview, based on their current activities. From this list a number of respondents were selected and asked to participate in an interview. Even though the country perspective did not constitute the main focus for the interview, the final selection of experts was also based on the experts' country of origin. The final selection of expert consisted of researchers at academic institutions, public authority and government officials responsible for international cooperation as well as priority area coordinators for the EUSBSR.

Table 11: Number of conducted interviews per group of specific objectives.

Specific objective	Number of interviews	Country/Region
1.1: Research and innovation infrastructure 1.2: Smart specialization 1.3: Non-technological innovation	2	Lithuania Sweden
2.1: Clear waters	1	Finland
2.2: Renewable energy, 2.3: Energy efficiency	1	Sweden
2.4: Resource-efficient blue growth	2	Poland Norway
3.1: Interoperability of transport modes 3.2: Accessibility of remote areas and areas affected by demographic change	2	Estonia/Germany Sweden
3.3: Maritime safety 3.4: Environmentally friendly shipping	2	Denmark Lithuania
3.5: Environmentally friendly urban mobility	1	Eastern Europe
Total	**11**	

As stated in the methodology for the survey, the survey respondents have been asked to provide an assessment of the baseline and target for different characteristics of the five dimensions of the institutional capacity building.

For the structured interviews, the aggregated results for each of the five dimensions have been presented to the interviewee. In cases where there were significant deviations between the different characteristics within one dimension, the interviewee was provided with this information in the interview.

In the structured interviews, the identified expert was first provided with results from the survey where survey respondents had indicated the ***current situation (baseline)*** for each dimension, and was then asked to assess if this could be considered an accurate estimation of the current situation of the institutional capacity in the Baltic Sea Region, with regards to the specific objective addressed in the interview. The identified experts were also asked to assess if the ***targets*** indicated in the survey could be considered as a realistic (yet ambitious) target for 2023.

For each of the five dimensions, the interviewed experts were also asked to reflect upon potential differences between different countries, parts of the region (i.e. core and rural areas, north – south, east-west etc.). The reason for this question was the opportunity to provide the analysis with a more nuanced view of the institutional capacity in the Baltic Sea Region. The interviewees were also asked to reflect upon what constituted the main obstacles in building institutional capacity for the specific objective(s) addressed in the interview.

3. RESULTS OF THE ONLINE-SURVEY WITH THEMATIC EXPERTS

3.1 Specific objective 1.1: Research and innovation infrastructure

The questions regarding the specific objective 1.1. have been answered by six countries, whereas one country's answer does not provide information and is thus taken out of the assessment. Furthermore, two countries have not provided justifications to their assessment; however it will be taken into account as their estimations appear reasonable and differentiated. On average a response rate of 4,7 countries has been obtained for the specific objective 1.1.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 12: Summary of results for specific objective 1.1. Research and innovation infrastructure

		Average of estimations	Average of number of responses[20]
Average of all dimensions	**Baseline**	**2,7**	**4,7**
	Target	**3,6**	**4,7**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,8	5,0
	Target	3,6	5,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,4	4,5
	Target	3,4	4,5
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,6	4,0
	Target	3,7	4,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,5	5,0
	Target	3,4	5,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	3,1	5,0
	Target	3,9	5,0

To provide an additional perspective on the survey results, two thematic experts in the area of innovation has been interviewed. One expert identified is working at the Lithuanian Agency for Science, Innovation and Technology (MITA) and is head of the International Programmes Division. The other expert interviewed work as a programme manager in the Policy and Systems development department at the Swedish Innovation agency VINNOVA.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 3: More efficient use of human and technical resources.

[20] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

3.1.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,8 on a scale from 1 to 5. The answers among the international respondents are fairly aligned. It is described that networks for knowledge building and transfer exist but that it lacks in cooperation activities and knowledge offers for the target group. Especially cooperation between SME and research institutions and knowledge uptake by SME could be improved.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as showing better knowledge transfer with common databases that allow an efficient cooperation and finding of partners.

According to one of the **interviews** conducted with experts in the area of innovation, transfer of knowledge still constitutes a problem for some countries, where communication between for instance academia and business is lacking. According to the other expert interviewed, the availability of knowledge is on a medium level in the Baltic Sea Region. However, the different countries lack knowledge about each other. Both experts state there are differences between the Nordic and the Baltic States, where the Baltic States are somewhat lacking in their ability to identify what needs they have. Baseline and targets set is considered to be realistic for the first dimension.

3.1.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that governance structures and good practices already exist but these show only little impact.

As **target** for 2023 an average of 3,4 has been set on the scale from 1 to 5. The target situation is described as having established new governance structures with a clearer focus. However, it is not expected that the impact will increase to a great extent.

Result from the **interviews** suggests that the baseline and target indicated in the survey is accurate also for the governance structures and organizational set-up in the area of innovation. One of the interviewed experts think that the ability to act jointly is somewhat lacking. According to the other expert interviewed, there will probably not be a huge improvement in the availability and utilization of organizational structures for the specific objectives in the area of innovation as there oftentimes is a reluctance for change. With this in consideration, the expert considers the target to be somewhat high. The other expert interviewed does however think that the target indicated is realistic and that the policy level should have a high and ambitious target. One of the experts thinks it would be easier for smaller countries to improve their organizational set-up.

3.1.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed as with an average of 2,6 on a scale from 1 to 5. It is described that human resources are used efficiently but capacity is lacking and that technical resources could be used more efficiently if information on these would be shared better across institutions and regions.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as having better information systems in place that allow a better usage of existing technical resources.

According to the expert **interviews** conducted, the baseline indicated in the survey is considered to be accurate. Results from one interview indicate that a lack of human resources constitute a

problem for all countries in the Baltic Sea Region, and as population decreases in many parts of the region, this problem will potentially be even greater in the future. With this in consideration the expert interviewed consider the target set for 2023 to be somewhat high. The other expert states that one problem is that research centres are developed in different parts of the region, rather than gathering all available competencies in one area. With this in mind, the use of technical and human resources could be more efficient. The expert does however consider the target indicated to be realistic.

3.1.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that the ability to attract financial resources depends on the region and the target group. In general investments are lacking and there is little cooperation in joint investments between SME and research institutions due to risk and influence issues.

As **target** for 2023 an average of 3,4 has been set on the scale from 1 to 5. The target situation is described as showing a higher ability to attract financial resources with good practices exemplifying this ability.

The **interview** results acknowledge the significance of the assessment from the survey. One of the experts does however think that while the ability to attract external public financial resources is at a medium level, the ability to attract private financial resources could only be considered only to be basic. The expert also adds that the ability to attract financial resources is concentrated to larger cities in the Baltic Sea Region that are in close proximity to leading universities. According to the other expert interviewed, the main challenge for attracting financial resources is not lack of funding, but rather lack of competence to develop good ideas:

"You always hear the statement that there is a lack of money. But in reality, there is enough money to make good stuff. The problem is that we lack good ideas, not the money. With all the EU instruments for R&D funding, I think there is enough money to carry on projects. We're maybe lacking venture capital compared to Israel and USA, but public funding is not a huge problem."

The result from the interviews indicate that more funding will be allocated for research and supporting innovation, and that the target indicated in the survey is realistic for 2023.

3.1.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 3,1 on a scale from 1 to 5. It is described that a high intensity of cooperation and contacts already exist with professionalized capabilities, especially within research. Less cooperation is described for administrative organisations.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as incorporating a more strategic approach to transnational cooperation with a clear communication of benefits for the partners and widespread strategies for internationalization. A high level of cooperation is targeted.

In the area of transnational cooperation, the **interview** results indicate that the baseline and targets set for the available competences to work transnationally, the frequency of transnational contacts and intensity of transnational collaboration are significant. One of the experts interviewed underscores that for promoting innovation, transnational cooperation is key. In the Baltic Sea Region, the Scandinavian countries could support the Baltic States by involving them more, for instance in bilateral calls. The other expert interviewed thinks that this dimension is the area where there is the highest potential.

3.1.6 Concluding summary for specific objective 1.1: Research and innovation infrastructure

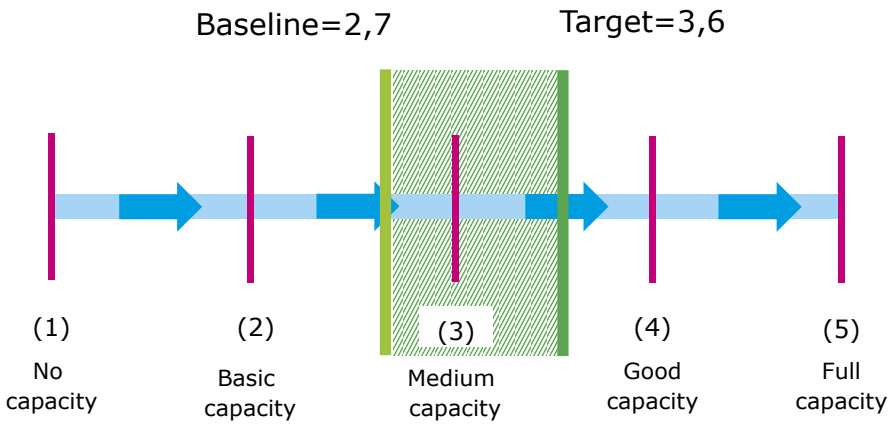
When analysing the survey results, the main challenge for sustaining the research and innovation infrastructure seems to be the current *ability to improve governance structures and the organizational set-up*. The indication of target for 2023 does however suggest a slight improvement. This result is also supported by the result from the structured interviews conducted, stating that it is difficult to establish change in current organizational structures.

When it comes to the other dimensions of institutional capacity, the baselines are fairly aligned, ranging from 2,5 to 3,05 on a scale from 1 to 5. The *ability to attract new financial resources* received a rating of 2,5. The target set for 2023 regarding this dimension indicates that it has great potential and is also one of the two dimensions with the biggest potential.

By looking at the target set for 2023 regarding the other dimensions, the survey results indicate that the biggest potential to increase capacities lie in a *more efficient use of human and technical resources*, as the target for this dimension is the highest. The survey results also indicate that the dimensions with the least potential to improve lies in *enhancing institutionalized knowledge and competence* as well as *increasing capability to work in transnational environment*. As the survey results indicate, these dimensions already have significantly high baselines which in turn can make it hard to reach even higher ratings.

The following figure illustrates the defined baseline and target for specific objective 1.1.

Figure 8: Baseline and target for specific objective 1.1



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation of the baseline and the target is specifically referred to in the target.

Table 13: Baseline and target for the result indicator of specific objective 1.1 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of research and innovation infrastructures in the Programme area to implement measures to increase the market uptake of innovation	Slightly below medium (2,7)	Medium to good (3,6), focus on more efficient use of human and technical resources

3.2 Specific objective 1.2: Smart specialisation

The questions regarding specific objective 1.2. have been answered by six countries, of which two countries have not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 6,0 countries has been obtained for specific objective 1.2.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 14: Summary of results for specific objective 1.2. Smart specialisation

		Average of estimations	Average of number of responses[21]
Average of all dimensions	**Baseline**	**2,9**	**6,0**
	Target	**3,8**	**6,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,8	6,0
	Target	4,0	6,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	3,2	6,0
	Target	3,8	6,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,9	6,0
	Target	3,9	6,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,7	6,0
	Target	3,6	6,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,8	6,0
	Target	3,9	6,0

To provide an additional perspective on the survey results, two thematic experts in the area of innovation has been interviewed. One expert identified is working at the Lithuanian Agency for Science, Innovation and Technology (MITA) and is head of the International Programmes Division. The other expert interviewed work as a programme manager in the Policy and Systems development department at the Swedish Innovation agency VINNOVA.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 1: Enhanced institutionalised knowledge and competence.

3.2.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that institutionalised knowledge on smart specialization exists but it is considered an administrative approach with lacking knowledge on the market. Mechanisms for knowledge transfer,

[21] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

coordination patterns and routines are established but regional differences are present. The transfer of knowledge can be improved by establishing a culture of sharing experiences and by emphasizing cooperation across institutions, sectors and regions.

As **target** for 2023 an average of 4,0 has been set on the scale from 1 to 5. The target situation is described as including more cooperation and new ways of working together, slightly improved mechanisms of knowledge transfer and enhanced utilization of knowledge.

As mentioned in section 3.1.1, the **interviewed experts** consider that the baselines and targets indicated for the priority area innovation are accurate. However, knowledge is not shared to the same extent in the eastern parts of the Baltic Sea Region. Also, the Baltic States are somewhat lacking in their ability to identify what needs they have.

3.2.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 3,2 on a scale from 1 to 5. It is described that organizational structures are already present to a large extent. Some are well organized whereas others show improvement potentials. The structures are used occasionally up to frequently, depending on actors and regions. A challenge exists in multi-level cooperation between national and regional levels.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as presenting structures with improved quality. The utilization is increased thanks to better information and cooperation. Multi-level cooperation between national and regional level is improved.

As mentioned previously in section 3.1.2, the baseline indicated is considered to be accurate by the **interviewed experts**. Improving governance structures and organizational set-up does however prove to be a challenge in this area and because of that, the target is considered to be somewhat high by one of the experts. The other expert interviewed does however think that the target indicated is realistic and that the policy level should have a high and ambitious target.

3.2.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that human resources are used effectively with exchange and cooperation of staff, however in some regions coordination mechanisms are lacking and cooperation can be improved. Technical resources are available and accessible but can improved by utilizing database and communication technology. Time- and resource-saving measures are applied.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as showing a stronger interregional use and exchange of human and technical resources in order to stay competitive. Cross-border, cross-sectorial and multi-level exchanges and the use of time and resource-saving measures are improved.

As mentioned in section 3.1.3, the baseline indicated in the survey is considered to be accurate according to the **expert interviews**. The target set is considered to be somewhat high by one of the interviewed experts, especially for the countries in the eastern parts of the Baltic Sea Region. The other expert complies with the target indicated in the survey.

3.2.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,7 on a scale from 1 to 5. It is described that the attraction of private financial resources is a challenge for the actors in the region as the

investment profile for research and development is often too risky and information gaps exist between private investors and entrepreneurs. However, there are differences across sectors and regions. Regarding public financial resources, there is a medium to high ability to attract funding but some regions lack information and smaller organizations might face challenges.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is not expected to show a large increase in the ability to attract private financial resources as this is seen as a long-term objective. An improved ability to attract public financial resources, also by new project partners, is targeted. Better information on public funding, especially for small organizations, is aimed for.

As mentioned in section 3.1.4, the baseline and targets indicated in the survey is considered to be accurate according to the expert **interviews**. According to one expert, the biggest challenge for attracting external financial resources is a lack of good ideas. The other expert states that the ability to attract external public financial resources is higher than for external private financial resources.

3.2.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that competences to work transnationally show regional differences. Partially lacking language skills, missing transitions to work internationally, time investments and costs present barriers. Transnational contacts exist with differences across regions, sectors and governance levels. Partially high networking activities are present.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as showing improved competences with younger and more internationally oriented researchers and more experience. An increased number of international projects and maturing networks and contacts are expected.

As mentioned in section 3.1.5, the **interview** results are in line with the survey result, indicating that the baseline and target set provides an accurate assessment of the current situation and what could be a realistic target for 2023. One of the experts interviewed thinks that this dimension is the area where there is the most potential.

3.2.6 Concluding summary for specific objective 1.2: Smart specialisation

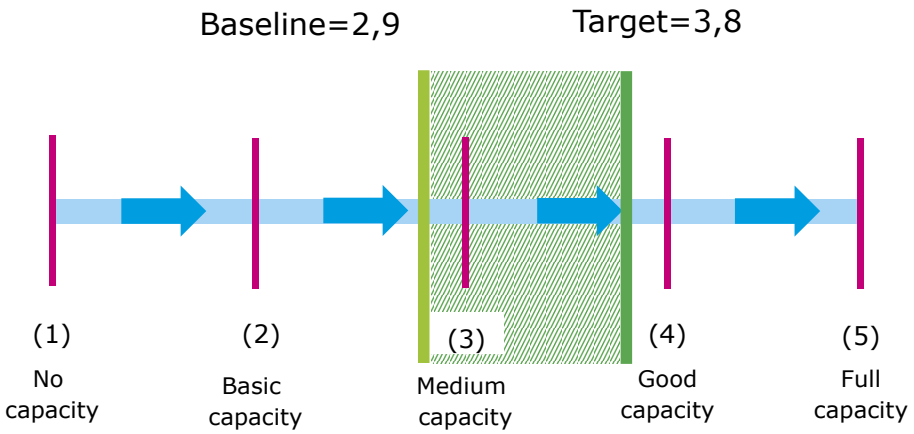
When analysing the survey results for the specific objective Smart specialisation, the main challenge seem the *ability to attract new financial resources*. The prospects for improving the situation until 2023 is fairly low and the survey results hence indicate it might not be possible to reach more than medium level by 2023.

When it comes to the other dimensions of institutional capacity, the baseline is fairly similar ranging from 2,8 to 3,2 on a scale from 1 to 5.. The second dimension, *Improved governance structures and organisational structures,* marks an exception here as the current situation is already assessed as a 3,2 on the scale.

By looking at the target set for 2023, the survey results indicate that the biggest potential lie in *enhancing institutionalized knowledge and competence* as well as in *increased capability to work in transnational environment*, as the targets indicated for these two dimensions are the highest. This is also supported by the result from the expert interviews. The survey results also indicate that the dimensions with the least potential lies in *improved governance structures and organizational set-up* as well as the *ability to attract new financial resources*. One explanation for this could be that the baselines for these dimensions are already high. The result from the interviews does however point out that it is difficult to establish change in this area.

The following figure illustrates the defined baseline and target for specific objective 1.2.

Figure 9: Baseline and target for specific objective 1.2



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation of the baseline and the target is specifically referred to in the target.

Table 15: Baseline and target for the result indicator of specific objective 1.2 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of innovation actors (innovation intermediaries, authorities, research institutions, enterprises) in the Programme area to implement smart	Slightly below medium (2,9)	Slightly below good (3,8), focus on enhanced institutionalized knowledge and competence

3.3 Specific objective 1.3: Non-technological innovation

The questions regarding specific objective 1.3. have been answered by seven countries, of which three countries have not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 6,3 countries has been obtained for specific objective 1.3.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 16: Summary of results for specific objective 1.3. Non-technological innovation

		Average of estimations	Average of number of responses[22]
Average of all dimensions	**Baseline**	**2,9**	**6,3**
	Target	**3,7**	**6,1**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,9	6,7
	Target	3,9	5,7
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	3,0	6,0
	Target	3,6	6,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,5	6,0
	Target	3,3	6,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	3,0	6,0
	Target	3,6	6,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,9	7,0
	Target	3,9	7,0

To provide an additional perspective on the survey results, two thematic experts in the area of innovation has been interviewed. One expert identified is working at the Lithuanian Agency for Science, Innovation and Technology (MITA) and is head of the International Programmes Division. The other expert interviewed work as a programme manager in the Policy and Systems development department at the Swedish Innovation agency VINNOVA.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 5: Increased capability to work in transnational environment. For identifying the biggest difference between baseline and target, the second decimal place of the average of estimations had to be taken into account for this specific objective. The respective values can be found in Annex 1 to this report.

3.3.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that

[22] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

the level of knowledge available differs between regions. Knowledge transfer between actors is lacking routines and procedures.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as having an improved knowledge transfer, especially between research bodies and companies as well as cross-border. Furthermore, the capacity of administrative bodies is strengthened and knowledge is used transnationally.

As previously stated, the result from the **interviews** indicates that the baselines and targets indicated for the specific objectives within the priority area of innovation are accurate, although knowledge is not shared to the same extent in the eastern parts of the Baltic Sea Region as in the western parts. Also, the Baltic States are somewhat lacking in their ability to identify what needs they have.

3.3.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 3,0 on a scale from 1 to 5. It is described that organizational structures exist but need to be dispersed better and to a wider target group. Especially practitioners do not use the available structure to the extent possible.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as having complimentary organizational structures in place with a facilitated accessibility.

According to the **interviews** conducted for the specific objectives 1.1-1.3 the baseline indicated is considered to be accurate. Improving governance structures and organizational set-up does however prove to be a challenge in this area and because of that, the target is considered to be somewhat high by one of the experts. The other expert interviewed does however think that the target indicated is realistic and that the policy level should have a high and ambitious target.

3.3.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that platforms and structures exist for an efficient use of human and technical resources; however the matching between demand and supply needs to be improved. Time and resource-saving measures are used but are not available for all actors, especially SME face challenges in that respect.

As **target** for 2023 an average of 3,3 has been set on the scale from 1 to 5. The target situation is described as having a better matching of human resources in place.

As mentioned in section 3.1.3, the baseline indicated in the survey is considered to be accurate according to the **expert interviews**. The target set is considered to be somewhat high by one of the interviewed experts, especially for the countries in the eastern parts of the Baltic Sea Region. The other expert complies with the target indicated in the survey.

3.3.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 3,0 on a scale from 1 to 5. It is described that the attraction of private financial resources is a challenge for some actors, especially for SME. Regarding public financial resources, there is a medium to high ability to attract funding.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is expected to improve with regard to the ability to attract private financial resources but the

objective is seen as very challenging. A slightly improved ability to attract public financial resources is expected.

As mentioned in section 3.1.4, the baseline and targets indicated in the survey is considered to be accurate according to the expert **interviews**. According to one expert, the biggest challenge for attracting external financial resources is a lack of good ideas. The other expert states that the ability to attract external public financial resources is higher than for external private financial resources.

3.3.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that competences to work transnationally exist with differences across actors, especially SME and public authorities are lacking competences and networks.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as showing improved competences as actors are willing to engage in transnational activities. An increased intensity of transnational contacts is expected.

As mentioned in section 3.1.5, the **interview** results is in line with the survey result, indicating that the baseline and target set provides an accurate assessment of the current situation and what could be a realistic target for 2023. One of the experts interviewed thinks that this dimension is the area where there is the most potential.

3.3.6 Concluding summary for specific objective 1.3: Non-technological innovation

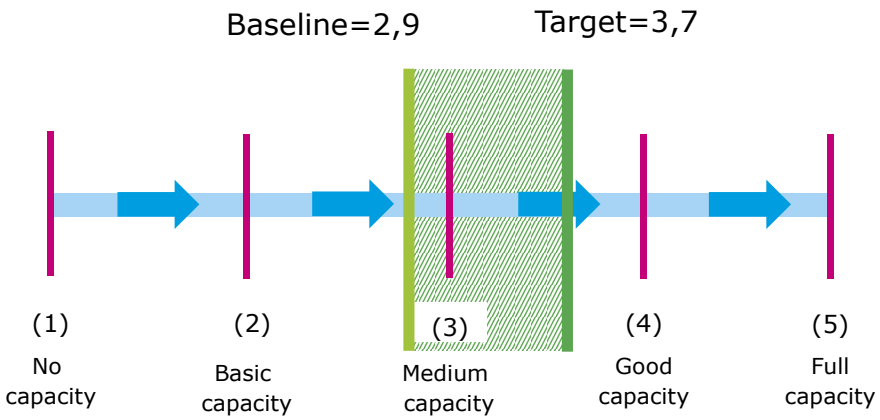
Results from the survey suggest that the main challenge for sustaining the institutional capacity to promote non-technological innovation is *more efficient use of human and technical resources*. The prospects for improving the situation until 2023 is fairly low compared to the other dimensions. The survey results hence indicate it might not be possible to reach more than slightly above a medium level by 2023. This is also supported by the two interviews conducted.

As for the other dimensions of institutional capacity, the baseline is notably similar ranging from 2,9 to 3 on a scale from 1 to 5. By looking at the target set for 2023 regarding the other dimensions, the survey results indicate that the biggest potential for improvement lies in *increased capability to work in transnational environment* as well as in *enhanced institutionalized knowledge and competence*, as the targets for these two dimensions are the highest. This is also supported by the interview results.

The survey results also indicate that the dimensions with the least potential of improvement until 2023 is *improved governance structures and organizational set-up* as well as *better ability to attract new financial resources*. It is however worth noting that the baselines for these dimensions are at a high level, which in turn could make it difficult to reach even higher ratings.

The following figure illustrates the defined baseline and target for specific objective 1.3.

Figure 10: Baseline and target for specific objective 1.3



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 17: Baseline and target for the result indicator of specific objective 1.3 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of innovation actors (innovation intermediaries, authorities, research institutions, enterprises) in the Programme area to implement measures to increase uptake of non-technological innovation	Slightly below medium (2,9)	Medium to good (3,7), focus on enhanced institutionalised knowledge and competence

3.4 Specific objective 2.1: Clear waters

The questions regarding specific objective 2.1. have been answered by eight countries, of which one country has not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 8,0 countries has been obtained for specific objective 2.1.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 18: Summary of results for specific objective 2.1. Clear waters

		Average of estimations	Average of number of responses[23]
Average of all dimensions	**Baseline**	**2,7**	**8,0**
	Target	**3,6**	**8,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	3,0	8,0
	Target	3,8	8,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,6	8,0
	Target	3,6	8,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,7	8,0
	Target	3,7	8,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,1	8,0
	Target	3,1	8,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	3,0	8,0
	Target	3,9	8,0

For the specific objective 2.1 Clear Waters, one additional interview was conducted to provide an expert perspective on the survey results. The person interviewed work at the Ministry of the Environment in Finland and is also appointed as priority action coordinator for PA Nutri.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 4: Better ability to attract new financial resources. For identifying the biggest difference between baseline and target, the second decimal place of the average of estimations had to be taken into account for this specific objective. The respective values can be found in Annex 1 to this report.

3.4.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 3,0 on a scale from 1 to 5. It is described that the available knowledge differs across regions with some knowledge gaps regarding hazardous substances and pharmaceuticals, impacts of climate change, agri-environmental measures,

[23] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

nutrient fluxes, marine litter and underwater noise, solutions to tackle internal nutrient load from sea bottoms and socio-economic impacts. Knowledge transfer between public and private actors is lacking.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having increased the availability and accessibility of knowledge, even though regional differences are still expected to exist. New mechanisms of public-private knowledge transfer are established.

According to the expert **interview**, the baseline for the different characteristics of the first dimension of institutional capacity could be higher to some extent. The interview respondent states that the availability and utilization of knowledge has recently improved, for instance through strategy development that has been giving direction to the work that is done. The targets for enhanced institutionalised knowledge and competence are considered to be realistic, even though more could be done, the respondent says.

3.4.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,6 on a scale from 1 to 5. It is described that organizational structures exist only to a limited extent and are mainly available for public actors.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as having improved structures in place that are available for a wider range of stakeholders - including private ones – and regions.

As for the second dimension of institutional capacity building, the **interviewed expert** considers that the baseline for the availability and utilization of organizational structures is somewhat higher than the survey results would suggest. The targets for the second dimension are considered to be realistic.

3.4.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,7 on a scale from 1 to 5. It is described that human and technical resources as well as time and resource-saving measures are partially utilized in an efficient way with improvement potentials existing especially between sectors and disciplines.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as having a better and more intensive integration of human and technical resources across sectors in place.

The result from the expert **interview** conducted indicates that the assessment of the baseline is accurate. As for the targets indicated in the survey for the third dimension, the respondent state that the target is somewhat low and could be set higher.

3.4.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,1 on a scale from 1 to 5. It is described that the ability of attracting private financial resources is rather basic, given also the public nature of the specific objective. Regarding public financial resources, the ability to attract funding is more advanced but lacks coordination.

As **target** for 2023 an average of 3,1 has been set on the scale from 1 to 5. The target situation is expected to slightly improve by including corporate social responsibility issues. Public financial resources are attracted by using a stronger participatory approach.

Both the baseline and targets indicated from the survey results are considered to be realistic according to the expert **interview** conducted.

3.4.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 3,0 on a scale from 1 to 5. The answers among the international respondents point out regional differences for the intensity of transnational collaboration. It is described that competences and networks to work transnationally exist with differences across regions and actors, especially public authorities are lacking language competences.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as showing slightly improved competences, especially with regard to interdisciplinary competences. An increased intensity of transnational contacts is expected, especially regarding the involvement of the private sector.

The result from the **interview** for the specific objective clear waters suggests that the baseline for the different characteristics of the fifth dimension: Increased capability to work in transnational environment could be somewhat higher than the survey results suggest. In the interview, the expert says:

"I would say it could be a bit higher. At least in Finland we see possibilities to work transnationally, and we do a lot to work towards that, especially in the Baltic Sea Region area."

The targets for 2023 indicated in the survey are considered to be realistic for the available competences to work transnationally, the frequency of transnational contacts as well as for the intensity of transnational collaboration.

3.4.6 Concluding summary for specific objective 2.1: Clear waters

When analysing the survey results, the main challenge today for sustaining clear waters is the *ability to attract new financial resources*. The prospects for improving the situation until 2023 is however significantly higher than the baseline. The survey results hence indicate that it might be possible to reach more than a medium level by 2023.

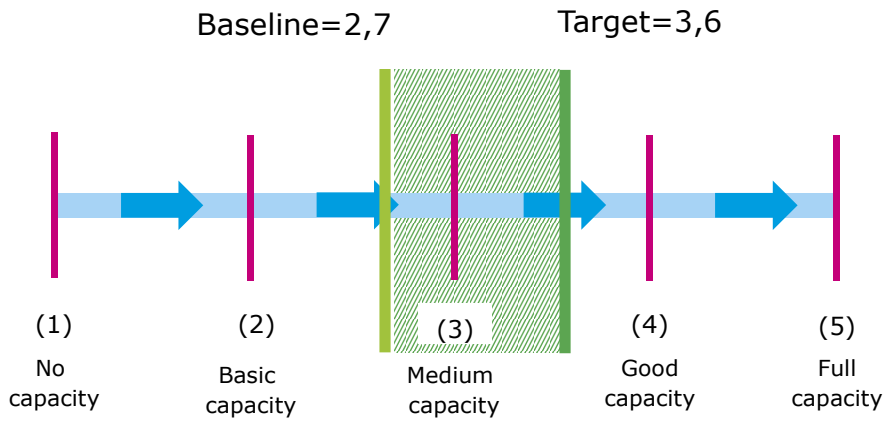
The results from the survey for the other dimensions of institutional capacity show that the baselines are fairly similar and range from 2,6 to 3,0 on a scale from 1 to 5. This indicates that the situation is at a medium level for all dimensions besides the ability to attract new financial resources.

When analysing the indicated targets set for 2023 the survey results suggest that the biggest potential lies in the *ability to attract new financial resources* as well as *more efficient use of human and technical resources*, as the targets for these two dimensions are the highest.

For the dimensions *enhanced institutionalised knowledge and competence* as well as *increased capability to work in transnational environment*, the survey result suggests there won't be a significant improvement compared to the indication of the current situation. One possible explanation for this is that the current baselines for these dimensions are already high.

The following figure illustrates the defined baseline and target for specific objective 2.1.

Figure 11: Baseline and target for specific objective 2.1



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 19: Baseline and target for the result indicator of specific objective 2.1 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public authorities / practitioners (from water management, agricultural, forestry, fisheries etc. sectors) in the Programme area to implement measures to reduce nutrient inflows and decrease discharges of hazardous substances	Slightly below medium (2,7)	Medium to good (3,6), focus on better ability to attract new financial resources

3.5 Specific objective 2.2: Renewable energy

The questions regarding specific objective 2.2. have been answered by seven countries, whereas one answer does not provide information and is thus taken out of the assessment. One other country does not provide justifications to their assessment but since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 6,0 countries has been obtained for specific objective 2.2.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 20: Summary of results for specific objective 2.2. Renewable energy

		Average of estimations	Average of number of responses[24]
Average of all dimensions	**Baseline**	**2,4**	**6,0**
	Target	**3,5**	**6,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,6	6,0
	Target	3,7	6,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,2	6,0
	Target	3,3	6,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,4	6,0
	Target	3,5	6,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,3	6,0
	Target	3,2	6,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,7	6,0
	Target	3,8	6,0

For the two specific objectives Renewable energy and Energy efficiency, one complimentary interview has been conducted to provide expert input on the survey results. For these two areas an official at the Swedish Energy Agency in charge of the BSR strategy at the agency have been interviewed.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 5: Increased capability to work in transnational environment. For identifying the biggest difference between baseline and target, the second decimal place of the average of estimations had to be taken into account for this specific objective. The respective values can be found in Annex 1 to this report.

3.5.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,6 on a scale from 1 to 5. It is described that knowledge is available but needs to be improved in some topics, e.g. offshore wind and in some

[24] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

regions. Mechanisms and tools for knowledge transfer exist with regional differences but more transparency of structures and more cooperation activities are needed.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as having increased the availability and accessibility of knowledge, especially regarding the current knowledge gaps and knowledge transfer.

Looking at the first dimension of institutional capacity building, the **interview** respondent considers that the baseline for the current availability and utilization of knowledge as well as mechanisms for knowledge transfer provides an accurate assessment of the current situation. The respondent describes the current development as follows:

"The mechanisms for knowledge transfer are acceptable, but there is always potential to do more. I think we have a lot of knowledge, but there is always a challenge in taking this knowledge further and implementing new measures. I think this will develop through the BSR strategy."

Looking at the target to be set for 2023, the expert interviewed considers the survey result to provide a realistic picture of what would be a realistic and ambitious target.

3.5.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,2 on a scale from 1 to 5. It is described that organizational structures exist but need a better organization and more cross-institutional cooperation to function more effectively.

As **target** for 2023 an average of 3,3 has been set on the scale from 1 to 5. The target situation is described as having improved structures in place that are available across institutions and regions.

According to the **interview** conducted, the assessment of the current availability and utilization of organizational structures is considered to be accurate. It is however evident that the pre-conditions for the different countries in the Baltic Sea Region varies, where national authorities have different mandates to work with different issues in the region. As for the targets for 2023, the interview respondent considers that the target could be more ambitious. At the same time, the interviewee acknowledges that there is a lack of tools for working with these issues in a more productive manner.

3.5.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that human and technical resources as well as time and resource-saving measures are partially utilized but knowledge on sharing these resources is not transferred sufficiently among actors and regions.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having a stronger cooperation and joint utilization of human and technical resources in place. Available resources are mapped and knowledge is openly accessible.

The **expert interviewed** for the specific objectives 2.2 and 2.3 thinks that the baseline indicated in the survey is accurate, where a structured approach is missing. As a result of this, human and technical resources are not utilized in an efficient manner. For the target for 2023, the result from the expert interview indicates that the target for the specific objective energy efficiency should be aligned with the targets for renewable energy. According to the interview respondent,

the conditions for the different countries are very different, where the some countries already have a high degree of renewable energy.

3.5.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,3 on a scale from 1 to 5. It is described that the ability of attracting of private financial resources is rather basic as public-private partnerships exist only to a limited extent and knowledge on renewable energy investments is lacking within the financial sector. Regarding public financial resources, the ability to attract funding is more advanced but differences exist across actors and regions.

As **target** for 2023 an average of 3,2 has been set on the scale from 1 to 5. The target situation is described as slightly improved by communicating demonstration projects as good practices and strengthening the political willingness for this objective. Public financial resources are attracted by using professional support.

The **interview** result indicates that the assessment of baseline and target indicated in the survey is accurate. One difference detected is that the Baltic States are more capable in applying for funding than for instance Sweden, where national funding is more readily available.

3.5.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,7 on a scale from 1 to 5. The answers among the international respondents point out regional differences for the available competences to work transnationally and the frequency of transnational contacts. It is described that competences and networks to work transnationally exist based on previous cooperation activities. The intensity is described as being rather low, although differences across regions and actors can be observed.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as showing increased intensity of transnational cooperation activities. More information on relevant transnational actors is available to facilitate the building of networks.

As for the fifth dimension of institutional capacity building, the **interview** result indicates that the assessment of baseline and target in the survey is accurate. The targets set for the capability to work in a transnational environment are seen as realistic according to the interview. The expert interview sees there is an untapped potential in the Baltic States as a market for renewable energy and the collaboration between the Nordic and Baltic States could be increased.

3.5.6 Concluding summary for specific objective 2.2: Renewable energy

When analysing the survey results, the main challenge for sustaining renewable energy seem to be *improved governance structures and organizational set-up*. The prospects for improving the situation until 2023 is however high and the survey results indicate that it might be possible to reach more than a medium level by 2023.

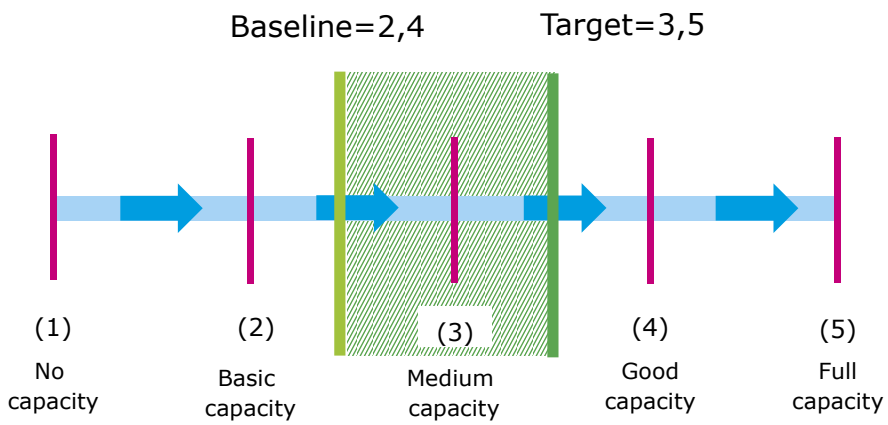
As for the other dimensions of institutional capacity, the baseline is fairly low suggesting the current situation being below a medium level. The indication of targets for 2023 does however suggest that there will be significant improvements, targeting a more than medium level for all dimensions.

Along with *improved governance structures and organizational set-up*, the biggest progress is suggested to be made in the *capability to work in a transnational environment*. As also stated in the expert interview, there is an untapped potential in the collaboration between the Nordic and the Baltic countries.

The least progress is anticipated for the *ability to attract financial resources*. This is also supported by the result from the interview, where the respondent considers funding being the main obstacle for the two areas renewable energy and energy efficiency.

The following figure illustrates the defined baseline and target for specific objective 2.2.

Figure 12: Baseline and target for specific objective 2.2



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation of the baseline and the target is specifically referred to in the target.

Table 21: Baseline and target for the result indicator of specific objective 2.2 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public and private actors involved in energy planning and supply (public authorities, energy agencies, waste management, forestry, agricultural advisories, enterprises, NGOs) in the Programme area to implement measures to increase the use of sustainable renewable energy	Basic to medium (2,4)	Medium to good (3,5), focus on increased capability to work in transnational environment

3.6 Specific objective 2.3: Energy efficiency

The questions regarding the specific objective 2.3 have been answered by five countries, of which one country has not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 4,2 countries has been obtained for specific objective 2.3.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 22: Summary of the results for specific objective 2.3. Energy efficiency

		Average of estimations	Average of number of responses[25]
Average of all dimensions	**Baseline**	**2,6**	**4,2**
	Target	**3,5**	**3,9**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	3,0	5,0
	Target	3,3	5,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,8	4,5
	Target	3,6	4,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,4	3,7
	Target	3,3	3,3
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,3	4,0
	Target	3,7	3,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,7	4,0
	Target	3,4	4,0

As mentioned in the previous chapter, one complimentary interview has been conducted for the two specific objectives Renewable energy and Energy efficiency to provide expert input on the survey results. For these two areas an official at the Swedish Energy Agency in charge of the BSR strategy at the agency have been interviewed.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 4: Better ability to attract new financial resources.

3.6.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 3,0 on a scale from 1 to 5. It is described that knowledge is available but can be improved, e.g. by transnational studies. A good basis for knowledge transfer exists but it is lacking transparency and communication.

[25] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

As **target** for 2023 an average of 3,3 has been set on the scale from 1 to 5. The target situation is described as having a good availability and accessibility of knowledge. This process is enforced by financial, institutional and organisational support.

As previously stated in section 3.5.1, the **interview** results suggest the indication of baseline and targets are considered to be accurate and realistic.

3.6.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that organizational structures exist in terms of tools and platforms.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as having improved structures in place, especially IT-structures that allow a larger involvement of the public.

As mentioned earlier in section 3.5.2, the results from the **interview** indicate that the baseline assessment of the current situation is accurate. As for the targets for 2023, the interview respondent considers that the target could be more ambitious.

3.6.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that human and technical resources as well as time and resource-saving measures are partially available and utilized with large regional differences.

As **target** for 2023 an average of 3,3 has been set on the scale from 1 to 5. The target situation is described as having a more balanced demand and supply situation thanks to educational policies, stronger cooperation and exchange and availability of transnational databases.

The **interview** results suggest that the assessment of the current baseline is credible. For the target for 2023, the result from the expert interview indicates that the target for the specific objective energy efficiency should be aligned with the targets for renewable energy. The respondent thinks that the ability to reach a higher target is more tangible for the area of energy efficiency even compared to renewable energy:

"Energy efficiency is about managing the resources available in an upright way and does not have to be that costly. I think it would be easier in the area of energy efficiency, as the investment in renewable energy is much higher."

3.6.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,3 on a scale from 1 to 5. It is described that the ability to attract private financial resources differs largely across actors and regions ranging from having poor to good abilities. Regarding the ability to attract public financial resources, a similar situation is described. It is stated that knowledge on public funding sources and capacities to apply for funding are available only to a limited extent.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is expected to slightly improve by implementing more public-private partnerships and improving skills on attracting financial resources.

As previously mentioned in section 3.5.4, the **interview** result indicates that the assessment of baseline and target indicated in the survey is accurate.

3.6.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,7 on a scale from 1 to 5. It is described that competences and networks as well as openness to work transnationally exist, especially in cross-border regions. Language issues and professional competences are seen as barriers.

As **target** for 2023 an average of 3,4 has been set on the scale from 1 to 5. The target situation is described as having further developed cooperation activities and improved capacities among the stakeholders.

As mentioned previously in section 3.5.5, the baselines and targets set for the capability to work in a transnational environment is considered conceivable by the **expert interviewed**.

3.6.6 Concluding summary for specific objective 2.3: Energy efficiency

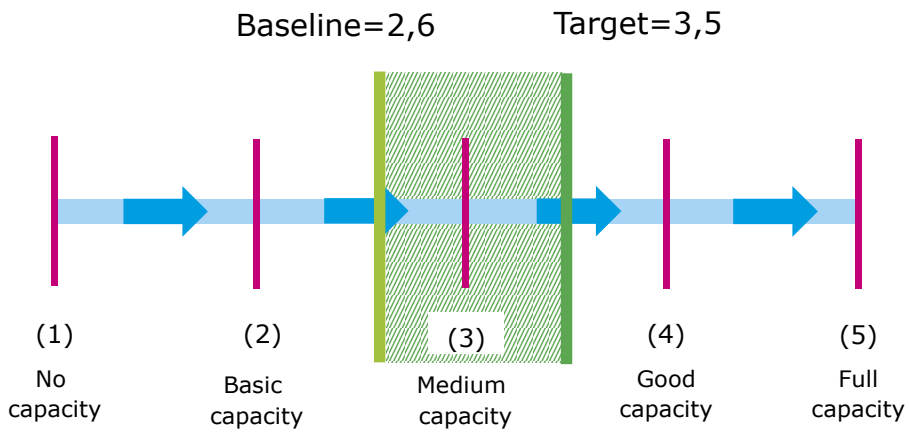
When analysing the survey results, *enhanced institutionalized knowledge and competence* is the dimension with the highest average assessment of the current situation. The estimations suggest a sufficient availability and utilization of knowledge as well as mechanisms for knowledge transfer for the area of energy efficiency. Despite this, the target for this dimension is lower than all other dimensions, suggesting there won't be any significant improvements until 2023.

The survey results indicate that the main challenge for sustaining energy efficiency is the *ability to attract new financial resources*. The prospects for improving the situation until 2023 is however high and the survey results indicate that it will be possible to reach a medium to good level by 2023. The result from the survey also suggests there are challenges in sustaining a *more efficient use of human and technical resources*. The result from the interview conducted does however suggest that there is great potential for improvement in this area, even though it might not show in the survey results.

By looking at the target set for 2023, the survey results indicate that the biggest potential lies in the *ability to attract new financial resources* as well as in i*mproved governance structures and organizational set-up*, as the targets for these two dimensions are the highest.

The following figure illustrates the defined baseline and target for specific objective 2.3.

Figure 13: Baseline and target for specific objective 2.3



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement

regarding the overall situation for the indicator, the dimension showing the difference between the estimation of the baseline and the target is specifically referred to in the target.

Table 23: Baseline and target for the result indicator of specific objective 2.3 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public and private actors involved in energy planning (public authorities, energy agencies, enterprises, NGOs) in the Programme area to implement measures to increase energy efficiency	Basic to medium (2,6)	Medium to good (3,5), focus on better ability to attract new financial resources

3.7 Specific objective 2.4: Resource-efficient blue growth

The questions regarding the specific objective 2.4 have been answered by seven countries, of which one country has provided only limited justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 6,9 countries has been obtained for specific objective 2.4.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 24: Summary of the results for specific objective 2.4. Resource-efficient blue growth

		Average of estimations	Average of number of responses[26]
Average of all dimensions	**Baseline**	**2,8**	**6,9**
	Target	**3,6**	**6,9**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,9	7,0
	Target	3,8	7,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,8	7,0
	Target	3,7	7,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,6	6,7
	Target	3,5	6,7
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,4	7,0
	Target	3,3	7,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	3,2	7,0
	Target	4,0	7,0

For the specific objective Resource-efficient blue growth, two interviews were conducted with thematic experts in Norway and in Poland to provide expert input on the survey results. The expert in Poland is associated with the Maritime Institute in Gdańsk and the expert in Norway is a professor at University of Stavanger and the International Centre for Trade and Sustainable Development.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 3: More efficient use of human and technical resources. For identifying the biggest difference between baseline and target, the second decimal place of the average of estimations had to be taken into account for this specific objective. The respective values can be found in Annex 1 to this report.

[26] The average number of responses is calculated based on the number of responses obtained per characteristics. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

3.7.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,9 on a scale from 1 to 5. Whereas in some parts of the Baltic Sea Region it is estimated that mechanisms for knowledge transfer and the utilization of knowledge are already quite advanced, in other parts of the Baltic Sea Region it is estimated to be still fairly basic. It is described that basic to good knowledge is available but knowledge gaps exist, e.g. regarding economic impacts. Mechanisms for knowledge transfer are available but their effective usage and diffusion across a wider target group can be improved.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having a good availability and accessibility of knowledge, thanks to wider networks, improved knowledge transfer and cooperation.

The **interview** respondents consider that the baseline indicated constitute an accurate assessment of the current situation. The results from the interviews does however suggest that there are some differences in the availability and utilization of knowledge as well as mechanisms for knowledge transfer between different types of actors in the Baltic Sea Region. The interview result indicates that the knowledge and competence within academia and research institutions are at a medium level, while the knowledge and competence in public authorities is lower.

"Our University system is in the forefront, research has been undertaken for decades. We have good enough knowledge that is used in the rest of the world."

As for the targets for the first dimension, the interview respondents consider the survey result to be accurate. One respondent clarifies there is a need to improve the mechanisms for knowledge transfer in the Baltic Sea Region. The other expert interview considers the level of knowledge to be at a medium level, but there are differences in the utilization of knowledge throughout the region:

"I think that the availability of knowledge is the same for all countries. The main difference is not some much in terms of knowledge but more how one relates to that knowledge. Basically, the Nordic countries are much more concerned about the environment and therefore, the will to implement measures is large in Nordic countries. This means that if the Baltic Sea Region should improve, this understanding is needed to be improved also on the southern rim of the Baltic Sea."

3.7.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that organizational structures exist in terms of platforms or round tables. However these are often limited to single regions and are not available transnationally. Furthermore, the utilization is partially limited due to the fact that the target groups do not see clear benefits in using the structures.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as having more extensive structures in place, including the wider public and transnational regions. The benefits of using the joint structures are communicated to the target groups.

For the second dimension, the **interview** results indicate there is a difference in the governance structure and organizational set-up in the different countries in the Baltic Sea Region. The two interviewed experts indicate the obstacle in establishing change in governance structures in the public sector. There are also interregional differences within the BSR. With this in mind, the two interviewed experts consider the target for 2023 indicated in the survey to be too ambitious and

that it is difficult to determine what could be realistic target, as the interregional differences are high.

3.7.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,6 on a scale from 1 to 5 It is described that human and technical resources as well as time and resource-saving measures are available to some extent and used rather efficiently. However, some regional differences exist. Development and information on technical resources need to be improved.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as using the available resources more efficiently thanks to a stronger transnational cooperation.

Results from the **interviews** indicate that significant differences between different parts of the Baltic Sea Region are also evident in the case of the third dimension of institutional capacity. One of the expert interviewed states that the great differences between the countries in the Baltic Sea Region puts a clear limit on the level of efficiency for human and technical resources. For instance, in order to improve the state of nutrient loading in the Baltic Sea, there is a need for action from all countries – even those with rivers that channel out in the Baltic Sea. The results from the survey indicate just a slight improvement for 2023, which the interviewed experts consider to be realistic having the above-mentioned obstacles in mind.

3.7.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that the ability to attract private financial resources differs depending on the size and topic of the project in question. Regarding public financial resources, a higher ability to attract funding is indicated, although regional differences exist.

As **target** for 2023 an average of 3,3 has been set on the scale from 1 to 5. The target situation is expected to slightly improve by implementing more public-private partnerships and intensifying the connections between research, public bodies and the private sector.

The **interview** result indicates that the survey result constitute an accurate and realistic assessment of the baseline and target for the Baltic Sea Region. Yet for this dimension, differences between old and new member states are evident, where the old member states are more accustomed to cooperation between different member states. One of the respondents underscore the importance of cooperation, as the lack of actions from some countries put a limit on the potential profitability on investments made in sustaining a more resource-efficient blue growth in the Baltic Sea Region. The results from the survey indicate just a slight improvement for the target for 2023, which the interviewed experts consider to be realistic.

3.7.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 3,2 on a scale from 1 to 5. It is described that medium to good competences and networks exist, especially among public bodies and researchers. Experiences and traditions in transnational cooperation vary among the regions. Networks are established often based on individual projects.

As **target** for 2023 an average of 4,0 has been set on the scale from 1 to 5. The target situation is described as having further developed cooperation activities and wider networks. Connections and contacts are used more intensively, including relevant personal networks.

As for the capability to work in a transnational environment, the **experts interviewed** indicate that the assessment of the current available competences to work transnationally, the frequency of transnational contacts and intensity of transnational collaboration is accurate, but clarifying that the situation is more satisfying for the academia than for public authorities. Assessing the target indicated in the survey, both of the interviewed experts consider it to be somewhat ambitious, as this at large is a question of culture and customs, and the current governance structures does not support implementation of the result of transnational collaboration.

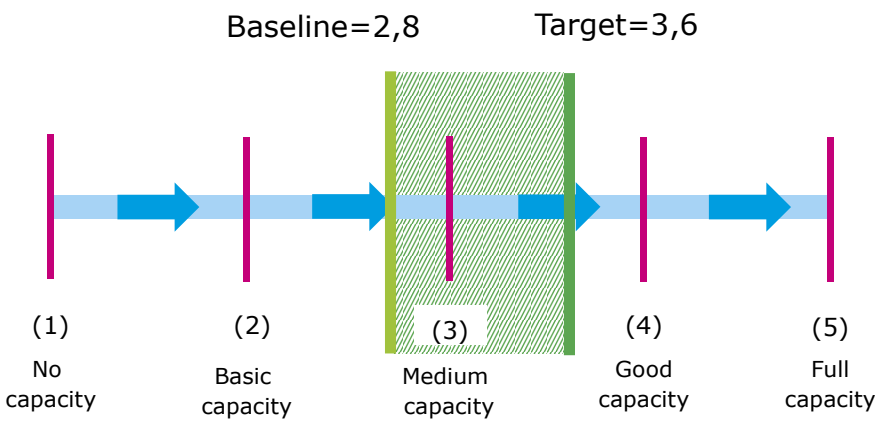
3.7.6 Concluding summary for objective 2.4: Resource-efficient blue growth

When analysing the survey results for the specific objective 2.4 a *more efficient use of human and technical resources* as well as a better *ability to attract new financial resources* seem to be the two main challenges. For these dimensions, the results indicate that the current situation is at a basic to medium level. The targets for these areas are lower than for the other three dimensions. This result is in line with the result from the structured interviews; where there is a need to have all countries progressing in order to allow for investments to be profitable. Despite this, survey respondents are expecting the situation to improve the most for these dimensions.

For the other three dimensions of institutional capacity, the baseline is fairly similar ranging from 2,8 to 3,2 on a scale from 1 to 5. The survey results also indicate ambitious targets for these dimensions, being close to a value of 4 on a scale of 1 to 5. Results from the interviews do however suggest that the targets for improved governance structures and organisational set-up are too ambitious.

The following figure illustrates the defined baseline and target for specific objective 2.4.

Figure 14: Baseline and target for specific objective 2.4



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 25: Baseline and target for the result indicator of specific objective 2.4 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public authorities, enterprises, and NGOs in the Programme area to implement measures to advance sustainable business opportunities for blue growth	Slightly below medium (2,8)	Medium to good (3,6), focus on more efficient use of human and technical resources

3.8 Specific objective 3.1: Interoperability of transport modes

The questions regarding the specific objective 3.1 have been answered by six countries, of which three countries have not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 5,3 countries has been obtained for specific objective 3.1.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 26: Summary of the results for specific objective 3.1 Interoperability of transport modes

		Average of estimations	Average of number of responses[27]
Average of all dimensions	**Baseline**	**2,3**	**5,3**
	Target	**2,9**	**5,2**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,6	6,0
	Target	3,0	5,7
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,1	6,0
	Target	2,9	6,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,4	5,0
	Target	3,0	5,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	1,9	4,5
	Target	2,4	4,5
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,5	5,0
	Target	3,2	5,0

For the two specific objectives 3.1 Interoperability of transport modes and 3.2 Accessibility of remote areas and areas affected by demographic change, two experts have been consulted through structured interviews to provide expert input on the survey results. The first respondent is from Germany, working at Tallinn University of Technology and the other respondent is appointed Priority Action Coordinator for PA Transport.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 2: Improved governance structures and organizational set-up.

3.8.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,6 on a scale from 1 to 5. It is described that knowledge is available and information is partially being exchanged between public bodies,

[27] The average number of responses is calculated based on the number of responses obtained per characteristic. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

research institutions and companies. However, improvement potential exists with regard to systematic knowledge transfer and networks.

As **target** for 2023 an average of 3,0 has been set on the scale from 1 to 5. The target situation is described as having improved mechanisms for knowledge transfer that allow a confidential exchange of information in an organized and systematic way.

In the area of interoperability of transport modes and accessibility of remote areas and areas affected by demographic change, the assessment of the current availability and utilization of knowledge as well as mechanisms for knowledge transfer is considered to be accurate by the two **experts interviewed**.

According to one of the respondents, there is a lack of knowledge at the decision making level, which is problematic for sustaining a multi modal transport system. Result from the other interview conducted also indicates that the capacity varies, where countries such as Sweden, Finland and Germany have greater knowledge and also experience of transnational collaboration.

The targets indicated in the survey are considered to be accurate, but at the same time, there are some challenges in measuring knowledge transfer says one of the interviewed experts.

3.8.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,1 on a scale from 1 to 5. It is described that governance and organizational structures exist but lack continuity beyond individual project lifetimes.

As **target** for 2023 an average of 2,9 has been set on the scale from 1 to 5. The target situation is described as showing a more integrative cross-border approach towards governance and organisational structures. Systematic and facilitated platforms for cooperation and information exchange between the existing networks exist.

For the governance structures and organizational set-up for the specific objectives, the baseline indicated in the survey is considered to be accurate by the **experts interviewed**, but there is reason to believe there are differences in different parts of the countries of the Baltic Sea Region.

The target for 2023 as indicated in the survey is considered to be a realistic yet ambitious target by one of the experts interviewed. The other respondent adds that there is a challenge in changing the mind-set of the Baltic States towards cooperation rather than competition.

3.8.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that human and technical resources as well as time and resource-saving measures are available to some extent and used rather efficiently. However, the willingness to act in open networks is limited and some technical resources are not compatible.

As **target** for 2023 an average of 3,0 has been set on the scale from 1 to 5. The target situation is described as using the available resources more efficiently thanks to a strengthened trust and financial support. Furthermore, a road map jointly developed by public decision makers, research institutions and companies is used to increase the efficient use of resources.

The baseline indicated for the use of technical and human resources are considered to provide an accurate assessment of the current situation according the two **interviewed experts**. The results from the interview does however indicate some challenges for the western countries, as

these are focusing more on individual needs within the country. As for the target for this dimension, one of the experts considers that the target indicated in the survey is realistic, while the other expert is far more pessimistic.

3.8.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 1,9 on a scale from 1 to 5. It is described that the ability to attract private financial resources is rather basic but depends on the individual actors' capacity and knowledge. Regarding public financial resources, a higher ability to attract funding is indicated, although some actors avoid public funding due to bureaucratic procedures.

As **target** for 2023 an average of 2,4 has been set on the scale from 1 to 5. The target situation is expected to slightly improve by implementing effective public-private partnerships and simplifying the funding process for public financial resources.

In the area of accessibility and transport, the **interviewed experts** consider that the baseline indicated for the ability to attract both external private and external public financial resources is accurate. As also indicated in the survey, the ability to attract external private financial resources is low in the transport sector, where infrastructure is often seen as common good that is to be financed via public means. The use of private-public partnerships (PPP's) are complicated in for instance Germany and Poland. For the target for the ability to attract both external private and public financial resources, both respondents consider that the target should be on a medium level, which at large is aligned with the results from the survey.

3.8.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that competences and networks exist, however contacts are often project-related and difficult to keep on the long-term.

As **target** for 2023 an average of 3,2 has been set on the scale from 1 to 5. The target situation is described as showing a common working culture across countries and further developed networks which will be strengthened through continuous cooperation activities.

For the fifth dimension: Increased capability to work in transnational environment, the baseline indicated in the survey is seen as an accurate assessment of the current situation by the **experts interviewed**. One of the interviewed experts does however think there is somewhat difficult to determine what could be a realistic assessment of the current situation. Furthermore, the result from the interviews indicates that one challenge in establishing transnational cooperation is the funding:

"The problem is that transnational activities are complicated to finance. [The capability to work in a transnational environment] is now on a basic level. The weak point is that EU is pushing it, but the financial means is just 10 percent, so a big part must come from national budgets."

The targets set for this dimension is considered to be accurate by the interviewed experts, even though the conditions are different for the eastern and western countries in the Baltic Sea Region.

3.8.6 Concluding summary for specific objective 3.1 Interoperability of transport modes

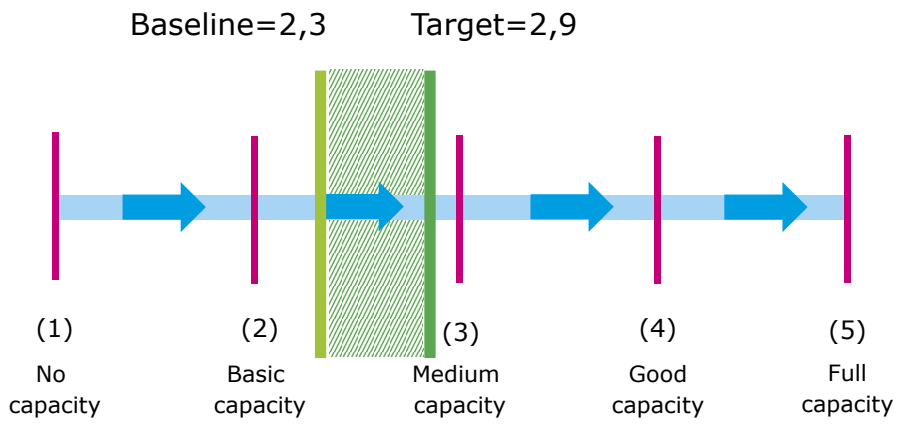
When analysing the survey results for the specific objective Interoperability of transport modes, both baselines and targets set for the different dimension are fairly low. None of the targets indicated in the survey are above a medium level of capacity.

The biggest challenge seems to be the *ability to attract financial resources*, as the current situation indicated in the survey is below a basic level. The prospects for improving the situation until 2023 does not look particularly promising either, as the target for this dimension is set to be just slightly higher than basic. As mentioned previously in this chapter, this is supported by the result from the interviews, where one main obstacle is to promote investments in more peripheral areas rather than core areas, and also to find structures for funding of transnational projects.

The area where the survey respondents have indicated the highest target is for the *capability to work in a transnational level*, where it would be realistic to target a situation where the available competences to work transnationally, the frequency of transnational contacts and intensity of transnational collaboration are above a medium level. The highest potential for improvements can be seen for the dimension *improved governance structures and organizational set-up.*

The following figure illustrates the defined baseline and target for specific objective 3.1.

Figure 15: Baseline and target for specific objective 3.1



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 27: Baseline and target for the result indicator of specific objective 3.1 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public and private transport actors (public authorities, logistic and transport operators, ports, intergovernmental and research org.) in the Programme area to implement measures increasing interoperability between transport modes and systems	Basic to medium (2,3)	Slightly below medium (2,9), focus on improved governance structures and organizational set-up

3.9 Specific objective 3.2: Accessibility of remote areas and areas affected by demographic change

The questions regarding the specific objective 3.2 have been answered only by three countries, of which one country has provided only limited justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 3,0 countries has been obtained for specific objective 3.2.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 28: Summary of the results for specific objective 3.2. Accessibility of remote areas and areas affected by demographic change

		Average of estimations	Average of number of responses[28]
Average of all dimensions	**Baseline**	**2,8**	**3,0**
	Target	**3,8**	**3,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,9	3,0
	Target	4,2	3,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,7	3,0
	Target	3,7	3,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,8	3,0
	Target	3,7	3,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,7	3,0
	Target	3,5	3,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	3,2	3,0
	Target	4,0	3,0

As also mentioned in the previous chapter, two experts have been consulted through structured interviews for the two specific objectives 3.1 Interoperability of transport modes and 3.2 Accessibility of remote areas and areas affected by demographic change to provide expert input on the survey results. The first respondent is from Germany, working at Tallinn University of Technology and the other respondent is appointed Priority Action Coordinator for PA Transport.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 1: Enhanced institutionalised knowledge and competence.

3.9.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that knowledge is available but an effective system to share the knowledge between regions and

[28] The average number of responses is calculated based on the number of responses obtained per characteristic. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

actors is lacking. Partly, this is due to insufficient institutional and territorial cooperation between actors and regions.

As **target** for 2023 an average of 4,2 has been set on the scale from 1 to 5. The target situation is described as having installed systems/ mechanisms which effectively support the better utilization of the available knowledge and data. The knowledge is available to a wider group of actors and between regions.

As previously mentioned in section 3.8.1, the assessment of the current availability and utilization of knowledge and mechanisms for knowledge transfer is considered to be accurate by the two **experts interviewed**.

According to one of the interviewed experts, demographic change and a declining population constitute a challenge in creating a sufficient infrastructure in some parts of the BSR. The magnitude of the problem varies throughout the region, and there are also differences in the level of knowledge available, the respondent says. The targets indicated in the survey are considered to be accurate.

3.9.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,7 on a scale from 1 to 5. It is described that organizational structures are available in most regions. However, the effective use of the structures differs widely between regions and stakeholders.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as involving a wider group of stakeholders and thus makes better use of the organizational structures which are already installed.

As stated previously in section 3.8.2, the baseline indicated in the survey is considered to provide an accurate assessment of the current situation according to the **interview** results. As for the targets indicated, the respondents comply with the target indicated, although they are considered ambitious.

3.9.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that the utilization of human and technical resources is widely differs among regions and organizations. Only in very few cases, time- and resource-saving measures are applied.

As **target** for 2023 an average of 3,7 has been set on the scale from 1 to 5. The target situation is described as making all relevant stakeholders aware of the human and technical resources available for a certain task. Additionally, cooperation has improved in order to use the resources available more efficiently and thus save time and resources.

According to the **interviews**, the baseline indicated provides an accurate assessment of the current situation. As for the target for 2023, the two experts have different point of views on the accuracy of the indicated targets. One of the experts states that the target indicated in the survey is realistic, while the other expert is far more pessimistic, stating there are significant challenges in increasing accessibility, especially by train.

3.9.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,7 on a scale from 1 to 5. It is described that only a few sectors are able to attract private financial resources. With regard to public financial

resources, the economic situation has made it more difficult to attract public financial resources as the state has cut down on funding in many areas.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having improved the connection between scientific, public and business stakeholders in order to facilitate the attraction of financial resources. Additionally, a better and more effective presentation of the ideas and approaches which need financial resources will support the attraction of financial means.

As previously mentioned in section 3.8.4 in this report, the baseline and targets indicated in the survey is considered to be accurate by the two **experts interviewed**.

3.9.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 3,2 on a scale from 1 to 5. It is described that mutual projects in recent years have supported transnational cooperation. However, working transnationally is often limited to the national or regional level and research institutions. Smaller municipalities in remote areas often do not cooperate transnationally.

As **target** for 2023 an average of 4,0 has been set on the scale from 1 to 5. The target situation is described as having reached a more intense and deepened level of transnational collaboration. Working transnationally is very common for the majority of stakeholders.

According to the **interviews**, the baseline and target indicated in the survey are considered to be accurate, although one expert think there is somewhat difficult to determine what could be a realistic assessment of the current situation. As for the prospects for 2023, another interviewed expert adds that there is a risk of conflict of interest as the general interest oftentimes is to develop the infrastructure in core regions rather than in more remote areas close to country borders.

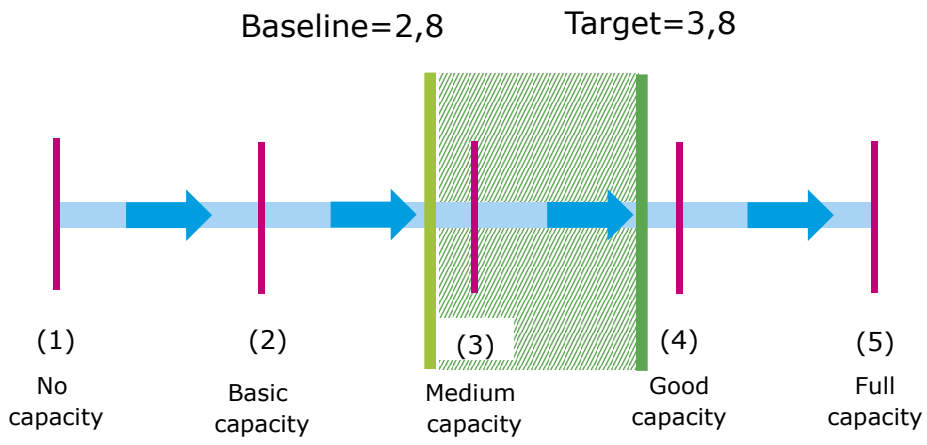
3.9.6 Concluding summary for specific objective 3.2 Accessibility of remote areas and areas affected by demographic change

The baselines indicated for the dimensions under this specific objective are fairly similar, indicating that the current situation for the institutional capacity is just slightly below a medium level. The only exception is the *capability to work in a transnational environment*, for which the estimation of the current situation is slightly higher than for the other four dimensions. According to the two experts interviewed, transfer of knowledge between different countries and increased cooperation is seen as two of the main obstacles for this specific objective.

The targets for 2023 indicated in the survey are fairly high, all indicating a value well above a medium level. For the two dimensions *institutionalised knowledge and competence* as well as the *capability to work in a transnational environment*, the target is set to slightly above good capacity. This result suggests that the ambition is high for this specific objective and that much is anticipated by the work to be done within this specific objective.

The following figure illustrates the defined baseline and target for specific objective 3.2.

Figure 16: Baseline and target for specific objective 3.2



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 29: Baseline and target for the result indicator of specific objective 3.2 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of public / private transport actors (public authorities, logistic and transport operators) in the Programme area to implement economically efficient solutions to improve the accessibility of remote regions/regions affected by demographic change	Slightly below medium (2,8)	Slightly below good (3,8), focus on enhanced institutionalized knowledge and competence

3.10 Specific objective 3.3: Maritime safety

The questions regarding the specific objective 3.3 have been answered by five countries, of which one country has provided only limited justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 5,0 countries has been obtained for specific objective 3.3.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 30: Summary of the results for specific objective 3.3. Maritime safety

		Average of estimations	Average of number of responses[29]
Average of all dimensions	**Baseline**	**2,5**	**5,0**
	Target	**3,4**	**5,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,5	5,0
	Target	3,6	5,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,4	5,0
	Target	3,5	5,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,5	5,0
	Target	3,8	5,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	1,9	5,0
	Target	2,6	5,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,9	5,0
	Target	3,6	5,0

For the two specific objectives 3.3 Maritime safety and 3.4 Environmentally friendly shipping, two experts have been interviewed to provide expert input on the survey results. One of the respondents works at the Danish Maritime Authority and is also assisting Priority Action Coordinator for PA Ship. The other respondent is head of the Maritime Safety division at The Lithuanian Maritime Safety Administration (MSA).

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 3: More efficient use of human and technical resources.

3.10.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that a lot of knowledge is available in this field in the Baltic Sea Region. However, no sufficient systems or mechanisms for knowledge sharing are available. Knowledge is often shared only based on personal contacts between single stakeholders.

[29] The average number of responses is calculated based on the number of responses obtained per characteristic. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as having implemented new or make use of the already existing mechanisms for knowledge transfer. Also, it should be agreed upon which information should be available for the whole region and define international standards on how to exchange information and data.

For the specific objectives maritime safety and environmentally friendly shipping, both of the **interviewed experts** consider that the baseline and targets for the availability and utilization of knowledge and mechanisms for knowledge transfer could be set higher. One of the experts thinks the availability of knowledge is good, especially in comparison to other regions:

"I think there is a long tradition of regional cooperation in the BSR and authorities work together well. It may not seem so, but compared to many other regions, they do. The maritime authorities in the region are very competent in the maritime field and the maritime sectors are seen as important. Even for those who don't have much focus on maritime issues, it is still prioritized."

The expert interview does however indicate that there are differences throughout the region, where in Denmark, Sweden and Finland are in the forefront, while in the eastern part of the BSR, it is mainly coastal regions that are involved. The other expert interviewed also thinks that there are institutions in the Baltic Sea Region that have good knowledge and competencies with regards to maritime safety.

3.10.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that in many cases good organizational structures are available. However, they are often not used to its full potential. Knowledge exchange of rather takes place in ad-hoc meetings than by using established structures. There is a need to improve networking and information dissemination between institutions and regions.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having installed efficient methods and tools for networking and information dissemination. Stakeholders know who to address for spreading information and where to find what they are looking for.

According to the expert **interviews** conducted, the baseline and target set for the availability and utilization of organizational structures is considered to be accurate. Due to more hierarchical governance structures in the Baltic States, one interviewed expert thinks it could be easier to establish change in these countries. The other expert interviewed think that progress has been made during recent years, national agencies for maritime safety have been established and amendments in governance structures have been made.

3.10.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that human and technical resources are all in all used in a sufficient way. However, enhanced cooperation could improve this situation. Time- and resource-saving measures are only occasionally applied.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having enhanced the competences of staff in effectively using the technical resources available. In order to save time and resources, the use of e-Navigation has increased remarkably.

According to the expert **interviews** conducted, the baseline and target indicated in the survey is considered accurate, even though one of the experts think that the indicated baseline could be considered somewhat optimistic. The main reason for this is that there is a missing link between policy and implementation. The respondent also adds that the use of technical resources is not used that efficiently which is explained by a lack of competence. The target is however considered to be realistic where the expert says:

"We do a lot of work in this field and I think we could make a leap."

3.10.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 1,9 on a scale from 1 to 5. It is described that attracting private financial resources is very difficult. Attracting public financial resources is easier as maritime safety is a topic public authorities need to deal with.

As **target** for 2023 an average of 2,6 has been set on the scale from 1 to 5. The target situation is described as making private stakeholders aware of the benefits of increased maritime safety and thus facilitate the attraction of private financial resources. With regard to public financial resources, the stakeholders will have to keep on underlining the importance of maritime safety in order to further attract public financial resources.

According to one of the experts **interviewed**, the baseline and target indicated in the survey is accurate, but it is important to note that there are notable differences different countries. The expert interviewed also adds that the ability to attract external public financial resources is higher than for external private financial resources, which is also indicated in the survey. The other expert considers it somewhat difficult to determine the accuracy of the indicated baselines and targets.

3.10.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that it is mainly public authorities, practitioners and researchers which work transnationally and less private stakeholders. The main topics of transnational cooperation are thus in many cases legislation, regulations and the like. Common projects including private companies are only irregularly carried out.

As **target** for 2023 an average of 3,6 has been set on the scale from 1 to 5. The target situation is described as enabling more people to work transnationally by offering support measures for this matter. In order to involve private stakeholder in transnational cooperation, they are well informed about potentials of collaboration with partners from other countries.

The baseline and target indicated in the survey results is considered to be plausible by the **interviewed experts**. One of the experts interviewed says:

"I agree, we have quite a lot of institutions on an EU level, regional agreements and projects where we are engaged with colleagues from other countries. We are working transnationally already."

As for the targets indicated in the survey result, one of the interviewed experts does however wish that they would be higher and more ambitious. Also, there are differences between countries when it comes to transnational cooperation, where Denmark and Germany could be considered being most reluctant to cooperate, as they are focusing on other areas than the Baltic Sea Region in the area of maritime safety and environmentally friendly shipping. The other

expert interviewed thinks that the target is realistic which is due to an already high level of transnational cooperation.

3.10.6 Concluding summary for specific objective 3.3 Maritime Safety

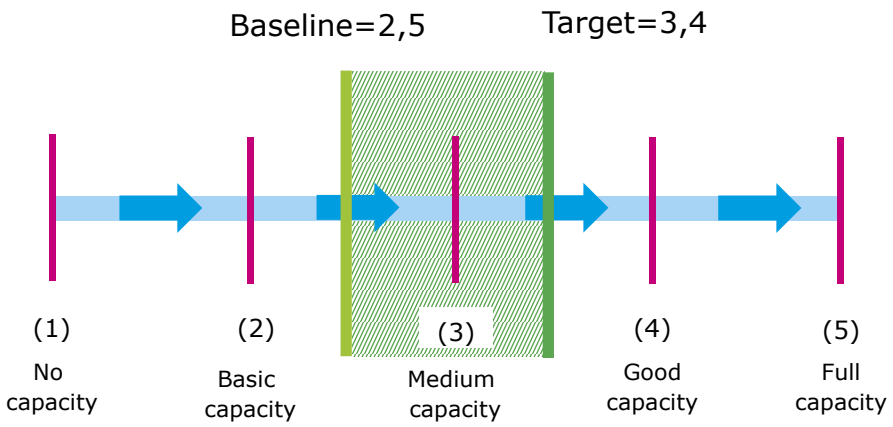
When analysing the baseline and targets set for the specific objective Maritime Safety, the result suggest the prospects for improving until 2023 are good, as the targets set is notably higher than the assessment of the current situation.

The survey results suggest that the biggest challenge is the *ability to attract financial resources*, where the assessment of the current situation is significantly lower than for the other four dimensions. For this dimension, the target just barely reaches the current baseline for the other dimensions of institutional capacity building. This is supported by the result from one of the interviews where the expert interviewed considers lack of resources in the Baltic countries to constitute one of the main obstacles for building institutional capacity in the region.

The highest target indicated in the survey is for the third dimension: *More efficient use of human and technical resources*.

The following figure illustrates the defined baseline and target for specific objective 3.3.

Figure 17: Baseline and target for specific objective 3.3



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and for the target is specifically referred to in the target.

Table 31: Baseline and target for the result indicator of specific objective 3.3 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of maritime actors (maritime admin., rescue services, authorities, ship-ping operators, ports, research and inter-governmental org.) in the Programme area to implement measures to increase maritime safety and security	Basic to medium (2,5)	Medium to good (3,4), focus on more efficient use of human and technical resources

3.11 Specific objective 3.4: Environmentally friendly shipping

The questions regarding the specific objective 3.4 have been answered by five countries, of which all have provided a sufficient amount of justifications to their assessment. On average a response rate of 4,9 countries has been obtained for specific objective 3.4.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 32: Summary of the results for specific objective 3.4. Environmentally friendly shipping

		Average of estimations	Average of number of responses[30]
Average of all dimensions	**Baseline**	**2,9**	**4,9**
	Target	**3,8**	**4,8**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,5	5,0
	Target	3,5	5,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	3,0	4,5
	Target	3,8	4,5
Dimension 3: More efficient use of human and technical resources	**Baseline**	3,1	5,0
	Target	3,9	5,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,4	5,0
	Target	3,5	4,5
Dimension 5: Increased capability to work in transnational environment	**Baseline**	3,3	5,0
	Target	4,1	5,0

For the two specific objectives 3.3 Maritime safety and 3.4 Environmentally friendly shipping, two experts have been interviewed to provide expert input on the survey results. One of the respondents works at the Danish Maritime Authority and is also assisting Priority Action Coordinator for PA Ship. The other respondent is head of the Maritime Safety division at The Lithuanian Maritime Safety Administration (MSA).

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 4: Better ability to attract new financial resources.

3.11.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,5 on a scale from 1 to 5. It is described that the knowledge is available, in particular in public authorities. At the same time, mechanisms for knowledge transfer are installed in only in a few fields. It is till insufficient in many cases, in particular between the public and the private sector but also between countries.

[30] The average number of responses is calculated based on the number of responses obtained per characteristic. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as making better use of the existing mechanisms and tools for knowledge transfer and a better involvement of academia and private companies.

For the specific objectives maritime safety and environmentally friendly shipping, one of the **interviewed experts** considers that the baseline and targets for the availability and utilization of knowledge and mechanisms for knowledge transfer could be set higher.

3.11.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 3,0 on a scale from 1 to 5. It is described that the organizational structures are available in general but they are not in all cases used to their full potential. The coordination between institutions and countries shows room for improvement.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having reached a higher level of coordination between institutions in order to make better use of the organizational structures.

As also mentioned in the previous chapter, the baseline and target set for the availability and utilization of organizational structures is considered to be accurate, according to the **interview** results.

3.11.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 3,1 on a scale from 1 to 5. It is described that the use of human and technical resources is all in all satisfactory as platforms and business networks exist. Technical developments are strong in this field; the same applies for time- and resource-saving measures.

As **target** for 2023 an average of 3,9 has been set on the scale from 1 to 5. The target situation is described as having improved the use of human and technical resources by creating more formal structures such as clusters. Also, enhanced use of IT solutions has helped to save time- and resources.

As also mentioned in section 3.10.3, the result from the **interviews** indicates that the baseline and targets for dimension 3 is accurate, although one of the expert consider the indicated baseline somewhat optimistic.

3.11.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,4 on a scale from 1 to 5. It is described that the ability to attract external financial resources is on a basic level. This applies to both public and private financial resources.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having increased the awareness of available external financial resources and also the knowledge on how to access these. Additionally, more public private partnerships have been initiated in order to attract external financial resources.

As mentioned in section 3.10.4, the **interview** result suggests that the baseline and target indicated in the survey is accurate, but it is important to note that there are notable differences different countries.

3.11.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 3,3 on a scale from 1 to 5. It is described that the capability to work transnationally is all in all good due to the international character of the shipping business in general.

As **target** for 2023 an average of 4,1 has been set on the scale from 1 to 5. The target situation is described as having enhanced the geographic mobility and having increased international collaboration between companies.

As mentioned previously in section 3.10.5, the baseline and target indicated in the survey results is considered to be plausible by the **interviewed experts**, even though one of the respondent wish for the target to be higher.

3.11.6 Concluding summary for specific objective 3.4 Environmentally friendly shipping

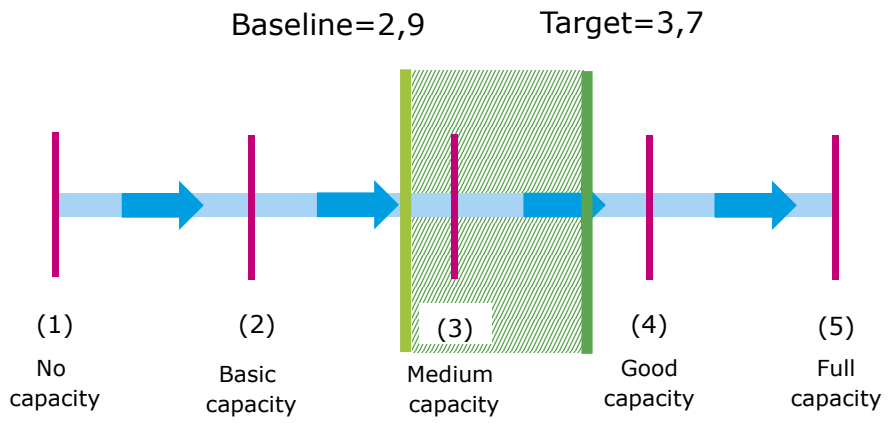
When analysing the survey result for the specific objective environmentally friendly shipping, the current situation could be considered being at a medium level regarding the *governance structures and organizational set-up*, the *use of human and technical resources* as well as for the *capability to work in a transnational environment*.

Today, it seems that the biggest challenge is to *enhance the institutional knowledge and competences* as well as having the *ability to attract new financial resources*, as these dimensions have the lowest indicated baseline. It seems however that the prospects for improving the situation in these areas are good, as the target set for these dimension are set high in relation to the current situation, compared to the other dimensions of institutional capacity. The results from the two interviews conducted do also suggest that both baseline and targets could be set higher for this dimension.

Regardless of the comparably high baseline indicated for this dimension, the highest target is set for the *capability to work in transnational environment*, indicating high ambitions for this dimension of institutional capacity. The results from the two interviews suggest that a high ambition is realistic for this dimension.

The following figure illustrates the defined baseline and target for specific objective 3.4.

Figure 18: Baseline and target for specific objective 3.4



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and for the target is specifically referred to in the target.

Table 33: Baseline and target for the result indicator of specific objective 3.4 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of maritime actors (maritime admin., rescue services, authorities, shipping operators, ports, research and intergovernmental org.) in the Programme area to implement measures to reduce negative effects of shipping on the marine environment	Slightly below medium (2,9)	Medium to good (3,7), focus on better ability to attract new financial resources

3.12 Specific objective 3.5: Environmentally friendly urban mobility

The questions regarding the specific objective 3.5 have been answered by seven countries, of which one country has not provided justifications to their assessment. Since their estimations appear reasonable and differentiated, the answers will be taken into account. On average a response rate of 7,0 countries has been obtained for specific objective 3.5.

An overview of the average results for the five dimensions estimated on a scale from 1 to 5 for a baseline and target situation is shown in the following table. The backgrounds of these estimations are explained for each dimension in the subsequent paragraphs. For more in depth information about the results for the baseline and target for the different characteristics of this dimension, a compilation of supplementary data is provided in Appendix 1 in this report.

Table 34: Summary of the results for specific objective 3.5. Environmentally friendly urban mobility

		Average of estimations	Average of number of responses[31]
Average of all dimensions	**Baseline**	**2,7**	**7,0**
	Target	**3,5**	**7,0**
Dimension 1: Enhanced institutionalised knowledge and competence	**Baseline**	2,9	7,0
	Target	3,8	7,0
Dimension 2: Improved governance structures and organizational set-up	**Baseline**	2,9	7,0
	Target	3,5	7,0
Dimension 3: More efficient use of human and technical resources	**Baseline**	2,9	7,0
	Target	3,5	7,0
Dimension 4: Better ability to attract new financial resources	**Baseline**	2,2	7,0
	Target	2,9	7,0
Dimension 5: Increased capability to work in transnational environment	**Baseline**	2,8	7,0
	Target	3,8	7,0

For the specific objective environmentally friendly urban mobility, one expert has been interviewed associated with the International Association of Public Transport (UITP) to provide expert input on the survey results.

By looking at the experts' estimations, the biggest difference between the estimation of baseline and target in this specific objective can be found in dimension 5: Increased capability to work in transnational environment.

3.12.1 Dimension 1: Enhanced institutionalised knowledge and competence

The **current situation** of the Baltic Sea Region regarding the institutionalised knowledge and competence has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that institutionalised knowledge is available in larger public authorities and research institutions. For smaller municipalities and single stakeholders it is rather difficult to gain relevant information.

[31] The average number of responses is calculated based on the number of responses obtained per characteristic. Decimal numbers are due to the fact that the number of responses per characteristic within one dimension differs in some cases.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having installed (online-) tools for making knowledge available also for stakeholders not directly being involved in national and international networks.

The results from the **interview** suggest that the baseline indicated in the survey results is accurate. According to the expert interview, there is still a lot to be done in the Baltic States, while the situation in the Scandinavian countries is somewhat different. In the Baltic States however, the competence in are increasing. The target set for the availability and utilization of knowledge as well as mechanisms for knowledge transfer in the survey is also considered to be plausible.

3.12.2 Dimension 2: Improved governance structures and organizational set-up

The **current situation** of the Baltic Sea Region regarding governance structures and organizational set-up has been assessed with an average of 2,9 on a scale from 1 to 5. It is described that organizational structures exist in many cases. This applies in particular to bigger cities and larger institutions. The connection between sectors is not in all cases sufficient.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having installed more flexible structures which can also be used for cross-sector initiatives and projects

For the second dimension of institutional capacity, both the survey and the **interview** indicate that the availability and utilization of organizational structures are at a medium level. This is especially true in the area of transport mobility. Result from the expert interview conducted also indicates that the target set in the survey is a realistic one.

3.12.3 Dimension 3: More efficient use of human and technical resources

The **current situation** of the Baltic Sea Region regarding the efficient use of human and technical resources has been assessed with an average of 2,9 on a scale from 1 to 5. There is a need for an increased use of time- and resource saving measures as the requirements for reporting, monitoring etc. have remarkably increased in recent years.

As **target** for 2023 an average of 3,5 has been set on the scale from 1 to 5. The target situation is described as having improved the use of resources by intensified cooperation and new technical developments with regard to saving time and resources.

As for the use of human and technical resources, result from the **interview** indicates that the survey provides an accurate assessment of the current situation. It is however worth noting that the situation differs across the Baltic Sea Region, where smaller organizations are facing some struggles. The target indicated in the survey is also considered to be a credible target for 2023.

3.12.4 Dimension 4: Better ability to attract new financial resources

The **current situation** of the Baltic Sea Region regarding the ability to attract new financial resources has been assessed with an average of 2,2 on a scale from 1 to 5. It is described that the ability to attract external financial resources is rather basic. This applies in particular to external private resources.

As **target** for 2023 an average of 2,9 has been set on the scale from 1 to 5. The target situation is described as having more opportunities to attract external financial resources. This is enabled by a more stable economic situation and the increased attention on green and eco-friendly mobility.

For the ability to attract external financial resources, the **expert interviewed** does not consider the baseline indicated in the survey to provide an accurate assessment of the current situation.

Rather, the ability to attract financial resources has greatly improved in countries such as Poland and Latvia, which is due to improvements in their project management skills. Therefore, the interviewed expert considers that the baseline for ability to attract external private financial resources and external public financial resources should be higher. The expert does however acknowledge funding to be an obstacle:

"I would say the financial aspect [is the main challenge]. Even though the national government is funding it's still not enough."

As for the target for 2023, the expert considers that the situation at large will be the same as today.

3.12.5 Dimension 5: Increased capability to work in transnational environment

The **current situation** of the Baltic Sea Region regarding the capability to work in transnational environment has been assessed with an average of 2,8 on a scale from 1 to 5. It is described that the capability to work transnationally is in many cases limited due to lack of knowledge and resources to cooperate with stakeholders from another countries. This applies in particular to smaller municipalities.

As **target** for 2023 an average of 3,8 has been set on the scale from 1 to 5. The target situation is described as having gained more experience in transnational cooperation by working in joint projects. Also, the younger generation of stakeholders is more aware of the opportunities international collaboration offers and will thus make better use of it.

According to the **interview**, the indicated baseline in the survey could be set slightly higher, but the interviewed expert also acknowledges that the situation varies in different cities, where the available competences to work transnationally, the frequency of transnational contacts and intensity of transnational collaboration is higher in capital cities. The targets indicated for the different characteristics of the fifth dimension are considered to be realistic to reach until 2023.

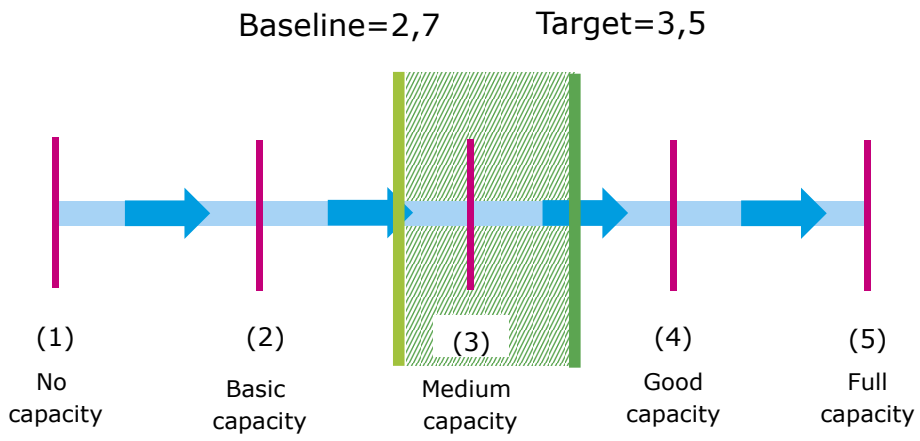
3.12.6 Concluding summary for specific objective 3.5 Environmentally friendly urban mobility

When analysing the survey results, the main challenge for sustaining an environmentally friendly urban mobility seems to be the *ability to attract new financial resources*. The prospects for improving the situation until 2023 is also low, as the survey results indicate that it will not be possible to reach more than a medium level.

For the other dimensions of institutional capacity, the baseline is fairly similar, ranging from 2,8 and 2,9 on a scale from 1 to 5. Looking at the targets set for 2023, the survey result indicate that the biggest potential lie in *enhancing institutionalized knowledge and competence* as well as increasing the *capability to work in a transnational environment*, as the targets for these two dimension are the highest.

The following figure illustrates the defined baseline and target for specific objective 3.5.

Figure 19: Baseline and target for specific objective 3.5



In the following, the baseline and target for the specific objective's result indicator is described in short, qualitative terms as required for the Cooperation Programme. Beside a short statement regarding the overall situation for the indicator, the dimension showing the greatest difference between the estimation for the baseline and the target is specifically referred to in the target.

Table 35: Baseline and target for the result indicator of specific objective 3.5 as presented in the Cooperation Programme

Result indicator	Baseline (2014)	Target (2023)
Capacity of urban transport actors (public authorities, ports, infrastructure providers and operators) in the Programme area to implement environmentally friendly transport solutions in urban areas	Basic to medium (2,7)	Medium to good (3,5), focus on increased capability to work in transnational environment

APPENDIX 1 SUPPLEMENTARY DATA FROM SURVEY

Specific objective 1.1: Research and innovation infrastructure

Table 36: Research and innovation infrastructure - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,67	3,68	2,91	3,73	2,77	3,33
Deviation[32]	1,56	1,65	2,15	0,76	4,76	2,89
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 37: Research and innovation infrastructure - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,50	3,37	2,38	3,33
Deviation	4,00	1,02	4,69	0,67
Number of responses	5,00	5,00	4,00	4,00

Table 38: Research and innovation infrastructure - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,83	3,83	2,67	3,58	2,38	3,58
Deviation	2,33	0,33	2,67	0,75	0,69	0,75
Number of responses	4,00	4,00	4,00	4,00	4,00	4,00

[32] The deviation reflects the dispersion of the answers received for each characteristic. The average of deviations is determined by calculating the average value of all standard deviations within the answers regarding a characteristic.

Table 39: Research and innovation infrastructure - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,17	3,10	2,83	3,73
Deviation	2,56	2,20	2,89	0,76
Number of responses	5,00	5,00	5,00	5,00

Table 40: Research and innovation infrastructure - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,57	4,37	3,03	4,00	2,54	3,37
Deviation	1,39	1,33	2,02	-	1,04	1,04
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Specific objective 1.2: Smart specialisation

Table 41: Smart specialisation - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,83	4,00	3,00	4,00	2,50	4,00
Deviation	4,83	6,00	4,00	4,00	3,50	2,00
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Table 42: Smart specialisation - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up

	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,17	3,67	3,17	3,83
Deviation	6,83	5,33	6,83	2,83
Number of responses	6,00	6,00	6,00	6,00

Table 43: Smart specialisation - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,17	3,83	2,83	4,00	2,67	3,83
Deviation	2,83	2,83	2,83	2,00	5,33	4,83
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Table 44: Smart specialisation - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,17	3,00	3,17	4,17
Deviation	2,83	4,00	0,83	0,83
Number of responses	6,00	6,00	6,00	6,00

Table 45: Smart specialisation - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale

Average	3,33	4,33	2,67	3,67	2,50	3,67
Deviation	1,33	1,33	3,33	1,33	1,50	1,33
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Specific objective 1.3: Non-technological innovation

Table 46: Non-technological innovation - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,33	4,40	2,57	3,67	2,86	3,67
Deviation	1,33	1,20	1,71	1,33	6,86	3,33
Number of responses	6,00	5,00	7,00	6,00	7,00	6,00

Table 47: Non-technological innovation - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,50	3,83	2,50	3,33
Deviation	3,50	2,83	3,50	1,33
Number of responses	6,00	6,00	6,00	6,00

Table 48: Non-technological innovation - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,33	3,33	2,67	3,33	2,50	3,33
Deviation	7,33	1,33	5,33	1,33	1,50	1,33
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Table 49: Non-technological innovation - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,83	3,50	3,17	3,67
Deviation	0,83	1,50	2,83	1,33
Number of responses	6,00	6,00	6,00	6,00

Table 50: Non-technological innovation - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,86	3,86	3,14	4,00	2,71	3,86
Deviation	2,86	2,86	4,86	4,00	3,43	0,86
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

Specific objective 2.1: Maritime safety

Table 51: Clear waters - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,38	3,88	2,88	3,50	2,88	3,88
Deviation	3,88	2,88	8,88	2,00	6,88	4,88
Number of responses	8,00	8,00	8,00	8,00	8,00	8,00

Table 52: Clear waters - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up	
	Characteristic 1: Availability of organizational structures	Characteristic 2: Utilization of organizational structures

	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,75	3,63	2,50	3,50
Deviation	5,50	3,88	2,00	2,00
Number of responses	8,00	8,00	8,00	8,00

Table 53: Clear waters - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,63	3,88	2,88	3,63	2,50	3,63
Deviation	1,88	2,88	2,88	1,88	2,00	3,88
Number of responses	8,00	8,00	8,00	8,00	8,00	8,00

Table 54: Clear waters - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	1,88	3,00	2,25	3,25
Deviation	4,88	2,00	5,50	3,50
Number of responses	8,00	8,00	8,00	8,00

Table 55: Clear waters - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,13	3,75	3,13	4,13	2,88	3,88
Deviation	4,88	5,50	2,88	4,88	8,88	6,88
Number of responses	8,00	8,00	8,00	8,00	8,00	8,00

Specific objective 2.2: Renewable energy

Table 56: Renewable energy - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,83	3,67	2,67	3,83	2,33	3,50
Deviation	6,83	3,33	5,33	6,83	1,33	5,50
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Table 57: Renewable energy - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,00	3,33	2,33	3,17
Deviation	-	1,33	1,33	0,83
Number of responses	6,00	6,00	6,00	6,00

Table 58: Renewable energy - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,67	3,50	2,33	3,50	2,33	3,50
Deviation	5,33	3,50	3,33	1,50	1,33	5,50
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Table 59: Renewable energy - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources	
	Characteristic 1: Ability to attract external private financial resources	Characteristic 2: Ability to attract external public financial resources

	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,00	3,00	2,67	3,33
Deviation	2,00	2,00	7,33	1,33
Number of responses	6,00	6,00	6,00	6,00

Table 60: Renewable energy - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,83	4,00	2,83	3,83	2,33	3,67
Deviation	6,83	4,00	8,83	4,83	3,33	3,33
Number of responses	6,00	6,00	6,00	6,00	6,00	6,00

Specific objective 2.3: Energy efficiency

Table 61: Energy efficiency - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,80	3,60	2,80	3,20	2,40	3,00
Deviation	4,80	9,20	2,80	2,80	1,20	2,00
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 62: Energy efficiency - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,00	3,75	2,50	3,50
Deviation	4,00	2,75	3,00	5,00

Number of responses	5,00	4,00	4,00	4,00	

Table 63: Energy efficiency - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,50	3,25	2,33	3,33	2,50	3,33
Deviation	3,00	0,75	0,67	0,67	1,00	0,67
Number of responses	4,00	4,00	3,00	3,00	4,00	3,00

Table 64: Energy efficiency - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,25	3,67	2,25	3,67
Deviation	4,75	2,67	4,75	0,67
Number of responses	4,00	3,00	4,00	3,00

Table 65: Energy efficiency - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,75	3,75	3,00	3,25	2,25	3,25
Deviation	2,75	2,75	-	2,75	0,75	0,75
Number of responses	4,00	4,00	4,00	4,00	4,00	4,00

Specific objective 2.4: Resource-efficient blue growth

Table 66: Resource-efficient blue growth - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,86	3,71	3,00	3,86	2,86	3,71
Deviation	4,86	5,43	10,00	6,86	6,86	3,43
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

Table 67: Resource-efficient blue growth - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,71	3,71	2,86	3,71
Deviation	3,43	5,43	2,86	3,43
Number of responses	7,00	7,00	7,00	7,00

Table 68: Resource-efficient blue growth - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,86	3,71	2,50	3,50	2,29	3,29
Deviation	2,86	3,43	3,50	1,50	3,43	1,43
Number of responses	7,00	7,00	6,00	6,00	7,00	7,00

Table 69: Resource-efficient blue growth - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target

	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,14	3,14	2,57	3,43
Deviation	2,86	2,86	5,71	3,71
Number of responses	7,00	7,00	7,00	7,00

Table 70: Resource-efficient blue growth - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,29	4,00	3,14	4,00	3,14	3,86
Deviation	1,43	4,00	8,86	4,00	8,86	2,86
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

Specific objective 3.1: Interoperability of transport modes

Table 71: Interoperability of transport modes - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,17	3,40	2,17	2,83	2,33	2,67
Deviation	4,83	5,20	0,83	2,83	1,33	5,33
Number of responses	6,00	5,00	6,00	6,00	6,00	6,00

Table 72: Interoperability of transport modes - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,17	2,83	2,00	3,00
Deviation	2,83	4,83	2,00	2,00
Number of responses	6,00	6,00	6,00	6,00

Table 73: Interoperability of transport modes - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,33	3,33	2,60	3,20	2,25	2,50
Deviation	5,33	5,33	3,20	2,80	2,75	5,00
Number of responses	6,00	6,00	5,00	5,00	4,00	4,00

Table 74: Interoperability of transport modes - Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	1,60	2,00	2,25	2,75
Deviation	1,20	4,00	2,75	6,75
Number of responses	5,00	5,00	4,00	4,00

Table 75: Interoperability of transport modes - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,60	3,40	2,20	3,00	2,60	3,20
Deviation	3,20	3,20	0,80	2,00	1,20	2,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Specific objective 3.2 Accessibility of remote areas and areas affected by demographic change

Table 76: Accessibility of remote areas and areas affected by demographic change - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,33	4,33	2,67	4,33	2,67	4,00
Deviation	0,67	0,67	2,67	0,67	2,67	-
Number of responses	3,00	3,00	3,00	3,00	3,00	3,00

Table 77: Accessibility of remote areas and areas affected by demographic change - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,67	3,67	2,67	3,67
Deviation	0,67	0,67	0,67	0,67
Number of responses	3,00	3,00	3,00	3,00

Table 78: Accessibility of remote areas and areas affected by demographic change - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,00	3,67	2,33	3,33	3,00	4,00
Deviation	2,00	0,67	0,67	0,67	6,00	2,00
Number of responses	3,00	3,00	3,00	3,00	3,00	3,00

Table 79: Accessibility of remote areas and areas affected by demographic change – Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,33	3,33	3,00	3,67
Deviation	0,67	0,67	2,00	2,67
Number of responses	3,00	3,00	3,00	3,00

Table 80: Accessibility of remote areas and areas affected by demographic change - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,33	4,00	3,00	4,00	3,33	4,00
Deviation	0,67	-	2,00	2,00	0,67	2,00
Number of responses	3,00	3,00	3,00	3,00	3,00	3,00

Specific objective 3.3: Maritime safety

Table 81: Maritime safety - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,40	3,80	2,20	3,20	2,80	3,80
Deviation	1,20	2,80	0,80	0,80	0,80	2,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 82: Maritime safety - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up

	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,60	3,60	2,20	3,40
Deviation	1,20	1,20	0,80	1,20
Number of responses	5,00	5,00	5,00	5,00

Table 83: Maritime safety - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,40	3,80	2,80	4,00	2,40	3,60
Deviation	3,20	2,80	2,80	2,00	1,20	1,20
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 84: Maritime safety – Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	1,80	2,60	2,00	2,60
Deviation	2,80	1,20	4,00	5,20
Number of responses	5,00	5,00	5,00	5,00

Table 85: Maritime safety - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,80	3,80	3,40	3,80	2,60	3,20

Deviation	4,80	2,80	5,20	2,80	3,20	0,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Specific objective 3.4: Environmentally friendly shipping

Table 86: Environmentally friendly shipping - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,60	3,80	2,40	3,40	2,40	3,20
Deviation	1,20	0,80	1,20	1,20	1,20	2,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 87: Environmentally friendly shipping - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up			
	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,25	4,00	2,80	3,60
Deviation	0,75	2,00	0,80	3,20
Number of responses	4,00	4,00	5,00	5,00

Table 88: Environmentally friendly shipping - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,20	4,00	3,20	4,00	3,00	3,80
Deviation	2,80	4,00	2,80	2,00	2,00	2,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Table 89: Environmentally friendly shipping – Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,40	3,40	2,40	3,50
Deviation	1,20	3,20	3,20	5,00
Number of responses	5,00	5,00	5,00	4,00

Table 90: Environmentally friendly shipping - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,40	4,20	3,40	4,20	3,20	3,80
Deviation	3,20	2,80	1,20	2,80	2,80	2,80
Number of responses	5,00	5,00	5,00	5,00	5,00	5,00

Specific objective 3.5: Environmentally friendly urban mobility

Table 91: Environmentally friendly urban mobility - Enhanced institutionalised knowledge and competence

	Dimension 1: Enhanced institutionalised knowledge and competence					
	Characteristic 1: Availability of knowledge		Characteristic 2: Availability of mechanisms for knowledge transfer		Characteristic 3: Utilization of knowledge	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,29	4,00	2,86	3,86	2,57	3,43
Deviation	1,43	-	2,86	0,86	1,71	1,71
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

Table 92: Environmentally friendly urban mobility - Improved governance structures and organizational set-up

	Dimension 2: Improved governance structures and organizational set-up

	Characteristic 1: Availability of organizational structures		Characteristic 2: Utilization of organizational structures	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	2,86	3,57	2,86	3,43
Deviation	0,86	3,71	2,86	1,71
Number of responses	7,00	7,00	7,00	7,00

Table 93: Environmentally friendly urban mobility - More efficient use of human and technical resources

	Dimension 3: More efficient use of human and technical resources					
	Characteristic 1: Utilization of human resources		Characteristic 2: Utilization of technical resources		Characteristic 3: Application of time- and/ or resource-saving measures	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,00	3,57	2,86	3,57	2,71	3,43
Deviation	2,00	3,71	4,86	1,71	1,43	1,71
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

Table 94: Environmentally friendly urban mobility – Better ability to attract new financial resources

	Dimension 4: Better ability to attract new financial resources			
	Characteristic 1: Ability to attract external private financial resources		Characteristic 2: Ability to attract external public financial resources	
	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	1,86	2,57	2,57	3,14
Deviation	2,86	1,71	1,71	0,86
Number of responses	7,00	7,00	7,00	7,00

Table 95: Environmentally friendly urban mobility - Increased capability to work in transnational environment

	Dimension 5: Increased capability to work in transnational environment					
	Characteristic 1: Available competences to work transnationally		Characteristic 2: Frequency of transnational contacts		Characteristic 3: Intensity of transnational collaboration	
	Baseline	Target	Baseline	Target	Baseline	Target
	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale	Estimation on scale
Average	3,14	4,00	2,71	3,71	2,57	3,57

Deviation	2,86	2,00	3,43	1,43	3,71	1,71
Number of responses	7,00	7,00	7,00	7,00	7,00	7,00

APPENDIX 2 LIST OF INTERVIEWED EXPERTS

Specific objective	Respondent	Organization
1.1: Research and innovation infrastructure **1.2: Smart specialization** **1.3: Non-technological innovation**	Karin Nygård Skalman	VINNOVA, Sweden
	Arūnas Beržinskas	MITA, Lithuania
2.1: Clear waters	Sanni Turunen	Ministry of the Environment/PA Nutri, Finland
2.2: Renewable energy **2.3: Energy efficiency**	Pia Norrman	Swedish Energy Agency, Sweden
2.4: Resource-efficient blue growth	Joanna Przedrzymirska	The Maritime Institute in Gdańsk, Poland
	Frank Asche	University of Stavanger / International Centre for Trade and Sustainable Development, Norway
3.1: Interoperability of transport modes **3.2: Accessibility of remote areas and areas affected by demographic change**	Gunnar Prause	Tallinn University of Technology, Estonia
	Thomas Erlandsson	PA Transport, Sweden
3.3: Maritime safety **3.4: Environmentally friendly shipping**	Ditte Folke Kikkert Henriksen	Danish Maritime Authority/PA Ship, Denmark
	Linas Kasparavičius	MSA - The Lithuanian Maritime Safety Administration, Lithuania
3.5: Environmentally friendly urban mobility	Artur Perchel	UITP - International Association of Public Transport, Eastern Europe
Total	**11**	