



*Investing in the future by working together  
for a sustainable and competitive region.*

The North  
Sea Region  
Programme  
2007-2013



 DSN

Connecting Knowledge

FINAL REPORT

# Added Value



**Sub-theme 1:** Programme  
impact and coverage  
(Private and Public  
Partner Integration)



North Sea Region Programme Papers No. 9

Added Value (1) – Sub-theme: Programme impact and coverage (Private and Public Partner Integration) (Final Report)

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The preparation of the report was overseen by the Programme's Evaluation Steering Group (ESG), comprising representatives from countries and regions participating in the Interreg IVB North Sea Region Programme and co-ordinated by the Joint Technical Secretariat.

This report is part of a series about the on-going evaluation process of the Programme. In accordance with the on-going evaluation approach these reports will be available one by one in the near future:

Institutional Capacity and Performance:

- (1) Financial management and control set-up
- (2) Programme structures
- (3) Application procedures and project development

Added Value:

- (1) Programme impact and coverage
- (2) Transnational cooperation
- (3) Legacy

Publicity and Communications:

- (1) Programme and project cooperation in communications & programme visibility
- (2) Communications measures on project level

Disclaimer:

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## 0. Introduction

This report addresses programme bodies, project partners and stakeholders of the Interreg IVB North Sea Region Programme (NSR Programme). The report is part of the “Ongoing Evaluation” and summarises all findings and recommendations of the Ongoing Evaluation regarding partner integration within the NSR Programme. The report is based on the interim report on “Programme Impact and Coverage”, in which first results on private partner integration have been presented. For this report, the data provided in the interim report has been updated to reflect the situation of private partner integration after the 9<sup>th</sup> call. In addition, some new results on an in depth analysis of private partner integration will be presented. Furthermore, the situation of public partner integration will also be reflected in this report.

The report is structured into the following chapters:

- Basic data on partner integration in the NSR Programme after the 9<sup>th</sup> call
- Private partners in the NSR Programme
- Public partners in the NSR Programme

The report focuses on the main findings (!) and recommendations (✓) of the evaluation process which are highlighted with symbols in the margin. In addition, opinions taken from online surveys and interviews give an impression of different perspectives projects have. The report summarises the findings and recommendations of the Ongoing Evaluation in an easy to read way.

The findings regarding the integration of public partners within the North Sea Region Programme are based on desk research by analysing the project database of the Joint Technical Secretariat (JTS) (Status: after the 9<sup>th</sup> Call) and the projects’ applications. The findings regarding the integration of private partners within the North Sea Region Programme are also based on an analysis of the JTS project database. In addition, the latter are supplemented by the main results of desk research and online surveys in which answers were given by 21 out of 25 projects’ lead beneficiaries as well as on 7 additional telephone interviews with projects’ lead beneficiaries of the NSR Programme. The report concentrates on the general findings and recommendations with strategic relevance to both the improvement of the current programme period as well as to the next programme period 2014-2020.

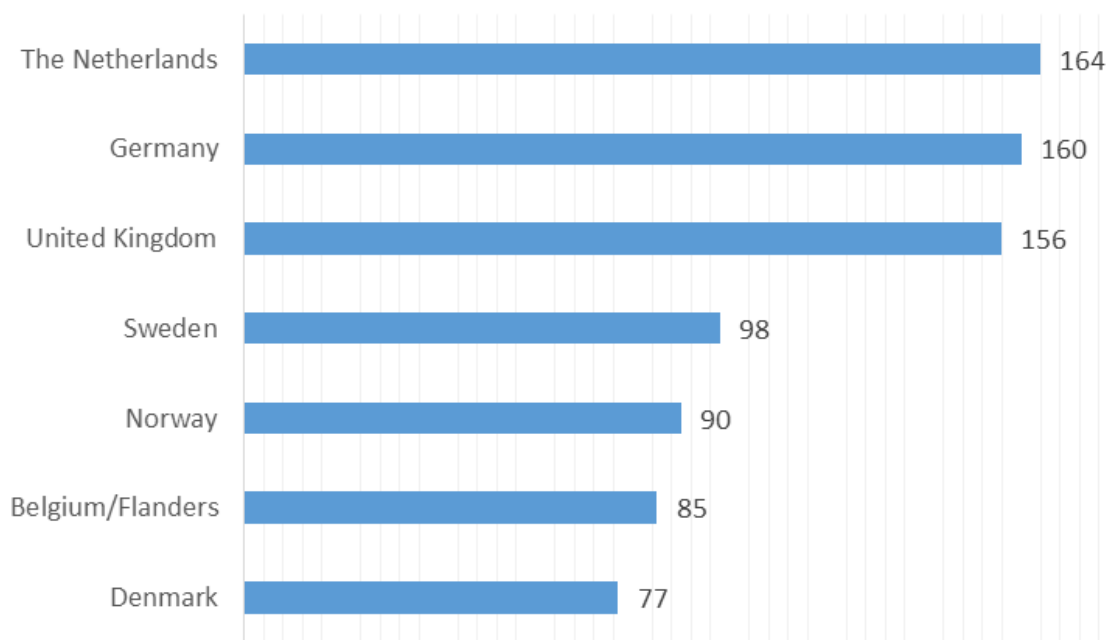
More information on methodology and the evaluation model of the “Ongoing Evaluation” is provided in appendix A.



## 1. Basic data on partner integration in the NSR Programme after the 9th Call

As an introduction to this report, some basic data on the number of projects and partners involved in the North Sea Region Programme is provided. Following this brief overview of the situation in general, this report focuses on a detailed analysis of the integration of both private and public partners.

- Up until Spring 2014, the North Sea Region Programme had initiated 9 Calls for applications, as part of which 71 projects (including 5 cluster projects) have already been approved.<sup>1</sup>
- Of these 71 projects, 832 beneficiaries (public and private beneficiaries) have participated in the NSR Programme.
- As shown in Figure 1, most of the partners (public and private) within the NSR Programme are from the Netherlands (164), Germany (160) and United Kingdom (156). Fewer partners are from Sweden (98), Norway (90), Belgium/Flanders (85) and Denmark (77).<sup>2</sup>



**Figure 1: Partners per Member State**

Source: projects applications, JTS database

<sup>1</sup> A 10<sup>th</sup> Call for Applications was opened from 17 February to 17 March 2014. This call focused on the extension of communication for already approved projects. At the time of writing this report the 10<sup>th</sup> call was still opened.

<sup>2</sup> In addition, two partners from France are involved in the Programme. In the following report these two partners (one private and one public partner) are excluded from the graphical and statistical analysis of partner involvement per Member State.



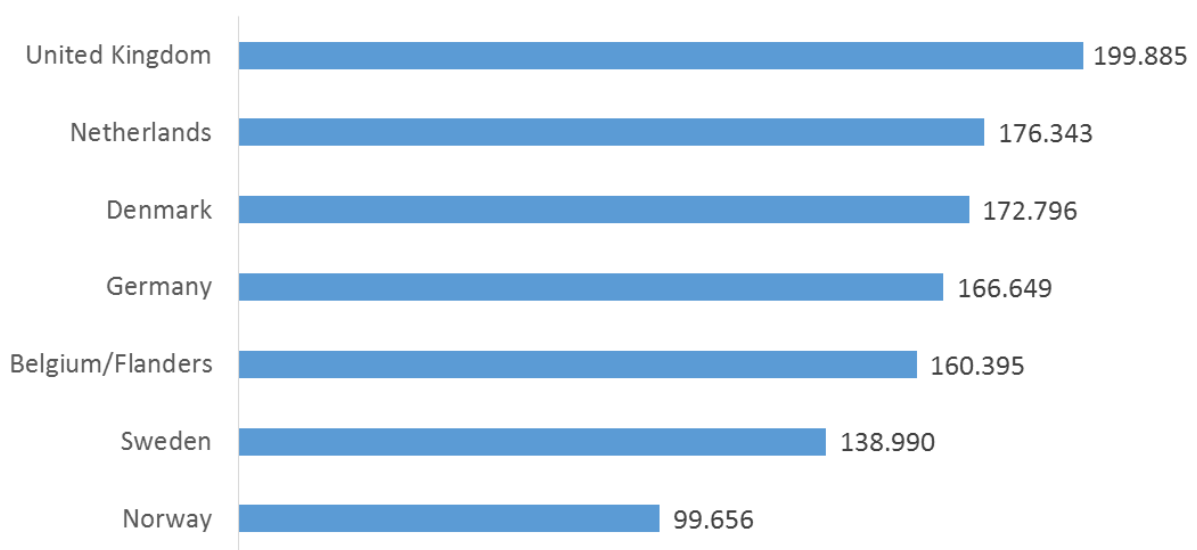
- Table 1 shows that the NSR Programme is adopted very well by project partners from Belgium/Flanders, the Netherlands, Norway and Sweden. In other words the proportion of beneficiaries is higher than the proportion of their population in the programme region. At the same time, however, there are fewer beneficiaries from the UK in relation to the proportion of the population in the North Sea Programme region. A possible reason for this proportion is given within the different structures of the national public administrations in the member states. Especially the administrative structure of UK is characterised by a small number of local authorities each one representing a larger number of population compared to other local authorities in the member states.

	Proportion of population in the programme area (%) <sup>1</sup>	Proportion of beneficiaries in the programme area (%) <sup>2</sup>
Belgium/Flanders	6	10
Denmark	9	9
Germany	22	19
Netherlands	16	20
Norway	8	11
Sweden	6	12
United Kingdom	33	19
Total	100	100

**Table 1: Proportion of population and beneficiaries in the programme area**

Source: <sup>1</sup>Operational Programme, <sup>2</sup>JTS database, own calculation

- With regard to the average budget per beneficiary and country beneficiaries from the UK provide the majority of resources for the projects. In contrast, Norwegian partners possess the smallest budgets in comparison to beneficiaries from other countries within the region (cf. Figure 2).



**Figure 2: Budget per beneficiary and country in average**

Source: own calculation (status after 8<sup>th</sup> call)



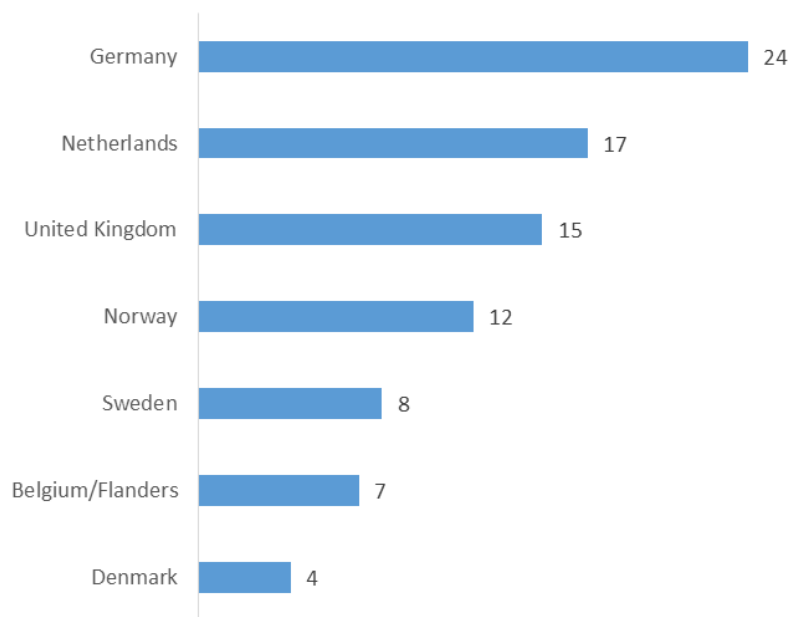
## 2. Structure of private partners in the NSRP

This chapter summarises the findings on private partner integration as provided in the interim report on “programme impact and coverage”. In addition to these findings, an in depth analysis of private partner integration has been conducted with regard to the budget, priorities and areas of intervention as well as the type and sectors of private partners. The analysis was carried out following the 9<sup>th</sup> call of the NSR Programme.

### Number of private partners



- The basis for the identification of private partners within the NSR Programme was provided by the legal status of the beneficiaries as stated in the application.
- After the 9<sup>th</sup> call, 88 private partners were involved in the NSR Programme. These account for approx. 10.6 % of all 832 partners involved in the NSR Programme. In 35 out of all 71 projects, at least one or more private partners are involved. In 36 projects, private partners are completely absent.



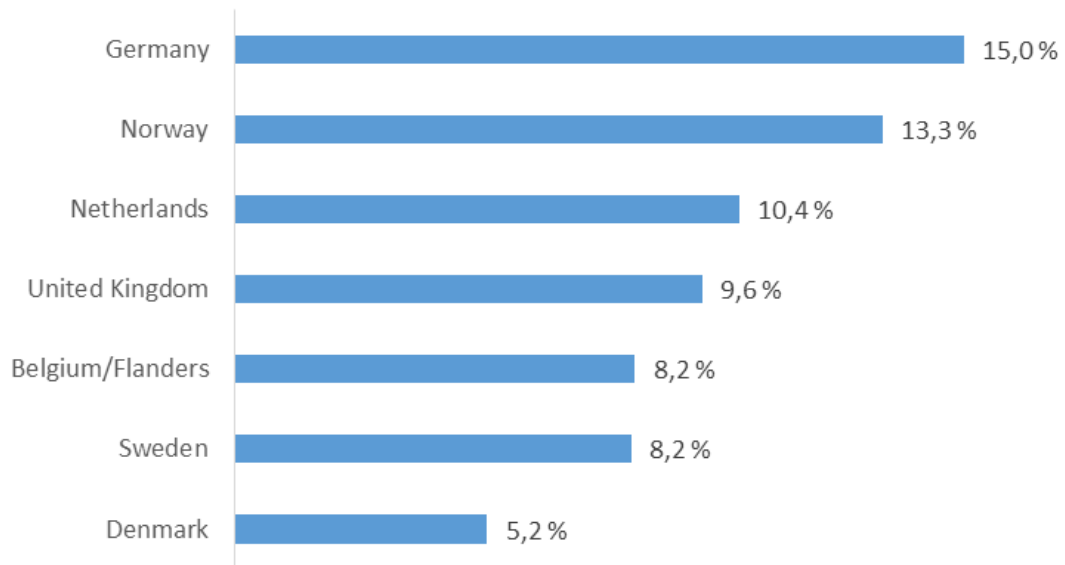
**Figure 3: Private partners per Member State**

Source: projects applications

- As shown in Figure 3, most of the private partners are from Germany (24), the Netherlands (17) and the U.K. (15). In contrast, only few partners are from Sweden (8), Belgium/Flanders (7) and Denmark (4).



- Besides the fact that most of the private partners are from Germany, the majority of all partners -be them private or public- are also from Germany. Thus, it is interesting to look at the proportion of private partners of a Member State in relation to the total number of partners of a Member State. This analysis highlights the proportion of private partners existent within each Member State and allows for a comparison between the Member States. The result of this analysis is shown in Figure 4.



**Figure 4: Percentage of private partners of all partners per Member State**

Source: JTS database, project applications

- A closer look at the percentage distribution per Member State reveals that Germany is also characterised by the highest proportion of private partners (15,0 %) in comparison to all partners from Germany. Besides Denmark where just 5,2 % of all partners are private partners, all other Member States are characterised by a percentage distribution between 13,3 % and 8,2 %.

### **Role of private partners in projects of the NSR Programme**



- Private partners adopt a broad range of roles within the projects of the NSR Programme, such as involvement
  - ... in development of the project strategy
  - ... in product and service development
  - ... in knowledge transfer
  - ... in dissemination of the project
  - ... as stakeholders
  - ... in project management
- The integration of private partners is more challenging than the integration of partners from the public sector. Some of the projects experienced the following challenges or barriers regarding the involvement of private partners:





- Reluctance of private organisations to be partners of the projects due to the administrative work involved
  - Reluctance of private organisations to be partners of the projects due to long payment procedures and pre-financing which mainly affects SMEs.
  - Instability and fluctuating private partners in some projects due to the financial crisis
- The results of the online survey demonstrate that the projects clearly benefit from the involvement of private partners. Partners from the private sector are able to arrange contacts with industry and other relevant stakeholders effectively. Given their experience and expertise private partners can accelerate the development of output, improve its quality and ensure demand-orientation towards target groups from the private sector.
  - Private partners can also benefit from their participation in the North Sea Region Programme. They are able to access and build networks with public sector organisations in a way that would not be possible without involvement in a North Sea Region Programme project. The private partners also experience how EU regional development policy works in practical terms. They can influence regional policy from their perspective. Moreover, private partners can benefit from the projects due to better access to networks and markets abroad in the North Sea Region.
  - The following Table 2 provides an overview of the benefits of private partner involvement, both for the programme and the private partners.

Key <b>benefits for projects</b> to involve private partners	Key <b>benefits for private partners</b> to participate in projects
Private partners contribute additional expertise and experiences	Private partners acquire new contacts with the public and academic sector in the North Sea Region
Private partners facilitate access to specific industry networks and stakeholders	Private partners acquire access to networks at the European level
Private partners are very focused on concrete benefits	Private partners receive "first hand" knowledge on policy development and can influence the process
Private partners can foster and speed up the development of outputs due to their specific knowledge	Private partners can use their experiences made in the projects to acquire better access to relevant markets
Private partners ensure the integration of the private sector perspective in the projects	Private partners can deepen their knowledge about the thematic scope of the projects they are involved in
Private partners can foster the acceptance of the private sector for project results	Private partners can test new concepts or methodologies developed in the North Sea Region

**Table 2: Main benefits of private partner integration**

Source: online survey



### **Opinions from the online surveys**

*The private partners are reluctant to join due to a) administrative work (can be solved easily) and b) cash flow issues (difficult to solve as claims every six months are followed by x months of processing. In case of final claim - and the UK issues - this proves to be problematic).*

*We experienced more instability and partner changes due to the financial crisis.*

*The expertise and industrial experience private partners contribute allows for the better development of module material that is relevant to the maritime industry. Their knowledge and contacts have also allowed projects to secure many influential stakeholders from industry.*

*The private partners are the ones that develop and use the knowledge to develop products and services that enable the implementation of the policies we strive for.*

*We have two private partners in our consortium who participate, for the purpose of the project, as public entities. Meeting with them and discussing the Interreg requirements at the project-idea stage was crucial to securing their participation and ensuring they were fully informed as early as possible.*

### **Financial contribution of private partners**

- The overall budget of all private partners amounts to 12.094.924 Euro. This accounts for approx. 8,9 % of the total project budget of the NSR Programme.
- As far as the financial contribution of private partners is concerned, a substantial variation among projects is observable. With 1.738.655 Euro distributed among 11 private partners, “North Sea Ballast Water Opportunity” is the project characterised by the highest total budget for private partners. In contrast, the project “ANSWER” has the lowest total project budget for private partners, with 10.904 Euro.
- In most projects, the budget for private partners amounts to less than 100.000 Euro or between 100.000 and 500.000 Euro. Only in a few projects the budget is more than 500.000 Euro. In three projects, the budget for private partners is more than 1.000.000 Euro.
- The highest percentage proportion of the budget of private partners within one project is observable in the project “North Sea Freight and Intelligent Transport Solutions (NS FRITS)”: here, approx. 66 % of the total project budget accounts for private partners. In the project “Accessibility for Shipping, Efficiency Advantages and Sustainability (ANSWER)” a total of 0,6 % of the total project budget accounts for private partners. This is the lowest percentage proportion of the project budget for private partners within the NSR Programme (among projects involving private partners).
- Whereas the highest budget of one single private partner amounts to 709.121 Euro, the lowest budget for one single partner is 6.900 Euro. The average budget of a single private partner is approx. 137.442 Euro. By way of comparison, the average budget of a public partner amounts to approx. 167.202 Euro.



- The analysis of the distribution of the average private partner budget for each Member State reveals that the private partners in the U.K. (approx. 221.670 Euro on average), Sweden (approx. 150.094 Euro on average) and the Netherlands (approx. 145.768 Euro on average) exhibit the highest average budget. The private partners with the lowest average budget can be found in Norway (approx. 63.746 Euro on average), Denmark (approx. 90.794 Euro on average) and Belgium/Flanders (approx. 88.928 on average). An overview of the average budget of private partners for each Member State is provided in Table 3.

Member State	Average Budget of a single private partner (in Euro)	No. of private partners
Belgium/Flanders	88.928,86	7
Denmark	90.794,50	4
Germany	133.604,67	24
Netherlands	145.768,29	17
Norway	63.746,08	12
Sweden	150.094,63	8
United Kingdom	221.670,33	15
All (incl. Outsider)	137.442,32	88

**Table 3: Average budget of private partners per Member State**

Source: JTS database, own calculation

### Structure of private partners by Priority and Area of Intervention

- A look at the distribution of private partners per priority illustrates that most of the private partners are involved in projects of priority 3 “Improving the Accessibility of Places in the NSR”. A total of 47 private partners are involved in projects within this priority which is more than half of all 88 private partners. The lowest number of private partners (4) is involved in priority 4 “Promoting Sustainable and Competitive Communities” (cf. Table 4). In addition, the largest number of projects involving private partners is related to priority 3. This indicates that the accessibility of places is not only an attractive theme for private partners, but also that the integration of private partners is of key importance. In contrast, the theme related to the promotion of sustainable and competitive communities as addressed in priority 4 is less attractive for private partners.



	No. of private partners	No. of projects with private partners	No. of projects in total	Share of projects with private partners
Priority 1: Building on our capacity for innovation	18	9	17	52,9 %
Priority 2: Promoting the sustainable management of our environment	19	6	16	37,5 %
Priority 3: Improving the accessibility of places in the NSR	47	16	22	72,7 %
Priority 4: Promoting sustainable and competitive communities	4	3	11	27,3 %
All	88	33	71	46,5 %

**Table 4: Distribution of projects and private partners per priority**

Source: JTS database, own calculation

- The distribution of private partners per priority and Member State shows that the importance of priority 3 for private partner integration is also reflected within the specific Member States. Besides Denmark where 3 out of 4 private partners are involved in projects related to priority area 1 “Building on our capacity for innovation”, the highest number of private partners in all other Member States are observable within priority 3 (cf. Table 5).

	No. of private partners	Priority 1	Priority 2	Priority 3	Priority 4
Belgium/Flanders	7	0	1	6	0
Denmark	4	2	1	1	0
Germany	24	5	8	8	3
Netherlands	17	1	7	8	1
Norway	12	3	0	9	0
Sweden	8	1	1	6	0
United Kingdom	15	6	1	8	0
All	88	18	19	47	4

**Table 5: Distribution of private partners per Member State and priority**

Source: JTS database, own calculation

- A closer look at the distribution at the level of Area of Intervention (Aoi) within the different priorities illustrates that the Aoi 3.1 “To promote regional accessibility strategies” and Aoi 3.2 “To promote the development of multi-modal and transnational transport corridors” are the Aoi which involve the highest number of private partners. These are the most relevant topics for private partners within priority 3 which is the most important priority for private partners (cf. Table 6).
- In the Aoi 1.3 “Building societies and the institutional capacity for innovation” and Aoi 4.2 “Promoting sustainable growth solutions for expanding areas” private partners are completely absent.



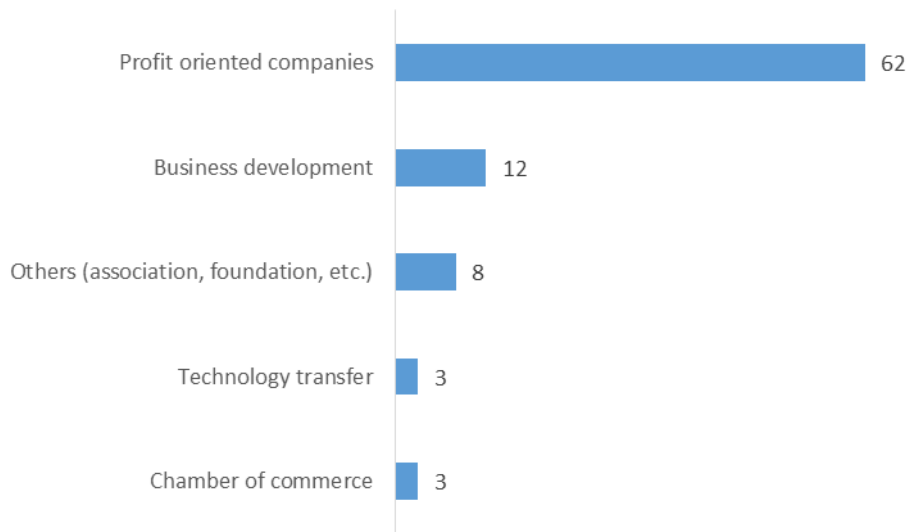
Area of Intervention (Aol project that fits best)	No. of private partners	No. of projects (with private partners)	No. of projects in total	Share of projects with private partners
1.1 Building the innovation capacity of businesses	2	2	6	33,3 %
1.2 Building the transnational dimension of clusters and research and innovation networks	11	5	7	71,4 %
1.3 Building society's and the institutional capacity for innovation	2	1	3	33,3 %
1.4 Promoting the adoption and use of ICT applications	1	1	1	100 %
2.1 Sustainable development of the coastal land and sea areas through integrated coastal zone management	2	1	5	20,0 %
2.2 Developing preventive and responsive measures to address acute and chronic marine pollution	11	1	1	100 %
2.3 Adapting to and reducing risks posed to society and nature by a changing climate	5	3	7	42,9 %
2.4 Promoting environmentally responsible energy production practices	1	1	3	33,3 %
3.1 To promote regional accessibility strategies	19	8	11	72,7 %
3.2 To promote the development of multi-modal and transnational transport corridors	16	4	4	100 %
3.3 To promote the development of efficient and effective logistics solutions	12	4	7	57,1 %
4.1 Tracking the needs of areas in decline	3	2	5	40,0 %
4.2 Promoting sustainable growth solutions for expanding areas	0	0	4	0,0 %
4.3 Promoting energy efficiency in settlements	1	1	2	50,0 %

**Table 6: Distribution of private partners among projects per Area of Intervention that fits best**

Source: JTS database; own calculation

### Legal status and sectors of private partners

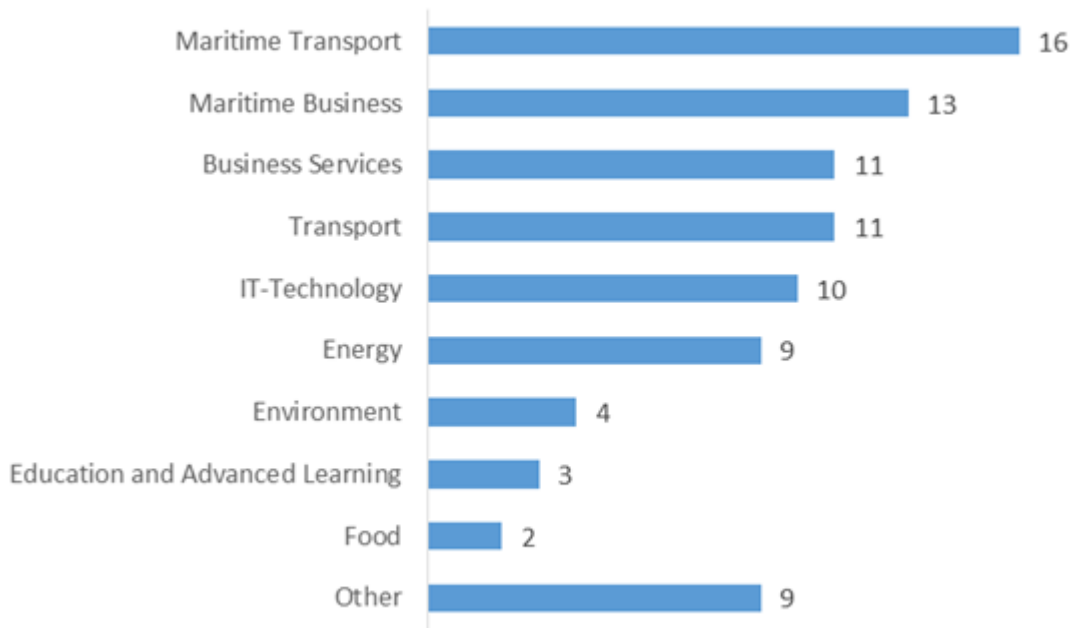
- A first look at the type of private partners involved in the NSR Programme shows that most of the private partners (62) are profit orientated companies. 12 private partners are business development organisations which support regional economies and start-ups. 8 private partners can be classified as the type of association or foundation that primarily operates on a non-profit basis. 3 private partners are associated with organisations related to technology transfer in that they transfer inventions and innovative knowledge to external organisations. Finally, 3 private partners can be classified as a type of chamber of commerce - a form of business network, i.e. a local organisation of businesses that strives to support business interests (cf. Figure 5).



**Figure 5: Type of private partners (in absolute terms)**

Source: Projects applications

- The next step in the analysis of private partners relates to the sectors to which private partners belong. The following Figure 6 provides an overview of the different sectors and the number of private partners associated with them. Generally speaking, the table shows that the maritime transport sector is the main sector from which private partners originate (21). This sector includes seaports and specialised maritime logistic services. In addition, 11 private partners originate from the transport sector without maritime specialisation. These primarily include airports, transport operators or logistic services. Furthermore, 13 private partners operate in the maritime business. These include companies such as shipyards, ship classification companies or companies that provide maritime services or maritime consultants.
- Besides the maritime and transport sector, 9 private partners operate within the energy sector. These primarily include utility companies and energy consultants. The 10 private partners that are related to the IT-technology sector are companies that develop web applications, navigation software or provide broadband connections and services. A total of 11 private partners offer business services in general. These primarily include consulting companies, chambers of commerce and business development agencies. In the environmental sector, 4 private partners are active in the fields of waste water treatment, soil management or nature conservation. With regard to the education and advanced learning sectors, 3 private partners (primarily business schools) have participated in the NSR Programme. In the food sector, 2 private partners -one fish and seafood and one drinking water company- have participated. Alongside all sectors noted above, a total of 9 private partners cannot be attributed to one of these sectors at all. These include companies active in the field of microscope imaging, industrial filters or the development of instruments needed for the analysis of particles in a fluid or diagnostic reagents.



**Figure 6: Sectors of private partners (in absolute terms)**

Source: Projects applications, own research

### 3. Recommendations on private partner integration



**The NSR Programme should continue with the successful integration of private partners in the next programme period 2014-2020**

The NSR Programme made positive experiences with the integration of private partners. Both public and private partners benefit from the possibility of involving companies as regular beneficiaries in projects. In comparison to informal integration in stakeholder groups, this official participation in projects strengthens and intensifies the involvement and commitment of the private sector in the development of solutions within the projects.

For smaller companies, however, the administrative duties and the pre-financing of project costs are very challenging. Thus, in order to further increase the attractiveness of the NSR Programme for private partners in the future, reduced complexity and heightened efficiency of financial reporting as outlined in the report on “financial management and control set up” is of central importance.





**Clear indication of the legal status of beneficiaries in the application by specifying pre-defined categories**

For the preceding analysis of private partner integration within the NSR Programme, the legal status of partners was identified on the basis of the information provided by the partners in the applications. In the current application form, the partners declare their legal status in an open text field. The existing project database demonstrates that this results in a wide variety of differing indications and definitions of the legal status. This prevents the analysis of the legal status of partners within the programme. For the future analysis of the programme, it is thus recommended that predefined fields that specify a legal status be integrated into the application form for applicants to select. This unifies and standardises the data base for subsequent analyses, e.g. for the analysis of private partner integration in the programme. Moreover, a clear identification of the legal status allows to identify Small and Medium Enterprises and especially microenterprises. This gives the programme the opportunity to address these SME and microenterprises specifically in order to support them to overcome administrative burden. Administrative burden is one of the major challenges in participating in an European Transnational Cooperation programme, especially for SME and microenterprises.



**Target private partners in the communication of the programme to further strengthen their role in the NSR Programme**

The analysis of private partner integration in the NSR Programme has revealed that approx. 10 % of all partners within the programme are private partners and that they are involved in more than half of all NSRP projects. This illustrates the key role private partners play within the NSR Programme. The programme should include these findings on private partner integration into their communication activities. By doing so, the programme can support the integration of private partners in the future programme. The communication of the successful integration of private partners into the current programme can encourage new projects in the next programme period to integrate private partners for the successful implementation of their project.



**For the next programme period, the NSR Programme should strengthen the involvement of private partners in fields other than transport/maritime transport, where strong involvement is already observable.**

The preceding analysis has shown that priority 3 “Improving the accessibility of places in the North Sea Region”, which addresses different aspects of transport and logistics, is of key interest to private partners in the current programme (the majority of private partners are involved in the field of transport or maritime transport). Only a small number of private partners are involved in projects regarding priority 2 “Promoting the sustainable management of our environment” or priority 4 “Promoting sustainable and competitive communities”. By considering aspects such as the green economy or public-private-partnerships, there is potential to strengthen the involvement of private partners in the thematic fields addressed by priority 2 and priority 4.





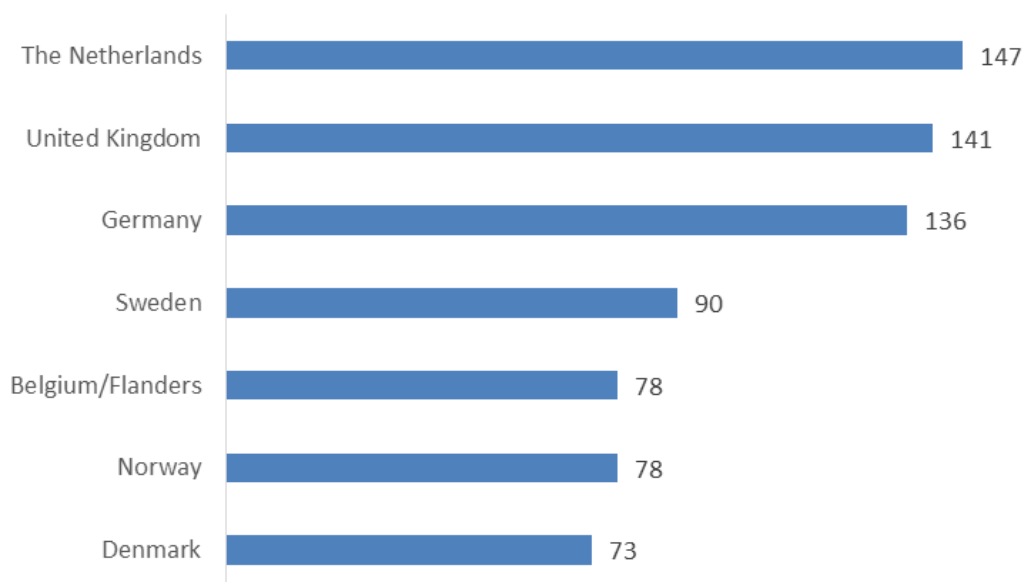
## 4. Public partners in the NSRP

This chapter focuses on an in depth analysis of public partner integration which has been carried out with regard to the budget, priorities and areas of intervention as well as the legal status of public partners. The analysis was conducted after the 9<sup>th</sup> call of the NSR Programme. The data is based on the database of the Joint Technical Secretariat (JTS) as well as on information given in the applications made by the projects themselves.

### Number of public partners



- The basis for the identification of public partners within the NSR Programme was provided by the legal status of the beneficiaries as stated in the application. After the 9<sup>th</sup> call, 744 public partners were involved in the NSR Programme.



**Figure 7: Public partners per Member State**

Source: projects applications, JTS database

- As shown in Figure 7, most of the public partners are from the Netherlands (147), United Kingdom (141) and Germany (136). In contrast, Belgium/Flanders (78), Norway (78) and Denmark (73) exhibit fewer public partners.

### Financial contribution of public partners



- As far as the financial contribution of public partners is concerned, a substantial variation among projects is observable. With a total budget of 4.080.000 Euro distributed among 22 public partners, the project “Strategic Alliance for integrated Water Management Actions” is characterised by the highest total budget for public partners. In contrast, the project “WaterCAP” exhibits the lowest total project budget for public partners, with 162.126 Euro distributed among 5 public partners.



- The total project budget of public partners is usually between 1.000.000 Euro and 3.000.000 Euro. In 9 projects, the budget of public partners is more than 3.000.000 Euro. In 20 projects, the budget of public partners is less than 1.000.000 Euro.
- Whereas the highest budget of one single public partner amounts to 2.346.707 Euro, the lowest budget for one single public partner is 842 Euro. The average budget of a single public partner amounts to approx.167.202 Euro.
- The analysis of the distribution of the average public partner budget for each Member State reveals that public partners in the United Kingdom (197.567 Euro), the Netherlands (179.879 Euro) and Denmark (177.289 Euro) exhibit the highest average budget. The public partners with the lowest average budget can be found in Norway (106.146 Euro) and Sweden (138.003 Euro). The average budget of public partners from Norway, in particular, is substantially lower than in the Member States. An overview of the average budget of public partners for each Member State is provided in Table 7.

Member State	Average Budget of a single public partner (in Euro)	No. of public partners
Belgium/Flanders	166.808	78
Denmark	177.289	73
Germany	172.481	136
Netherlands	179.879	147
Norway	106.146	78
Sweden	138.003	90
United Kingdom	197.567	141
All	167.202	744

**Table 7: Average budget of public partners per Member State**

Source: JTS database, own calculation

### Structure of public partners by Priority and Area of Intervention



- A look at the distribution of public partners per priority illustrates that the highest number of public partners is involved in projects of priority 3 “Improving the Accessibility of Places in the NSR”. A total of 240 public partners are involved in projects within this priority. The lowest number of public partners (128) is involved in priority 4 “Promoting Sustainable and Competitive Communities” (see Table 8). In addition, the largest number of projects involving public partners is related to priority 3.



	No. of public partners	No. of projects in total
Priority 1: Building on our capacity for innovation	173	18
Priority 2: Promoting the sustainable management of our environment	202	17
Priority 3: Improving the accessibility of places in the NSR	241	24
Priority 4: Promoting sustainable and competitive communities	128	12
All	744	71

**Table 8: Distribution of projects and public partners per priority**

Source: JTS database, own calculation

- The distribution of public partners per priority and Member State shows that the importance of priority 3 for public partner integration is also reflected within the specific Member States. Whereas for four out of seven Member States (Belgium/Flanders, Germany, Norway, U.K.), the highest number of public partners can be identified within priority 3, priority 2 is the most important for the remaining states of Denmark, the Netherlands and Sweden.

	No. of public partners	Priority 1	Priority 2	Priority 3	Priority 4
Belgium/Flanders	78	18	14	28	18
Denmark	73	15	28	22	8
Germany	136	37	37	40	22
Netherlands	147	34	46	41	26
Norway	78	21	15	28	14
Sweden	90	20	30	28	12
United Kingdom	141	27	30	55	28
All	744	172	202	241	128

**Table 9: Distribution of public partners per Member State and priority**

Source: JTS database, own calculation

- A closer look at the distribution at the level of Area of Intervention (AoI) within the different priorities illustrates that the AoI 2.3 “Adapting to and reducing risks posed to society and nature by a changing climate” is the AoI with the highest number of public partners involved. This is the most relevant topic for public partners (cf. Table 10).
- Similarly, other topics related to other priorities such as AoI 3.1 “To promote regional accessibility strategies”, AoI 3.3 “To promote the development of efficient and effective logistics solutions” or AoI 1.2 “Building the transnational dimension of clusters and research and innovation networks” involve a substantial number of public partners.



- The Aol 1.4 “Promoting the adoption and use of ICT applications” and Aol 2.2 “Developing preventive and responsive measures to address acute and chronic marine pollution” exhibit the lowest number of public partners.

	Area of Intervention (Aol project that fits best)	No. of public partners	No. of projects in total
1.1	Building the innovation capacity of businesses	50	6
1.2	Building the transnational dimension of clusters and research and innovation networks	80	7
1.3	Building society’s and the institutional capacity for innovation	30	3
1.4	Promoting the adoption and use of ICT applications	7	1
2.1	Sustainable development of the coastal land and sea areas through integrated coastal zone management	50	5
2.2	Developing preventive and responsive measures to address acute and chronic marine pollution	5	1
2.3	Adapting to and reducing risks posed to society and nature by a changing climate	100	7
2.4	Promoting environmentally responsible energy production practices	41	3
3.1	To promote regional accessibility strategies	86	11
3.2	To promote the development of multi-modal and transnational transport corridors	63	4
3.3	To promote the development of efficient and effective logistics solutions	72	7
4.1	Tracking the needs of areas in decline	41	5
4.2	Promoting sustainable growth solutions for expanding areas	51	4
4.3	Promoting energy efficiency in settlements	30	2

**Table 10: Distribution of public partners per Area of Intervention projects fit best**

Source: JTS database; own calculation

### Legal status of public partners

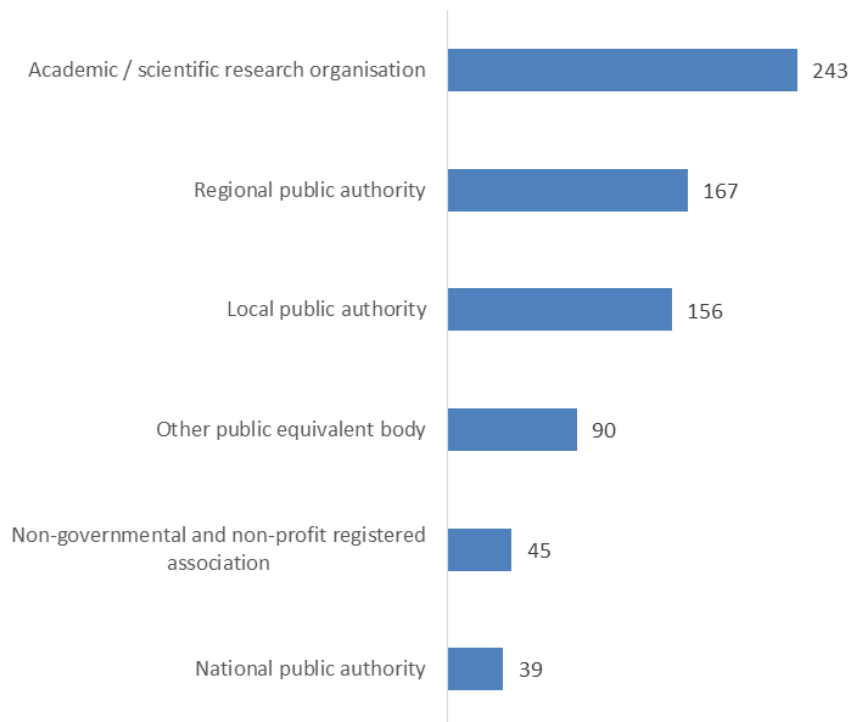


Six categories have been created to categorise the different kinds of public partners involved in the programme. The categories are derived from literature, European regulations or are used in other EU-Programmes. A universal definition of the legal status for European Transnational Cooperation programmes cannot be applied.



Legal status	Description
National public authority	Political or non-political state run institutions with nation-wide responsibility (Ministries or national science services)
Regional public authority	Political or non-political state-run institutions with regional responsibility (federal state and county governments or law enforcement or national park administration).
Local public authority	Political or non-political state-run institutions with local responsibility (e.g. Port authorities, Dyke associations)
Other public equivalent body:	Municipal corporations like transport companies or energy suppliers
Academic / scientific organisation	Universities, research and educational institutions
Non-governmental and non-profit registered associations:	Inter-communal cooperation, foundations, funds

Figure 8 provides an overview of the distribution of public partners across these six categories. Together with the 156 local and 39 national public authorities, the 167 regional public authorities constitute the majority of public partners in the NSR Programme. The category characterised by the largest number of public partners (243) are academic or research institutions. Furthermore, 90 other public equivalent bodies and 45 non-governmental and non-profit registered associations contribute to the programme.



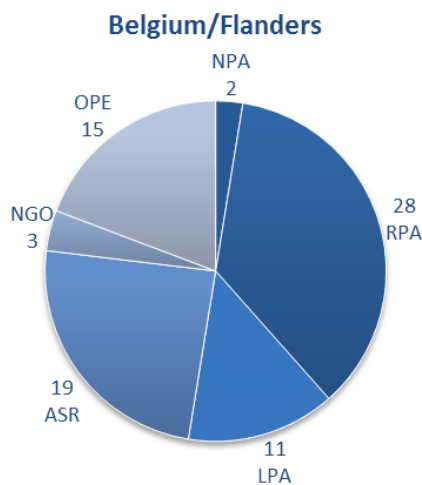
**Figure 8: Type of public partners (in absolute terms)**

Source: JTS database, projects applications, own calculation

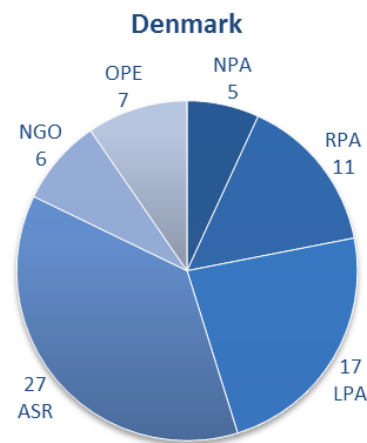


### Legal status of public partners per Member State

The following charts present an overview of public partners by legal status for each Member State of the NSR Programme. They show that most public partners in the Member States have the status of academic/scientific institutions or regional public authorities. Whereas in some Member States most public partners have the legal status of an academic/scientific institution, most public partners in other Member States are characterised by a legal status as regional public authorities. E.g. in the U.K. and Germany a high share of academic/scientific institutions can be observed while in Belgium/Flanders and in the Netherlands regional public authorities have a high share. In particular, the regional provinces are well represented in Belgium/Flanders and the Netherlands.



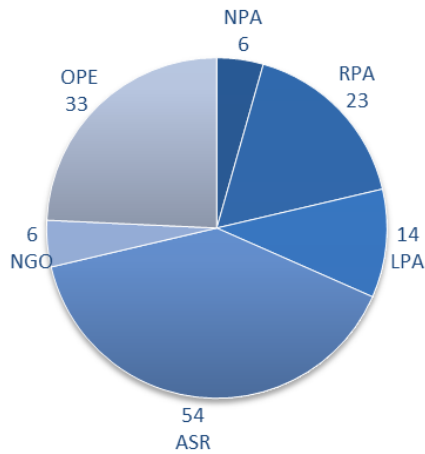
- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)



- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)

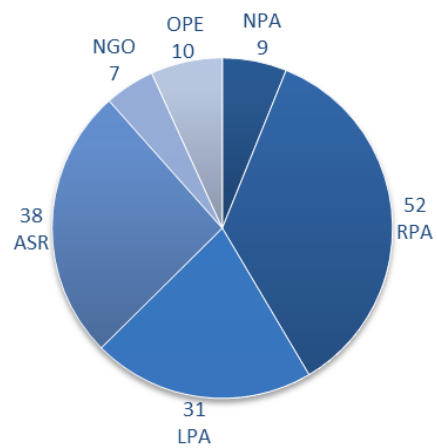


### Germany



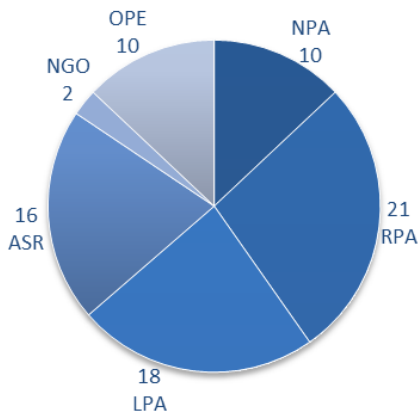
- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)

### The Netherlands



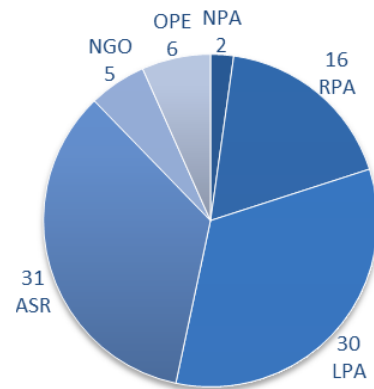
- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)

### Norway

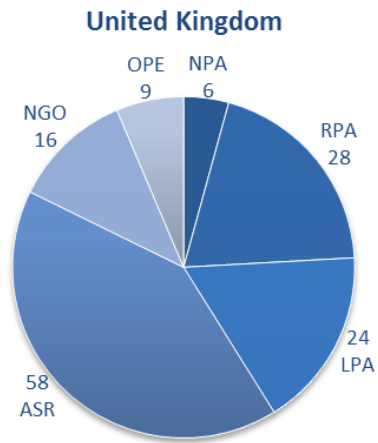


- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)

### Sweden



- National public authority (NPA)
- Regional public authority (RPA)
- Local public authority (LPA)
- Academic / scientific research organisation (ASR)
- Non-governmental and non-profit registered association (NGO)
- Other public equivalent body (OPE)



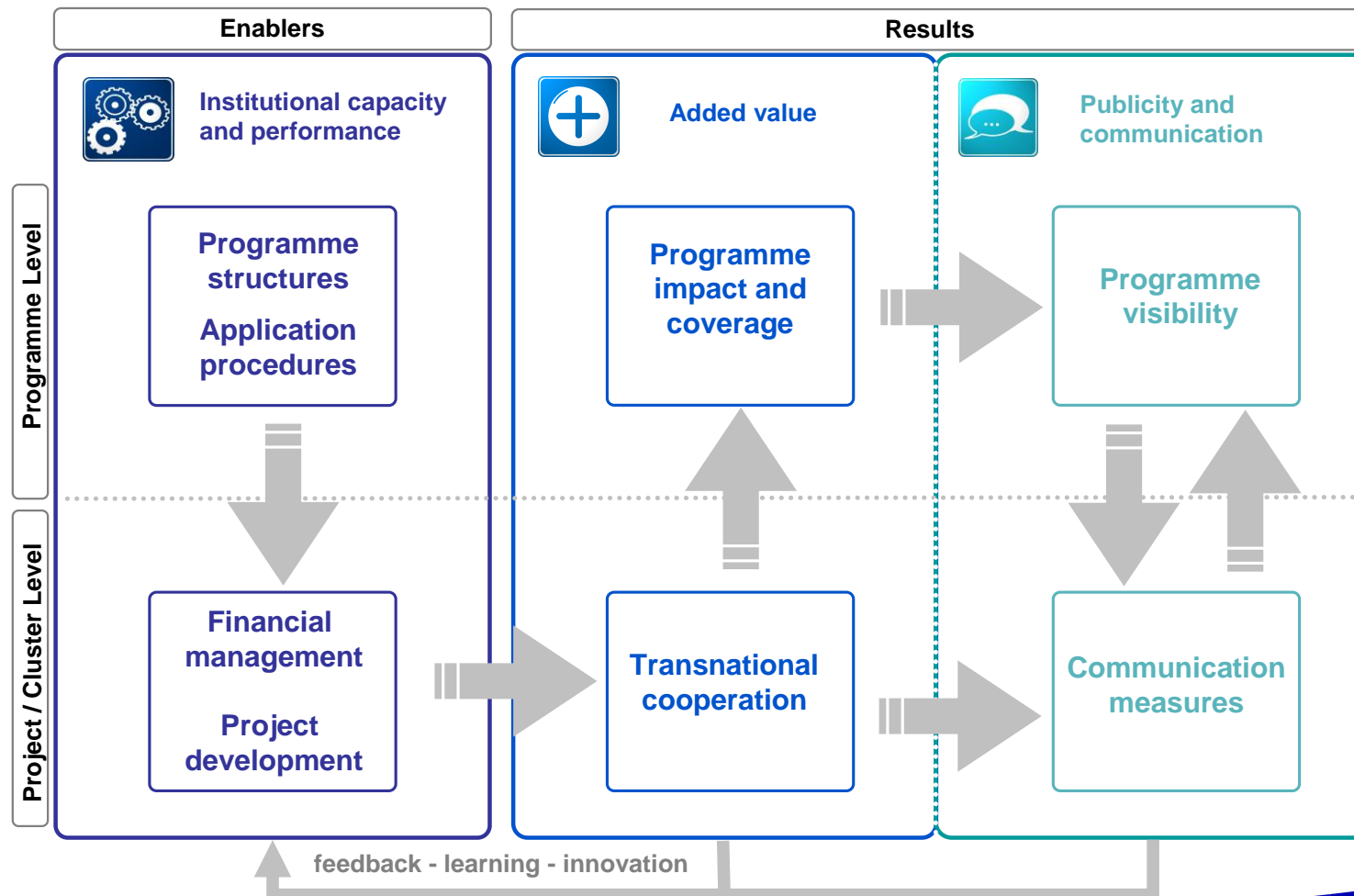
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## Appendix A - Evaluation Model

The evaluation model adopts the EFQM (European Foundation for Quality Management) model approach as a starting point and applies it to the context of the programme evaluation. The key message of the evaluation approach is that any impact which occurs at the programme level is generated via the quality and effectiveness of the funded projects. This new paradigm focuses not only on stakeholders such as the Commission or regional administration, but also on the projects themselves as core customers of the programme management. Consequently, the programme should support the projects' work as strongly as possible, as so to enable them to manage their activities effectively.



Source: DSN



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