



Programme Impact Assessment Interreg Alpine Space Programme 2014-2020

Phase 2: Impact seen from the project perspective

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Introduction

This evaluation report is focused on three aspects:

- The capacity of the projects to transfer their outputs;
- The durability of the results generated by the projects after their conclusion;
- The contribution of the ASP projects to EUSALP.

To consider these aspects in light of the overall achievements gained under each Specific Objectives, the report also recaps the benefits produced by the projects surveyed and analysed under the previous evaluation step, and their territorial dimension.

First, it is assessed whether project outputs have been transferred especially after the funded phase. More specifically, these activities include ensuring the free access (online) to project products, carrying out specific dissemination and promotional activities explaining the possibility to use the outputs in other contexts than the project initial one, and facilitating/stimulating political commitment.

The durability of project results is the second object of the present assessment. It can be obtained if the benefits prove to be long lasting and endure also after the conclusion of the project. In the previous phase of the evaluation, they were categorised as follows: Learning and knowledge, Socio-economic benefit, Environment and sustainability, Governance and policy. In the present evaluation, governance and policy benefits were investigated with special care considering the focus on durability, meaning that integration of the projects' achievements in the local/regional policies can continue generating effects well after the conclusion of the funded phase.

Lastly, the interplay between the projects and the EUSALP strategy has been put under the spotlight. Specifically, determining the contribution of the projects to EUSALP, interaction between the projects and the strategy, and whether projects benefitted from the framework provided by EUSALP.

The methodology adopted for this evaluation activity foresees the development of project case studies. Therefore, a selection of case studies encompassing 10 'new' projects and nine projects already investigated to prepare the previous evaluation report (2020), was made. Only two investigated projects out of 19 were not concluded, which created optimal conditions for the analysis on durability of results. The seven specific objectives were covered as follows:

- SO 1.1: three projects, of which one new one
- SO 1.2: two projects, of which one new one
- SO 2.1: four projects, of which two new ones
- SO 2.2: two projects, of which one new one
- SO 3.1: two projects, of which one new one
- SO 3.2: two projects, of which one new one
- SO 4.1: four projects, of which three new ones

Each case study fiche contains information on the Alpine dimension, the main benefits produced during the project lifetime, the transnational added value, the transferability of outputs and durability of

results, the interplay with EUSALP. The 19 case study fiches were included in the first chapter of the report concerning transferability of outputs and durability of results. The elements on the interplay with EUSALP are analysed separately in the second chapter.

Nine out of the 19 case studies were completed by a survey distributed to the project's target group. The main outcomes from the survey are reported in a series of boxes included in the first chapter, whereas the detail of the answers received are provided in the Annex.

The report culminates with the illustration of the main conclusions, which are followed by a series of recommendations to improve the capacity of the projects to effectively transfer their outputs, generate durable results and contribute to EUSALP.

Executive Summary

TRANSFERABILITY OF OUTPUTS

Key findings

To ensure outputs transferability, all projects published on their website's information on their activities and, more importantly, made their products available. Certain projects also offer their materials in all Alpine languages, plus English. A specific mention deserves the policy tools, which, when foreseen, have been developed in a user-friendly manner so making their use by the target groups (bodies outside of the partnership) more likely to occur. Some of the projects have shown the capacity to monitor such a use also after the end of the funded phase.

The effects of the pandemic on the capacity of the projects to transfer their results was hardly mentioned by the interviewed lead partners. However, it seems to the evaluator that the acceleration of the digital shift due to the pandemic could have played a positive role in reducing the physical obstacles that hampered the structured exchange of contents and tools at the transnational level.

Mostly, project outputs appear to have been transferred by lead and project partners within their respective national boundaries. This does not exclude that transfer at transnational, and even international, level has occurred. However, transfer at the national level appears as more robust and intentional.

The contribution offered by the online platforms appears uneven. When they answer properly identified needs and are developed with care, they can be serving their purpose. This happens especially when they are focused on knowledge distribution and providing of learning contents. On the other side, their potential in terms of facilitation of services and goods exchange at the transnational level could have been overestimated, as some cases of low performance have been observed. Furthermore, the increasing data protection constraints resulting from legislation, such as the high sensitivity in some of the Alpine countries, could have contributed to limit the use of some of the platforms.

Certain projects also raised the interest of external actors – being outside of the partnership and also the Alpine territory - that face similar challenges and were inspired by the innovative solutions experimented.

The capacity of the projects to make their outputs transferable appears rather homogeneous across specific objectives. However, the actual use of the outputs and therefore the production of durable results, shows some differences as highlighted below.

DURABILITY OF RESULTS

Key findings

Feedback from the target groups reveals that benefits in terms of knowledge and learning continue to be produced after the end of the projects. In the target groups' perspective, this is clearly the most evident achievement gained from the participation in the projects. At this regard, the added value of the projects' transnational dimension is highly perceived.

Projects focused on very advanced topics can generate an improvement of knowledge and stimulate learning processes, but do not easily produce durable results that can be observed during the years following the project conclusion.

Long-lasting benefits of policy and governance type appear not to be homogeneous across the SOs. The most recognisable benefit is the use of policy tools by actors outside of the partnership. Such a use was clearly observed in the policy fields of decarbonisation (SO 2.1) and connectivity of the ecosystems (SO 3.2), where it emerged that the policy tools generated by the projects have been used at regional and local level. In case of SO 3.2 such a point was confirmed in detail by the target groups. In some cases, it emerged that the outputs of the ASP projects were also integrated in the organisations' practices. Good examples of policy and governance benefits were also collected from the projects aimed to increase the application of multilevel and transnational governance in the Alpine Space (SO 4.1), given that some of their recommendations have been taken up by public authorities.

The capacity of the projects to produce durable results depends on several factors such as the quality of the solutions elaborated, the relationships created within and especially outside of the partnership, the involvement of investors. However, the identification of a clear demand from the policy level is key to ensure that the projects' results will be durable.

Looking at follow-up EU project, two different situations were observed. In some cases, they appear to be simply necessary to ensure that projects' activities are continued. This occurs when the integration of the projects' solutions in the local and regional policies is weak. Such a dynamic was observed under the SO 3.1, which financed creative and inventive projects but appears not to be based on a sufficiently clear policy focus. In other cases, financing of follow-up EU projects shall be considered as a necessary step to continue elaborating solutions jointly - in parallel with the local/regional application of the previously developed tools. This is particularly true when the development of policy tools requires the use of advanced technologies, which have a lifetime of no more than five years.

Some of the projects provided models of intervention that have been considered by EU and international institutions such as the European Commission, the European Investment Bank, and UNESCO. This shows the quality of the solutions elaborated and, overall, the excellence of the actors developing transnational projects in the Alpine Space. However, the attention gained in the international arena does not always correspond to the capacity to generate durable results at the regional and local level.

CONTRIBUTION TO EUSALP

Key findings

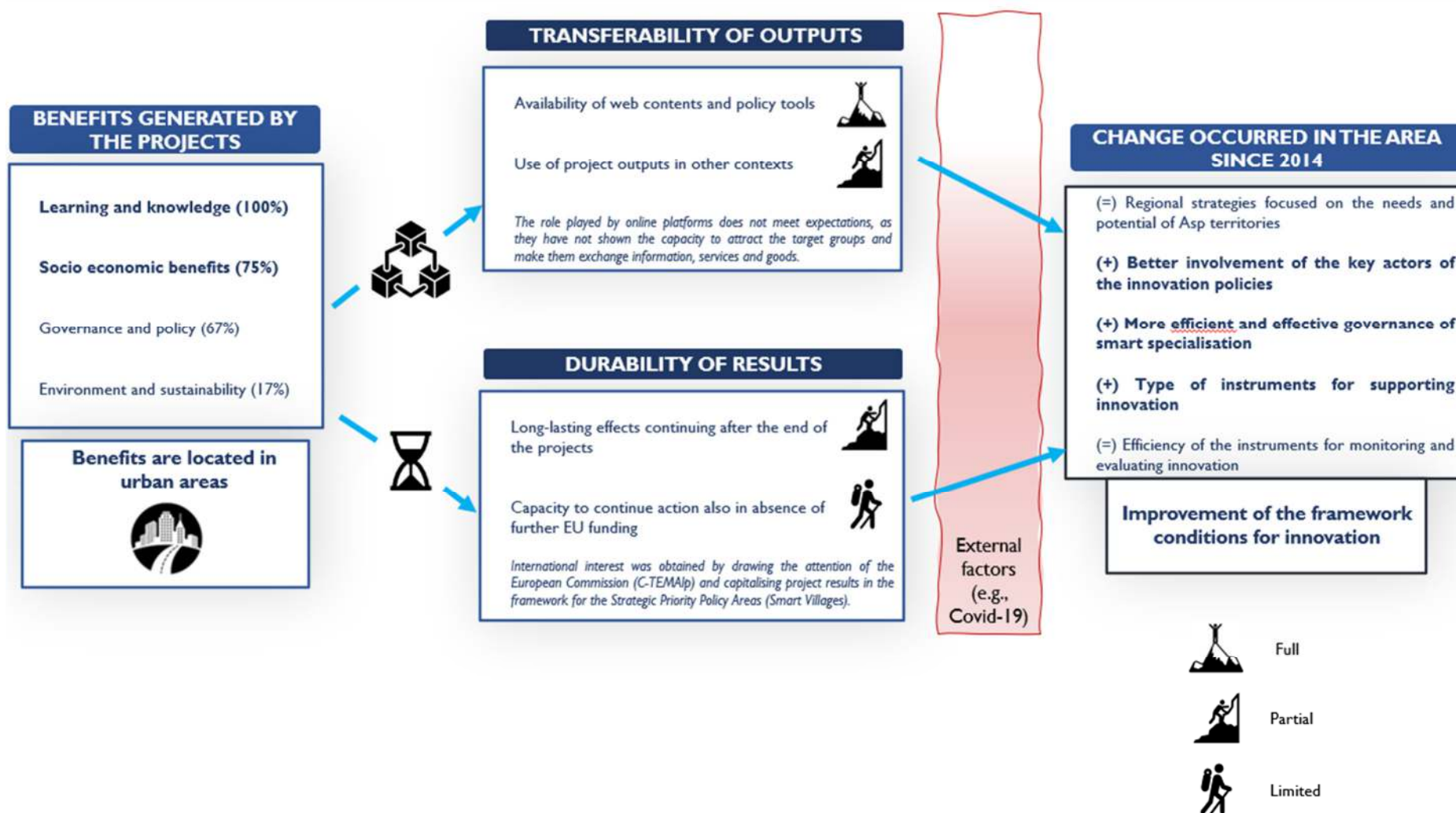
The evidence shows that the interplay between ASP and EUSALP worked along the lines of a win-win relation. Interactions are based on a pursuit of mutual benefits, in which ASP provides concrete inputs and EUSALP AGs provide potential policy leverage, visibility, and a forum for discussion. Further, multiple instances of participation of AG representatives in project, and of ASP project team members in AG meetings have been observed.

The project inputs drawn from the case studies are categorised in five contributions: analytical frameworks and evidence base, concrete tools and methodologies, pilot actions, networking, and awareness raising.




Still, in a few cases the interaction was not as successful as initially hoped. These unfortunate cases occurred due to the restructuring of an AG, the incoherence between the project's thematic focus and the AG's topics, or the failed dialogue between the people involved on the two sides.

Transferability of outputs and durability of results: focus on the project level


SO 1.1 IMPROVE THE FRAMEWORK CONDITIONS FOR INNOVATION IN THE ALPINE SPACE





1.1.1 Benefits generated by the projects

	<p>According to the survey carried out in the previous step of the evaluation work, the projects developed under this SO have mainly generated learning and knowledge benefits and specifically in the field of exchanging and use of practices and then creating/increasing skills and capacities and increasing awareness. Those who seem to benefit most from this type of improvements are the project partners. The connection between knowledge generation and actual use of the projects' results at policy level continues to be weak. At this stage of ASP maturity, we would expect that learning and knowledge benefits produced in relation to innovation policy, i.e. a policy area featured by strong and structured EU funds support, prepare the ground for the actual removal of barriers to cooperation or even for the delivery of new or more effective policy instruments.</p>
	<p>Projects have also generated some tangible impacts in terms of socio-economic benefit as the improvement of the services offered by the business support organizations (which are the most represented types of beneficiaries). Here, most of the benefits concern the possible increase of the business activity/capacity and to a lesser extent the valorization of the Alpine identity.</p>
	<p>The impact on the policy level is more limited than expected. This emerges both from the analysis of the survey and from the case studies. The change targeted is mainly of political/ governance nature. However only 67% of respondents declare that they are contributing to the improvement of the innovation policies of the area. In particular, only 17% of the respondents declare that their projects are contributing to a better delivery of the policy instruments. This is also confirmed by the case studies, where despite the good results achieved, we have observed some difficulties in reaching real changes in the governance and implementation of the innovation policies in the alpine space area. From the evaluators' perspective this is partly due to the low level of direct involvement (i.e. as project partners) of the regional and national authorities who oversee the definition and implementation of the innovation policies.</p>

1.1.2 Territorial dimension

	<p>Projects are mainly generating benefits on urban areas. Having in mind the two main categories of benefits that are generated by the SO 1.1 projects, the relevance of urban areas means that the SO 1.1 is mainly:</p> <ul style="list-style-type: none"> • improving the knowledges and competences of the business support organisations and of the research centres located in the urban areas; • improving the services offered by the business support organisation located in the urban areas. <p>Case studies mitigate the evidence coming from the survey and indicate that there are examples of SO 1.1 projects which are significantly improving the quality of the services provided to the SMEs located in the rural and mountainous areas.</p>
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1.1.3 Capitalisation of durability of results and transferability of outputs

	<p>In terms of transferability, those projects that planned to disseminate knowledge and information online continue to keep the findings on the web accessible for interested stakeholders. However, project outputs appear to have been transferred either by the lead partner (SmartVillages and DualPlus) or by a project partner within the national boundaries (C-TEMAIp). The information stream at disposal is the one concerning the lead partner himself which mainly does not keep in touch with project partners especially if the project closure goes back in time (an exception is DualPlus).</p> <p>The role played by online platforms does not meet expectations, as they have not shown the capacity to attract the target groups and make them exchange information, services and goods (C-TEMAIp and DualPlus). The increasing data protection constraints resulting from legislation and the high sensitivity in some of the Alpine countries have contributed to hinder the performance of some of the platforms.</p>
	<p>For the durability, the long-lasting effects of territorially focused interventions appear more clearly than those generated by the policy tools developed under this SO, which supposedly should have contributed to the enhancement of the framework conditions. Moreover, the transnational dimension of the most durable results is hardly identified. On the other hand, some digital solutions still in place after the funded phase have been appreciated at the local level because of the benefits brought to the communities during the pandemic. This is the case for SmartVillages.</p> <p>In spite of this limited transnational potential, some of the projects provided models of intervention that have been considered at EU level, e.g. by a European Commission DG dealing with a sectoral policy (C-TEMAIp and SmartVillages). Overall, the capacity of the projects to produce long lasting effects depends on further EU funding. The capacity of the projects to produce durable results strongly depends on the human factor, meaning that in fragile constructions like projects single professionals' contributions make the difference.</p>

1.1.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results is based on three case studies concerning the C-TEMAIp, DualPlus, and SmartVillages projects. Below a box provides a brief outline on the three projects.

	C-TEMAIp	DualPlus	SmartVillages
Key point	<i>Continuity of traditional enterprises in mountain alpine space areas</i>	<i>Promoting excellence in dual education</i>	<i>Smart digital transformation of villages in the Alpine Space</i>
Partnership	LP: Veneto Innovazione S.p.A. 10 PP Covered countries: Italy, Austria, Germany, France, Slovenia, Switzerland	LP: Regional Development Vorarlberg eGen 8 PP Covered countries: Austria, Germany, Italy, France, Slovenia, Switzerland	LP: Swiss Centre for mountain regions 11 PP Covered countries: Switzerland, Slovenia, Italy, France, Germany, Austria

Budget	1 922 855 €	2 229 692 €	2 685 381 €
Duration	12/2015 - 12/2018	04/2018 - 09/2021	04/2018 - 10/2021

Analyzing the projects, it is possible to infer that while certain elements of transferability are present, others have not been successfully implemented.

Overall, **projects that planned to disseminate knowledge and information online continue to keep the findings on the web accessible for interested stakeholders.** An example is DualPlus that translated all the online contents, the DualEducationFinder, the tutor's training programme and the policy suggestions in all Alpine languages.







However, looking at the actual transfer of outputs to other bodies, in all three case studies it appears that **project outputs have been transferred** either by the lead partner or by a project partner **within the national boundaries.** These activities are continued and carried out by the lead partners in the case of SmartVillages and DualPlus and by a project partner in the case of C-TEMAIp. For instance, in SmartVillages the Federal Government of Switzerland launched a national programme worth 400 000 € building on the project outputs to organize participatory processes to pave the way to idea generation and project implementation. 22 municipalities participate in this programme and all of them started the participatory process with the final adoption of an Action plan. Similarly, for DualPlus, new pilot projects have been initiated in Austria with the involvement of schools and small and medium enterprises.


Also, what must be noted is that in most cases **the information stream at disposal is the one concerning the lead partner himself which mainly does not keep in touch with project partners.** DualPlus appears as an exception, with the lead partner and the project partners being still in touch and exchanging follow-up initiatives and updates, the conclusion of the project is too recent to draw conclusions.







Furthermore, certain activities did not meet their expectations. **One of the project activities identifiable also in other SOs that were not successful is the development and use of online platforms.** Both C-TEMAIp and DualPlus developed platforms. The first one established a platform to support the business transfer between buyers and sellers. Yet, the platform did not bring results, and the only successful transactions had been accomplished due to internal contacts and exchanges taking place outside of the platform. During the self-assessment two main explanations were found that were not considered initially. First, owners of the SMEs did not provide sufficient information to attract potential buyers, and second, potential buyers were interested in keeping their privacy obstructing a smooth proceeding. This was particularly true in Germany, where the sensitiveness in the area was high, already. The adoption of the General Data Protection Regulation (GDPR) in 2018, which establishes obligations for businesses concerning personal data, was an additional external factor playing a role in discouraging companies to interact with each other.



The second platform entitled DualEducationFinder was developed to support SMEs, teachers, and consultants with their activities related to career guidance of youngsters, but also illustrates the other various findings and documents produced during the project. Due to delays the platform was not finalized in time and could not have appropriately been advertised. In addition, since the maintenance and update of the platform are managed by a project partner, there is no up-to-date information on the status of the usage and interaction with and of the platform.

The case study fiches below show the background of the main evaluation findings formulated in this section.

C-TEMAIp	
	SO I.1 Improve the framework conditions for innovation in the Alpine Space
	To create the conditions allowing to transform <i>business transfer</i> into an opportunity to boost innovation among SMEs in the alpine area.
 Alpine dimension	Demographic change is a key challenge in alpine territories especially in rural areas where the ageing index linked to depopulation and new migration is growing. The phenomenon reduces the capability of key traditional economic sectors – strongly featuring the overall attractiveness of alpine territories - to regenerate themselves so continuing to create value for the local communities.
BENEFIT	 What Benefit: Socio-economic Sub-benefit: Increased business activity/ capacity (new products, processes, services, techniques) <p>Most of the chambers of commerce involved in C-TEMAIp extended their portfolio of services including business service advisory. Based on a Memorandum of Understanding it was established that after the end of the project the partnering chambers of commerce shall offer for free business transfer standard services, i.e. services accompanying SMEs in the initial stage of the selling process. Companies are analysed and prepared, and this implies the possibility to conclude that the company is not in the position to be sold. Then, more advanced services are offered subject to payment by the companies. This higher level of services relies on the network of consultants, which has survived to the project given that relationships have been established among the professionals having cooperated under C-TEMAIp.</p> <p>A remarkable cross-border dynamic was observed when the Chamber of Commerce of Graz (Austria) offered in the course of the project business transfer services for free to Slovenian enterprises served by the Chamber of Commerce of Maribor. Thanks to the high interest of the Slovenian ministry in the practice experimented under the project, the business transfer service in Slovenia is now offered not only by the Chamber of Commerce of Maribor (C-TEMAIp partner), but also by the remaining chambers of commerce of the country.</p>
	 Where <p>The availability and level of business transfer services appeared uneven when the project was started. In France, Germany and Austria business transfer services offered to SMEs by the chambers of commerce appeared to be more developed than in Italy and Slovenia. C-TEMAIp increased the capacities of the chambers of commerce especially in the territories where the gap was higher. However, also in Germany the project allowed to enhance the offer of well tested business transfer services.</p>
 Transnational added value	<p>In absence of C-TEMAIp, it would have been difficult for SMEs located in marginal areas and managed by aged owners to have the opportunity to enter into a proper business transfer process potentially creating value for the workers and the territory. Today, regular business transfer services are offered to solve this gap in some alpine territories.</p> <p>C-TEMAIp has built on the competences of partners and their stakeholders at local level, and, during the project, the services and the process have been upgraded at transnational level. To reach these objectives the transnational approach was crucial.</p>

	<p>The whole project has a sense if done at transnational level and all the partners and stakeholders involved gained by the collaboration established over the national borders.</p>
 <p>Transferability and durability</p>	<p><u>Transferability of outputs:</u></p> <p>For what concerns the region of Veneto, after the end of the project, Veneto Innovazione transferred the results to the responsible stakeholders at the regional level. The same occurred in Slovenia where the Chamber of Commerce established a support point for businesses interested in selling/buying enterprises. One problem for the project was the unsuccessful take-off of the business transfer platform. SMEs did not provide sufficient information for potential buyers. The business transfer worked, therefore, only due to internal contacts, that took place via email and not through the platform. Hence, it was a matter of trust as companies were not willing to share crucial information and the process through the network resulted way easier. The partner responsible for the platform continues maintaining it also after the end of the project as an example of how a platform for transnational business transfer. The BT Network strategy was signed in Munich and is now available for other organizations interested. The position paper suggests a set of possible actions to be implemented to help the implementation of the BT Strategy. The Transnational BT handbook track the activities carried out during the project implementation in order to help newcomers to join the network adopting the necessary procedures.</p> <p><u>Durability of results:</u></p> <p>Some partners of the project applied together for another project in relation to SMEs but which did not focus on the business transfer. Many partners continued on their own with their own resources to offer business services. Very active in this regard is the Slovenian partner that was able to move the Slovenian ministry to create a national programme on the topic and get involved at the international level. The issue of the business transfer is a very relevant topic for the Alpine Space and the C-TEMAIp project draw the attention of the Directorate General Growth that nominated the project as a best practice.</p>
	<p>C-TEMAIp was in line with the EUSALP strategy Pillar I, since it was focused on key challenges (demographic trends, economic globalisation, innovation potentials), and strategic territorial assets and sectors. In order to fortify the linkages with these strategies, representatives of C-TEMAIp participated at different meetings organized directly within the EUSALP activities or by the Alpine Space Programme but aimed to create synergies with the EUSALP initiatives. For instance, CCI Munich and AEM attend an EUSALP meeting in Garmisch, in Bavaria, in November 2016 and an EUSALP conference in Munich in November 2017. Veneto Innovazione participated to the Programme meeting MEET&Match organized in Milano in March 2017. In all these occasions the C-TEMAIp partners informed representatives of EUSALP about C-TEMAIp and its activities.</p>

DuALPlus	
	1.1 Improve the framework conditions for innovation in the Alpine Space
	Increase the attractiveness, quality, inclusiveness and permeability of dual education for skilled crafts and trades in the Alpine Space.
 Alpine dimension	Policy makers and stakeholders recognise the important role of dual education in addressing difficulties in the transition phase from education to work, in improving the skills supply and in fostering innovation. A joint asset in the Alps is a strongly rooted tradition in skilled crafts and trades. Yet, SMEs in this field find it increasingly difficult to hire young people. New flexible ways for dual education and life-long learning are needed, that increase the attractiveness of dual education and that can deliver an increasingly complex knowledge and skills profile.
BENEFIT	<p> What</p> <p>Benefit: Learning and knowledge Sub-benefit: Created/increased skills and capacities</p> <p>The DuALPlus project improved the career guidance of youngsters and the public recognition of dual education as valuable learning path by developing orientation tools for the identification and promotion of talents. Here the DualEducationFinder has been created a multilingual online platform that provides information about dual education in the Alpine Space. It is designed to support in-company trainers, SME managers, coaches and lecturers/teachers with answers to questions relate to dual education. Furthermore, to promote innovation and quality in dual education through first SME needs assessment and then develop training programmes for tutors with an Alpine perspective. The most important deliverable has been the Handbook on Innovative Practices in Dual Education, which outlines the key results of the research, evaluation as well as activities a best practice examples from the project. Finally, to improve the framework conditions for innovation by increasing the horizontal and vertical permeability of the dual education system. For this objective PPS compile policy suggestions that constitute the basis of the unfolding of a catalogue of respective modules.</p>
	<p> Where</p> <p>The project results are mainly localised in urban and rural areas.</p>
 Transnational added value	The transnational cooperation between dual education providers, SMEs and academia in DuALPlus was an important element to introduce long term innovation in the skilled crafts and trade sector. In the partnership there was a fruitful exchange and mutual learning among regions with a well-established dual education system (eg Germany and Austria) and others where dual education is still in its initial phase (eg in Trentino). Being part of a transnational project also helped to involve stakeholders on a regional level – the regional activities were more recognised because they were embedded in a transnational context. The outputs are presented in a way that they are usable throughout the Alpine Space, also outside the regions that actively participated in the project.
	<p><u>Transferability of outputs:</u></p> <p>An important aspect for ensuring transferability of outputs and results was to make them available in all Alpine languages. For the target groups, information in English would not have been useful. Therefore, efforts have been made to translate important results such as the DualEducationFinder, the tutor's training programme and the policy suggestions.</p>

 <p>Transferability and durability</p>	<p>The project results are being further developed and transferred to new pilot areas, three in Austria. In Bregenz, a new network point has been created constituting an interface between schools, students, companies to help find apprentices.</p> <p><u>Durability of results:</u></p> <p>In terms of durability, after a survey was sent to understand who is interested in keeping on working on the topics related to DuALPlus project (guidance / tutors training / permeability) and submitting a new proposal (DUALPLUS 2.0) under the ERASMUS+ programme, most PPs are interested in a follow-up project with the partners. The development of two proposals to be submitted in Erasmus+ is work in progress: the first one is a cooperation project based on the tutors training programme, while the second has as the key action the alliance for innovation. A strong collaboration between partners emerged that is be protracted in the future. The project output “DualEducationFinder” is available since the project’s end and ensures transfer opportunities and orientation measures for different countries. The Tutor training program is used and financed by one partner in the future.</p>
	<p>DuALPlus directly contributed to the EUSALP AG3, which focuses on the field of dual education and in particular on dual vocational training. In particular during the first half of the project a close exchange and collaboration with AG3 took place. DuALPlus presented its results with a stand (with a focus on the permeability WP) during the 3rd Eusalp Forum in Milan in November 2019. Furthermore, DuALPlus contributed to the Europe 2020 Strategy and its flagship initiative ‘Youth on the Move’, which underlines the role of education systems supporting young people’s employability. The project also contributed to the “Explorative and piloting activities” part of the Alpine Space policy cycle. The focus was on increasing and developing knowledge and know-how, and on gathering and exchanging experience at a transnational level.</p>

1.1.6 Focus on durability of results

In some of the projects analysed follow-up activities have been undertaken by project partners.

The previous impact evaluation already emphasized how considerable resources have been allocated to the SO 1.1 to generate instruments and solutions improving the policy and framework conditions of the innovation sector. Yet, there was not the high demand expected. This could be due to the fact that regional administrations already dispose of tools and strategies such as the smart specialization strategies. Still, **there have been sectorial and territorially focused interventions, which have produced long lasting effects.** For SmartVillages the evidence is particularly strong, as in a Swiss town a coworking space has been established in a former school and the project assisted with the soft factors (stakeholder participation, access system, digital key system). In Guttet-Feschl a study has been made on a hybrid store, which had problems with rentability and led to the digitalization and automation of the payment procedures. **These solutions have been particularly appreciated by the municipalities during the pandemic, as the digital approach allowed to bring benefits to their communities.**

SmartVillages

A survey was distributed to target groups of the SmartVillages project. Respondents agreed that the project had a positive impact on their municipality. Benefits were observed in terms of increased learning and knowledge but also in terms of the capacity to influence the decision-making process. There is no clear evidence on the relevance of the transnational dimension: for some, local, regional or national aspects were more relevant while for others the transnational approach still led to the exchange with individuals and organisations based in other countries even after the end of the project. Further, almost all of the respondents integrated the project's achievements in their practice. Importantly, the majority states that without the SmartVillages project it would have been more difficult to adopt Municipal Action Plans or that it would have been more difficult since best practices would have been missing. Lastly, all of the project outputs have been used or adopted by the municipalities, especially the digital exchange platform.

Finally, the network SmartAlps has been established covering 12 regions. The intention is to further develop the network by creating a tandem system in which in the same region one municipality acts as the forerunner and another municipality as the follower in the test area.

Even if the transnational dimension of the results did not clear emerge under this SO, it was observed that **international recognition was obtained by some of the projects**. In the case of C-TEMAIp the project drew the attention of the European Commission (DG GROW) that declared the project as a best practice. Additionally, the BT Network strategy was signed in Munich and is available for other interested organisations. In the case of Smart Villages, project results will be capitalized in the framework of the Strategic Priority Policy Areas to work on in the period 2020-2022.

Nevertheless, what has been considered as a weak point of all the analysed projects is **the financial dependence on EU funding**. Overall, the projects show a limited capacity to enter in a regional/national strategic dimension and this creates the necessity to develop further EU funded projects. Smart Villages appears to be an exception, but it is worth noting that the dynamic of further national funding has remained an exclusively Swiss element. The project originated in Switzerland and continued to produce its main effects in Switzerland. For C-TEMAIp, some partners applied together for another project in relation to SMEs, but which did not focus on the business transfer. After the DualPlus project, the partnership decided to jointly apply for two new projects under the ERASMUS+ programme: one is a cooperation project based on the tutors training programme, while the second has as the key action the alliance for innovation.

Another shortcoming was that it was not possible to interact with one project identified as a case study namely, S3-4 Clusters. The responsible person who managed the project retired and the colleague having replaced him was not reachable. This invites to reflect on some aspects related to projects' durability. The fragility of certain projects that in cases of retirement, maternity leave, retirement or resignation of the project manager end in the oblivion without the capacity to take up the persons' legacy. Secondly, how relevant the human resources are and that they are very often hardly replaceable especially during the project lifetime.



DualPlus


A brief survey was delivered to the participants to DualPlus activities and all of them agree that the project had a positive impact. The benefits produced were in terms of increased learning and knowledge and capacity to influence the decision-making process. The transnational dimension yields the benefits of exchange during the project with individuals/organisations based in other countries. Also, the opportunity to continue

interacting after the end of the project is also considered a relevant element. The majority of respondents state that they would have offered new/improved existing dual education services also without the project. Yet, they have still planned to integrate the project's achievements in the practice of their organization. The most used project outputs are the DualEducationFinder platform and the peer-review of good practices in job orientation.

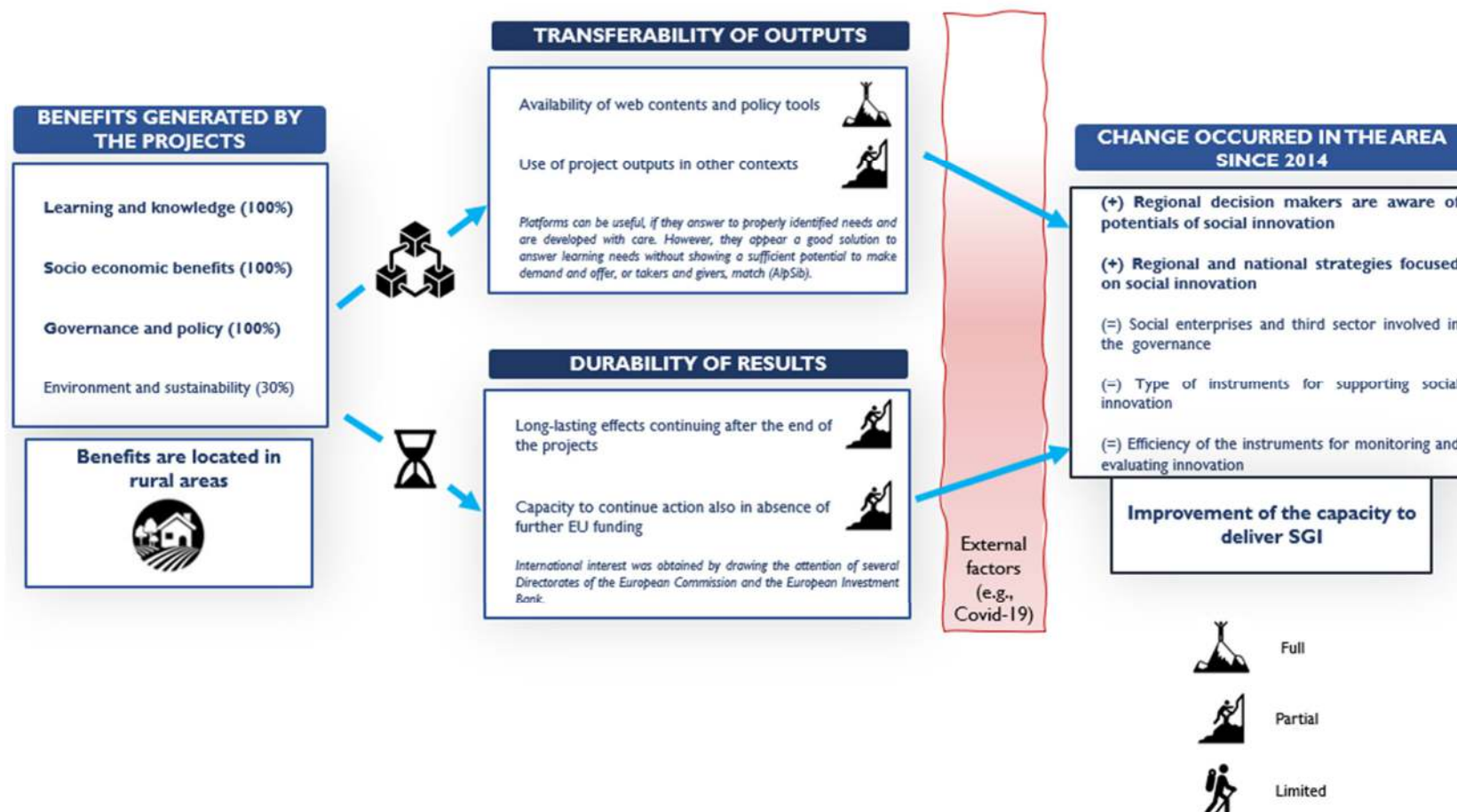
SmartVillages

	SO I.1 Improve the framework conditions for innovation in the Alpine Space
	To improve the framework for innovation in the rural areas through new forms of stakeholder involvement facilitated by Information Communication Technology.
 Alpine dimension	Alpine space rural communities are deprived of highly needed jobs, good provision of services as well as a favourable climate for entrepreneurship and social innovation, which result in a brain drain. Digitalization is a promising approach in this respect and offers opportunities for these areas to overcome the handicaps of distances and to access new markets through new channels, to create a positive image of a region, to increase the attractiveness of a territory, to create a new learning ecosystem and to create job and business opportunities. However, the digital divide between rural and urban areas has even increased in the last years.
<div data-bbox="225 1451 252 1592" data-label="Section-Header">BENEFIT</div> <div data-bbox="320 1413 384 1473"></div> <div data-bbox="320 1496 384 1525">What</div>	<div data-bbox="443 1025 1385 1122" data-label="Text"> <p>Benefit: Socio-economic Sub-benefit: Increased business activity/ capacity (new products, processes, services, techniques)</p> </div> <div data-bbox="443 1122 1385 1458" data-label="Text"> <p>Knowing that there is not a one size fits all strategy, Smart Villages mobilized the population of each village (with the support of coordinators named #LocalHeroes) to identify the specific strategy based on the actual will and potential of the inhabitants, including the aged population. Risk of further depopulation and ageing are evident trends in Padna and Solčava. They can be contrasted only by economic initiatives. Tourism has the potential to create business both in ensuring revenues from the hospitality services and the offer of local products. Furthermore, rural tourism is a highly sustainable activity not only economically, but also on the environmental side (as it promotes activities aligned with the natural heritage preservation) and the social side (as it implies a proactive role by the rural population). However, if ICT services are inadequate or even absent, tourism services can be hardly put in place.</p> </div> <div data-bbox="443 1458 1385 1765" data-label="Text"> <p>Internet coverage is quite good in Slovenia, but villages located in rural areas are not always well connected. Ensuring good internet coverage by means of amplifiers, Smart villages gave the chance to the Slovenian villages to develop specific services based on the local needs. In one case, this allowed to transform a restaurant where the travelers have a break in a info point where they are invited to visit the village, and buy local products benefitting from discounts. Internet connection allowed to introduce the use of credit cards, which was impossible before the project, so allowing the tourists to make payments. At a very basic level, internet connection allowed the inhabitants of the villages to interact with the tourists exchanging messages (by email or using the social networks). It is clear that this is a requisite for any tourism activity.</p> </div> <div data-bbox="443 1765 1385 1921" data-label="Text"> <p>The small-scale investment consisted in buying the internet amplifiers. The costs were distributed as follows: one third was charged to the Smart Villages project, one third was sustained by the municipality, one third by the local companies. Such a strategy creates full ownership of these small but strategic infrastructures by the local communities, so creating a good basis for durability.</p> </div> <div data-bbox="320 1921 384 1973"></div> <div data-bbox="320 1973 384 2002">Where</div> <div data-bbox="443 1921 1385 2018" data-label="Text"> <p>The project focused on test areas in Switzerland, Austria, France, Germany, Italy and Slovenia. "Smart villages" is an international concept that can be easily shared at the alpine transnational level and beyond. To inquire the benefits brought to the tourism</p> </div>


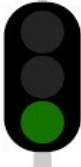


	<p>sector, the ongoing activities in two Slovenian test areas can be illustrated. Šmarje and Padna are villages located in the eastern part of the country on the road followed by the Italian tourists travelling to Croatia. Both of them have few hundreds of inhabitants, but population structure is different. Padna is featured by a strong predominance of aged population, whereas Šmarje, which is nearer to Koper and is emerging for winery, has started to be attractive for young families. Solčava is a small village immersed in the mountainous area on the border with Austria.</p>
 <p>Transnational added value</p>	<p>In absence of the Smart villages project, the community of each village would not have dedicated energies to develop its own strategy for local development. In addition, without the co-financing and especially the input to mobilise local funds to fill a dramatic technological gap, i.e. the lack of internet coverage, the local community would not have discovered that such a small investment makes the difference in the tourism business.</p> <p>The first and the most important transnational value was the exchange of knowledge and good practices in the field of digitalisation and participation in different smart villages sectors (such as smart people, smart economy, smart living, smart mobility, smart government and smart environment) during transnational workshops and the conference events as well as on the Digital Exchange Platform (DEP) (https://smart-villages.eu/). It helped regions learn from each other, if not by the sense of a copycat, than in the sense of idea gathering and presentation of ideas to the local communities and stakeholders, as well as gathering feedback on results from other transnational partners. A further excellent playground for transnational cooperation was the development of a common definition what the concept of smart villages means to us. The SmartVillages project did namely contribute and was always referring to the Smart Social Eco Villages working definition (http://www.pilotproject-smartvillages.eu/) that underlines the importance to build on existing local strengths and opportunities to engage in a process of sustainable development of their territories.</p>
 <p>Transferability and durability</p>	<p><u>Transferability of outputs:</u></p> <p>Villages outside the partnership also continue to use the outputs. In Switzerland a national programme with a budget of 400.000 euros was started to organize participatory processes to pave the way to idea generation and project implementation. It was established last December, and the digital exchange platform is being used to publish the results of the projects. 22 municipalities are part of this programme and all started the participatory process with the final adoption of an Action plan. There is no information regarding the aftermath of the project results in the other countries. What is known is that the University of Ljubljana is looking for follow-up projects.</p> <p><u>Durability of results:</u></p> <p>The project results were fed back into the Action group 5 of EUSALP and is capitalised in the framework of the five Strategic Priority Policy Areas to work on in the period 2020 – 2022. The PP UM hosts and maintains the DEP for several years. The LP SAB continues to bring the Smart Alps to life within EUSALP. Some of the PPs also joined a Horizon CL6 call in the domain of “Smart solutions for smart rural communities: empowering rural communities and smart villages to innovate for societal change” in order to continue the actions together.</p> <p>The municipality applications opened new communication channels especially useful during Covid 19. They were able to rapidly inform the population and target the population with the opportunity to collect feedback and make calls for solidarity for elderly.</p> <p>In a Swiss town with a high touristic value a coworking space has been established in a former school and the project assisted with the soft factors (stakeholder participation, access system, digital key system). The municipality offered the facility and prepared the ground while the project provided the expertise. In Guttet-Feschl a study has been made on a hybrid store, which had problems with rentability. An idea was offered to introduce new technologies to access the retail store: in the morning the store would</p>

	<p>be normally open with personnel and at lunchtime the electronic system would be switched on and people could shop until midnight without the personnel.</p> <p>In terms of follow-ups, the network SmartAlps has been founded covering 12 regions. The intention is to further develop the network by creating a tandem system in which in the same region one municipality acts as the forerunner and another municipality as the follower in the test area.</p>
	<p>The SmartVillages Interreg Alpine Space project is a strategic implementation initiative of EUSALP AG5. This project was decisive for EUSALP in terms of developing a common understanding and methodology, proofing the smart villages approach in practice. By the implementation of pilot activities, the Smart Villages approach has been successfully tested. In times of Covid 19 crisis the municipalities appreciated even more the achievements the smart villages brought to their communities (eg. Municipality applications opened new communication channels in times of crisis), elaborating transferable tools such as the digital exchange platform DEP with integrated smartness assessment, best practice collection and a toolbox that help municipalities in the evaluation of their status quo and for project development, formulating policy recommendations and integrate them into the AG5 policy brief, and putting the basestone for further capitalization such as the development of the SmartAlps network (a network of SmartVillages) and the DigitalAlps conference both launched end of May 2021.</p> <p>The Smart villages project has to a great extent contributed to the profile of EUSALP and to its visibility. Therefore, all nine AG's of EUSALP decided together that Smart Villages is one of the five Strategic Priority Policy Areas to work on in the period 2020 – 2022.</p>


SO 1.2 INCREASE THE CAPACITY FOR THE DELIVERY OF SERVICES OF GENERAL INTEREST IN A CHANGING SOCIETY





1.2.1 Benefits generated by the projects

	<p>For what concerns learning and knowledge, the projects fostered especially the exchange and use of practices, as well the increase in skills and capacities. Exchange of practices can be a key when a strictly sectorial or institutionally not integrated approach is adopted, without the regular opportunity of mutual learning. This is the case of services of general interest whose competences belong to authorities at different level, and very often isolated solutions are adopted by the providers. Projects contributed also to increase skills and capacities both of the partners and the local authorities. This was possible thanks to several initiatives organised to train partners and professionals (co-creative labs, workshops and other dissemination events). Partners considered these initiatives very important also to develop new ways of thinking and flexibility, directly led by the cooperation framework. However, the projects were not able to promote the importance to make the services of general interest evolve to satisfy the needs of a rapidly evolving society.</p>
	<p>In terms of socio-economic benefits, project outputs increased the capacity of social inclusion and generated a significant cost saving for organizations in charge of delivery services of general interest. Measurement of impact appears to be less effective in policy fields where such a critical mass of users/ consumers is not present, or where the policy action and therefore the services offered are less continuous and systematic.</p>
	<p>All projects under SO 1.2 declared to have generated governance and policy benefits. Beyond the improvement of stakeholders' involvement, the projects declared to have delivered appropriate policy instruments, framework and tools and removed barriers to cooperation.</p>
	<p>All projects under SO 1.2 declared to have generated governance and policy benefits. They showed dynamism and effectiveness in dealing with the policy level, so creating the conditions for a durable use of their outputs. In particular, the capacity to deliver appropriate policy instruments, frameworks and tools to be mainly adopted at regional level.</p>

1.2.2 Territorial dimension

	<p>According to the evidences emerged from the survey of 2019, benefits generated by the projects are mainly located in rural areas and small municipalities, which testifies that the financed projects are performing well in facilitating the access to public services by people living in more marginal areas of the alpine space.</p>
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I.2.3 Capitalisation of durability of results and transferability of outputs

	In terms of transferability , projects' contents are published in an accurate way. The opportunity to make them accessible in all alpine languages plus English is considered. Even in case of very technical topics, strong effort is made to make access by newcomers possible (PlurAlps and AlpSib). Platforms can be useful, if they answer to properly identified needs and are developed with care. However, they appear a good solution to answer learning needs without showing a sufficient potential to make demand and offer, or takers and givers, match (AlpSib).
	For the durability , some of the project partners pledged to continue the actions started during the funded phase, but external factors such as the actual involvement of investors and the political commitment appear highly relevant for the durability of projects' results (AlpSib). Projects focused on very advanced topics can generate an improvement of knowledge and stimulate learning processes, but do not easily produce durable results that can be observed during the years following the project conclusion. Projects covering sensitive topics continue generating results only when political commitment is ensured at the regional and local level (PlurAlps). Even if not offering evidence of their capacity to generate durable results, innovative projects funded by ASP capture the attention of EU institutions such as the European Commission (several directorates) and the European Investment Bank (AlpSib).

I.2.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results is based on two case studies concerning the PlurAlps and AlpSib projects. The box below provides a brief outline on the two projects.

	PlurAlps	AlpSib
Key point	<i>Enhancing capacities for a pluralistic Alpine Space</i>	<i>Innovative ways to involve private investments to finance services of social interest</i>
Partnership	LP: Regional Development Vorarlberg 9 PPs Covered countries: Austria, France, Italy, Switzerland, Slovenia	LP: Municipality of Pordenone 13 PPs Covered countries: Italy, Austria, Slovenia, Germany, France
Budget	2 429 998 €	2 152 988 €
Duration	11/2016 - 10/2019	11/2016 - 07/2019

PlurAlps tackled a well-known issue that is rarely faced in a territorial cooperation perspective and that became very urgent when the proposal was presented, i.e. migration. Hence, the project activities aimed to develop and promote new integration models and improve knowledge and awareness regarding the integration of all types of migrants in Alpine areas. Besides the improvement of knowledge and awareness, the project included also pilot projects that demonstrated good practices.

Differently from the previous project, AlpSib investigated a topic that was new not only for the Alpine Space, but even for the overall Union. Namely, the project was set to accelerate social impact investments (SII) and focused especially on social impact bonds (SIB). These are then used to provide the financial support for projects dealing either with the NEETs (young people not in education, employment or training) or the elderly. Interestingly, the lead partner of the AlpSib project was an Italian municipality which was directly affected by the increase in expenses for a prior public nursing home and had to come up with new solutions.

As for all the SOs, a precondition in order to ensure a degree of transferability is in the first place the **public availability of information concerning the project activities and outputs**. For both projects this was the case. In PlurAlps, to ensure a broad dissemination and uptake, the final report was written **in the national Alpine languages (German, French, Italian, Slovenian) and in English**. The reports are available as downloads on the project website. For what concerns AlpSib, the transnational methodology for social impact investing has been presented to local/ regional/ national policy makers and public executives. The document is serving as a basic information for those who are trying to implement this financial tool. Other AlpSib outputs as the analysis, methodology, feasibility studies, recommendation for SII policies, work **as a technical and political guidance to mentor SIB newcomers and help them save resources for preparatory activities**.

It is worth noting that the AlpSib project developed an **online platform**, which in comparison to other ones within the priority axis I can be called successful. The platform contains multiple sections: a social section informing visitors about the most recent events within the project and their achievements, a database and toolkit area collecting documents that discuss the SIB problematics, a capital project – matching area giving the possibility to connect people with ideas and capacities. Finally, the most interesting section on the e-learning **with high quality video lessons held by renowned universities** such as the Bocconi University of Milan. The area contains five modules in pdf or video formats. Any interested party can learn about measuring impact or service, delivering solutions for seniors and NEETs, SIB's benefits and risks as well as how social impact finances strive for better outcomes.

In case of AlpSib, it seems that the topic of social impact bonds remained relatively new and advanced even after the end of the funded phase. The project raised the interest of the European Commission and other bodies at EU level (as illustrated in the next section) willing to further develop the project's practice. However, in terms of pure transferability it is possible to mention only the contact with the financial manager of the investment fund Plusvalue, which operates in Trento region and was dealing with a project involving hospitals.

The case study fiches below show the background of the main evaluation findings formulated in this section.

AlpSib	
	1.2 Increase capacities for the delivery of services of general interest in a changing society
	AlpSib aims to develop the capacities of Public-Private Partnerships to set up Social Impact Bonds (SIBs) and a framework for Social Impact Investing (SII) policies.
 Alpine dimension	AlpSib aims to tackle the dual challenge faced by the Alpine Space: increasing demand for social services (due to socio-demographic change) and pressure to reduce public spending. One compelling issue in the Area is elderly people living isolated in the mountains: individuals whose loneliness is linked to poor physical and mental health outcomes and who are more likely to enter hospitals and residential care thus causing significant treatment costs. Cooperating countries also suffer from unemployment amongst the young (NEETs), and the increasing public costs of NEETs in terms of welfare benefits. Nonetheless, the dilemma “to do more with less” represents an opportunity for the Area in two directions: 1) to promote mixed forms of financing for services, through Public-Private Partnerships (PPPs) 2) to innovate services by investing in outcomes, prevention, efficacy and efficiency.
BENEFIT	 What Benefit: Socioeconomic benefit Sub-benefit: Increased relevance (e.g. budget) to innovation themes in the local / regional / national strategy <p>The AlpSib project worked on three aspects. First, it aimed at developing common knowledge, skills and tools for the implementation of Social Impact Bonds (SIB) through research activities with outputs such as an analysis of state of the art and methodology for SIB implementation. Second, it designed and tested pilots with a SIB method in two fields: ageing population and NEETs conducting a feasibility study on the two groups. Third and lastly, on a more practical level the project developed and endorse new policies for social impact investing drafting policy recommendations and an international charter for social impact investing policies.</p>
	 Where <p>The project results are mainly localised in urban and rural areas.</p>
 Transnational added value	<p>The main advantages of transnational cooperation were the following:</p> <ol style="list-style-type: none"> 1. the exchange of specific knowledge, tools, practices on social impact investments from partners with higher level of experience in the field to the others. 2. the exchange of professional expertise, since partners from different backgrounds (third sector, knowledge centers, public authorities) shared their legal, economical and financial competences or were able to find them in their context and make them available for the whole partnership. 3 Deepening knowledge of each local context. This meant gaining a deeper understanding of the challenges faced by partners in their socio-economic context and the solutions put in place locally with regard in particular to the youth unemployment and the aging population. 4. Networking locally and transnationally. Each partner at local level was able to engage local stakeholders in the development of Social impact investing. At the same time, partners were also able to network local stakeholders with those coming from other Regions/Countries and the European Institutions. This was always a multilateral and two-way process (bottom-up and top-down) of mutual learning.



Transferability and durability

Transferability of outputs:

AlpSib transnational methodology for social impact investing has been presented to local/regional/national policy makers and public executives. The document is serving as a basic information for those who are trying to implement this financial tool. A concrete example: when AlpSib was approaching the end, the Slovenian government started working on SIBs. The representatives of the government asked also Slovenian AlpSib members to share their knowledge and project findings with them. All the material produced during the project duration is now helping them understand this special financial instrument.

AlpSib outputs ("Analysis", "Methodology", "Feasibility studies", "Recommendations for SII policies") are conceived with transferability in mind. They work as a technical and political guidance to mentor SIB newcomers and help them save resources for preparatory activities. Communication activities and consensus seminars (see WPT3 on agenda setting) promote these outputs among target groups outside the partnership, at transnational level. Outputs are made freely accessible through "AlpSib Centre" website. Another project legacy is the network of expert actors, trained during AlpSIB and able to mentor new SIBs. Furthermore, the LP was contacted by financial manager of an investment fund, Plusvalue, from Trento region which already worked on a certain project involving hospitals. The common methodology has been translated in 4 languages (French, German, Italian and Slovenian). Each country set up a plan of dissemination to adopt, in particular through the Association of Municipalities. The partnership intends to run a dissemination activity in the next months with own financial resources. The LP has completed a public procurement to ensure the animation of the web area for 24 months following the end of the project with own funding sources.

Durability of results:

The durability of AlpSib outputs, each of which is clearly assigned to a project partner, is ensured by the public authorities involved in AlpSIB as partners or observers. Pordenone Municipality, the Regions of Valle d'Aosta, Friuli Venezia Giulia, Piemonte, Franche Comté, and Vorarlberg, the Bavarian Ministry of Employment, the Austrian Ministry of Social Affairs and the Ministry of the Environment, Ljubljana and Augsburg Municipalities, have already committed themselves, though an Expression of Interest Letter, to draw on AlpSib project results, to promote SII policies and, in some cases, to cooperate on the drafting of an international charter for SII policies (OT3.2). Valle d'Aosta Region has signed a commitment to launch an SIB: indeed, it is the creation of SIBs which builds a bridge for the future.

Another proof of the durability of the results is seen in newly arising project proposals, inspired by the AlpSib results. One of those is for example the Municipality of Pordenone's project – it has launched an URBACT project SIBdev: Social impact bond development for improved public service delivery.



The project has contributed to the EUSALP strategy which pursues innovation, more inclusion and a better access to services: social impact instruments can modernize public commissioning, improving social and health outcomes and scale effective services. In particular, along the activities, AlpSib was linked to the EUSALP Action group 3 and 5.

AlpSib contributed to EUSALP strategy in two ways. Considering that designing new solutions and partnerships for preventing seniors' hospitalization while improving domiciliary care was the aim of the co-creative lab, AlpSib contributes to action 5 focused on promoting access to services especially in isolated areas. On the other hand, the co-creative LAB on NEETs, working solutions to tackle unemployment and school failure, contributes to EUSALP "action 3" fair access to education and training. Further, some project partners were also part of the Interreg Europe project ITHACA supporting them with findings from AlpSib.

1.2.6 Focus on durability of results

Some of the project partners pledged to continue the actions started during the funded phase, but external factors such as the actual involvement of investors and the political commitment appear highly relevant for the durability of projects' results.

For AlpSib the public authorities involved as partners or observers explicitly committed to continue working on such an advanced topic. At this regard it shall be mentioned that Pordenone Municipality, the Regions of Valle d'Aosta, Friuli Venezia Giulia, Piemonte, Franche Comté, and Vorarlberg, the Bavarian Ministry of Employment, the Austrian Ministry of Social Affairs and the Ministry of the Environment, Ljubljana and Augsburg Municipalities, signed a letter where they expressed the interest to draw on AlpSib project results and promote SII policies. Yet, concrete actions in light of these engagement could not be observed.

In PlurAlps, where such a general commitment by the partnership was not detected, the approach appears more pragmatic. This could depend on the difference between the topics. Social impact bond represents a new frontier but not an urgent topic, therefore strategic commitment shall be made, even with the risk to remain at an abstract level in case the need to adopt such an approach will be not sufficient to push the authorities to action. Differently, migration is an urgent and politically sensitive topic that requires continuous action, even if political commitment can vary dramatically especially at the local level. Hence, the capacity to put in place sound strategies and actions to integrate migrants requires a long-lasting political backup which is very often endangered by local and regional elections. In addition, external factors can influence this project topic as different migration flows can be perceived differently by the population. When PlurAlps was launched, migrants from Africa and Asia were mainly perceived as a threat, whereas European populations currently show a more open approach when welcoming refugees escaping from the Ukrainian war.





Some of the **PlurAlps partners continued to use project instruments**. In particular, the project partner Community Network Alliance in the Alps continues developing the Social Planning Instrument within the framework of two parallel projects. This instrument was further developed into the Local Development Compass containing supplementary information and details. Furthermore, in the case of the pilot project of the Regional Development Vorarlberg, after the closure of PlurAlps, some of the pilot projects have been taken up fully by the local stakeholders. So, it can be concluded that the adaptation of the initial project approach based on the local needs is necessary to continue producing results at the territorial level. As an example, in Austria, in the area of the Bregenzerwald, which was one of the pilot areas during the project, an information platform has been created for migrants and refugees and is still used and updated.




PlurAlps


A survey has been conducted reaching the target groups of the PlurAlps project, i.e. associations. All of the respondents agree that the project led to a positive impact with benefits of increased learning and knowledge. The transnational dimension provided an added value due to the opportunity to exchange during the project with individuals and organisations from other countries. Half of the respondents integrated the PlurAlps achievements in practice. Interestingly, none used the Social Planning Instrument, one of the most relevant outputs; the most used output is the PlurAlps White Paper.

A final point on the evolution of the partnerships can be made. In the case of PlurAlps, there was a strong consortium of partners that are still in touch today ready to share information on follow-up activities that have been undertaken in the last months. There was, however, no interest or need to apply for a second common project. Once taken advantage of the benefits of working in an international partnership, the partners decided to continue their activities on their own. To a certain extent this reflects what shall be expected from Interreg projects, i.e. providing a common framework for collaboration that serves to launch or develop certain ideas, products or services which are then implemented and continued at local level by the various actors. At the same time, such an approach does not allow to continue certain activities which are transnational by nature. This is the case of the Pluralism Award that was distributed only during the project lifetime.

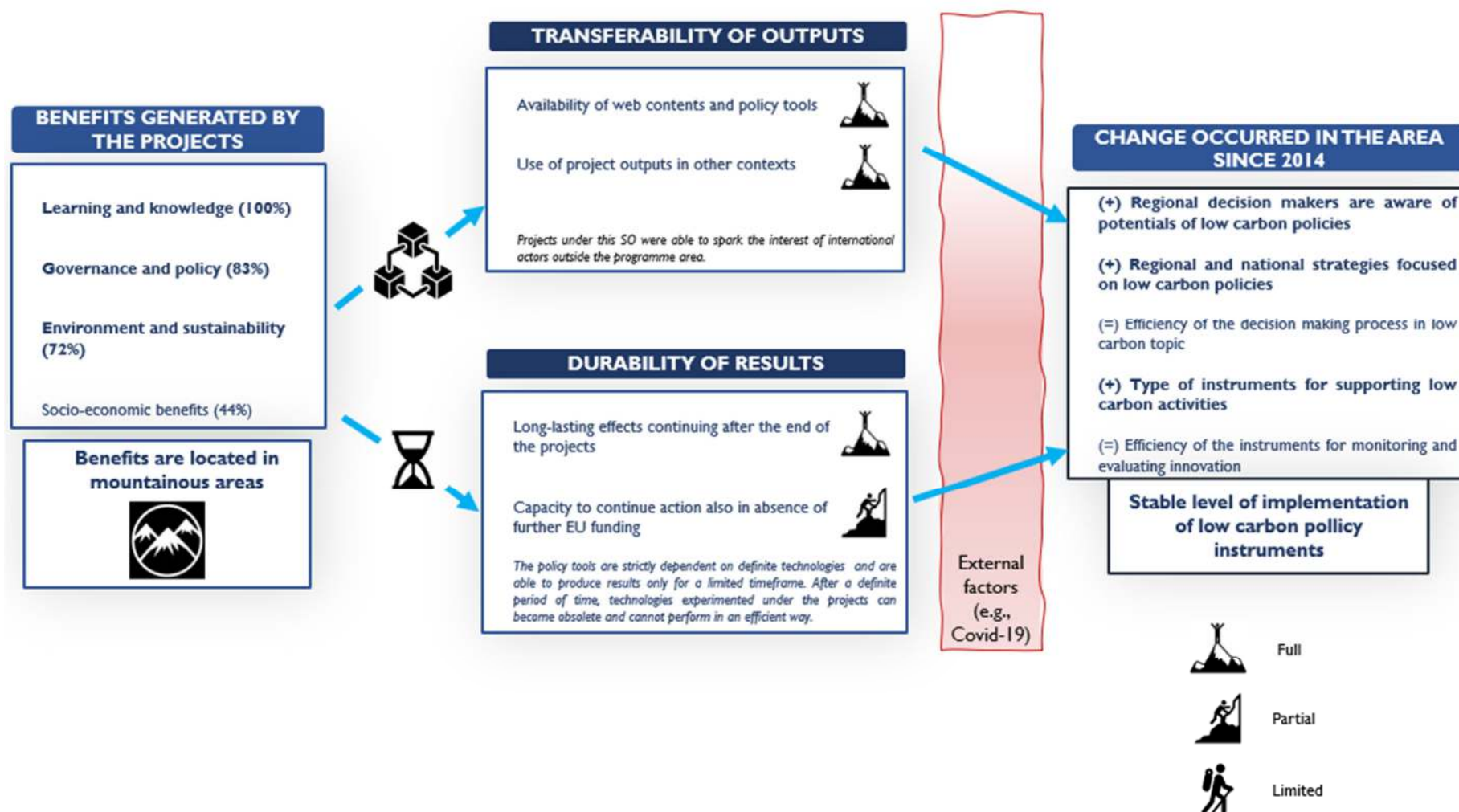
The experience of AlpSib was different. Since the closure of the project, partners appear not to have exchanged regular information on the progress of their respective activities. Yet, subsequently, the Municipality of Pordenone's project launched the URBACT project SIBdev: Social impact bond development for improved public service delivery. Such a matter of fact suggests that the project's topic was very advanced for the alpine cooperation and still needed to be investigated at an even higher territorial scale. This conclusion seems to be confirmed by **the interest expressed by external bodies in AlpSib such as the Italian government, the European Investment Bank, as well as the European Commission** (DG ECFIN, DG REGIO and DG GROW).

PlurAlps	
	SO I.2 Increase capacities for the delivery of services of general interest in a changing society
	The project PlurAlps aims to develop and promote a welcoming culture and improve knowledge and awareness regarding the integration of all types of migrants in Alpine areas.
 Alpine dimension	Alpine space rural communities are deprived of highly needed jobs, good provision of services as well as a favourable climate for entrepreneurship and social innovation, which result in a brain drain. Digitalization is a promising approach in this respect and offers opportunities for these areas to overcome the handicaps of distances and to access new markets through new channels, to create a positive image of a region, to increase the attractiveness of a territory, to create a new learning ecosystem and to create job and business opportunities. However, the digital divide between rural and urban areas has even increased in the last years
BENEFIT	 What
	Benefit: Socio-economic Sub-benefit: Increased business activity/ capacity (new products, processes, services, techniques) The pilot projects focus on social and labour market inclusion of migrants. The project partners formed local partnerships to implement the pilot projects with quite a wide outreach. Pilot projects are implemented in cooperation with over 100 stakeholders (municipalities, associations, cooperatives, SMEs, etc.) in the alpine area. The project partners concluded formal agreements in the forms of contracts, MoU and letters of intents with their local implementation partners. These agreements are important for the ownership and sustainability of the new offers and services developed within PlurAlps. The new services developed and implemented by the partners are relevant to: Information delivery for newcomers – for example online platforms and regular

		<p>welcome events; Intercultural Coaches / Mediator / Tutors – for example Job and Housing coaches employed by municipalities; Organising volunteers – for example harnessing the power of volunteering (locals and migrants) to support the integration process; Language competences – for example new language training formats for rural areas combining child care and language training for women, or teaching local dialects. The PlurAlps pilot projects suggest that integration issues should be tackled at the lowest level of governance, where they can be solved, because trust between the various actors is highest. The experiences from the PlurAlps pilot projects further shows that integration processes are not automatic but that they need to be consciously designed to bring local actors together.</p>
	 <p>Where</p>	<p>The project partners launched pilot projects in the fields of social integration, labour market integration and environmental and landscape management by migrants. Local or regional implementation partnerships were formed which include all relevant stakeholders for the development of the new offers and services such as municipalities, SMEs, NGOs and other stakeholders. In total, in the six participating countries more than 80 organisations and institutions participated in implementing the pilot projects.</p>
 <p>Transnational added value</p>		<p>Even if the transnational dimension of migration appears as an obvious fact, ETC has a modest focus on this phenomenon. The experience of PlurAlps would not have been possible in absence of funding for transnational cooperation. However, at the present stage it is not clear if there is a critical mass of networks and outputs generated by ASP and other cooperation programmes to improve governance and policy making in this field.</p> <p>Through the PlurAlps project, exchange and cooperation among regions and municipalities from across the Alps have resulted in tailor-made solutions to local integration challenges, in granting the first Alpine Pluralism Award and sharing good practices, in enhancing municipalities' capacities in social planning, as well as in a set of recommendations targeted at policymakers (White Paper). At the same time, local and regional networks were strengthened, and small-scale local initiatives were given a voice and stage to present themselves.</p> <p>The transnational cooperation within the Interreg Alpine Space Programme allowed PlurAlps to go beyond regional and national borders and promote a debate on and an exchange of best practices with the involvement of relevant transnational stakeholders. Through sharing and exchanging best practices between similar regions, PlurAlps contributed to developing good practices and policies for the integration of migrants.</p>
 <p>Transferability and durability</p>		<p><u>Transferability of outputs:</u></p> <p>The Analysis of Alpine Cooperation Potential collects the experience gathered by the PlurAlps consortium with regards to Alpine wide cooperation on the topic of migration and integration. In order to ensure a broad dissemination and uptake, the report was written in all Alpine languages and in English. The reports are available as downloads on the project website. Furthermore, for what concerns the Social Planning Instrument it has been further developed by the Alliance in the Alps into the Local Development Compass including other tools such as climate change.</p> <p><u>Durability of results:</u></p> <p>The PlurAlps consortium has no concrete plans to develop a new project with exactly the same consortium. A Social Planning Instrument was developed and tested within the PlurAlps project. Project Partner AidA was the work package leader and main responsible for this output. The durability and sustainability of this output is ensured by AidA. After the closure of PlurAlps, AidA is continuing to develop the instrument within the framework of two parallel projects.</p> <p>Concerning the development of new offers and services for migrants, each partner had to develop a concept together with local stakeholders, so as to ensure the transferability and durability of the pilot projects. After the closure of PlurAlps, some</p>

	<p>of the pilot projects have been taken up fully by the local stakeholders, for example in the case of the pilot project of the Regional Development Vorarlberg.</p> <p>The project was closed in 2019 and there has been no follow-up project. Yet almost all of the project partners continue to work using elements and tools developed by PlurAlps. In Austria, in the area of the Bregenzerwald, which was one of the pilot areas during the project, an information platform has been created for migrants and refugees and is still used and updated. Since the war in Ukraine, it also serves its purpose for refugees fleeing from Ukraine.</p>
	<p>The project contributed to the 1st objective of the EUSALP action plan and to the Action Group 3 of EUSALP via the project observer Province of Trento. Throughout the project implementation, a close connection has been kept with leader of Action Group 3 and PlurAlps always received support from the Action Group when needed. The Action Group 3 actively supported the Alpine Pluralism Award. Several exchanges took place with the EUSALP Action Group 5 to evaluate possibilities for cooperation and exchange. In the end however, too little overlaps were found for a meaningful engagement and cooperation with Action Group 5. Yet, although Action group 3 has as its main focus labour market integration and dual education which are not completely adherent to Pluralps aim. However, Pluralps was still supported by the Strategy giving the partners visibility during conferences and covering also part of those expenses which were not initially planned.</p>

SO 2.1 ESTABLISH TRANS-NATIONALLY INTEGRATED LOW CARBON POLICY INSTRUMENTS



2.1.1 Benefits generated by the projects

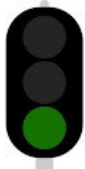
	Projects have also generated some tangible impacts in terms of socio-economic benefit as the improvement of the services offered by the business support organizations (which are the most represented types of beneficiaries). Here, most of the benefits concern the possible increase of the business activity/capacity and to a lesser extent the valorization of the Alpine identity.
	For the governance and policy , the delivery of appropriate policy instruments, framework and tools was declared as a produced benefit. Analysis revealed that ASP projects show a higher capacity to impact at local and regional level than at national level, especially in case of larger countries. The main benefit indicated by the project representatives under the category of governance and policy is the increased relevance to low carbon themes in the local/ regional/ national strategies . As all other types of benefits appear to be not significant, it seems that this unique “thematic” benefit represents appropriately the projects under SO 2.1. The public debate between 2015 and 2019 has contributed to the increase of the relevance of low carbon themes in the political agenda at the different administrative levels. Therefore, a virtuous circle can be seen in the interplay between this external factor and the benefits directly produced by the projects.
	Comparatively with the other SOs, the projects financed under SO 2.1 have shown high capacity to influence the policy level, especially in the interplay with small municipalities (PEACE).

2.1.2 Territorial dimension

	According to the evidences emerged from the survey from 2019, the results generated by the projects in terms of better integration of low carbon policies instruments are mainly benefiting the small municipalities located in mountainous areas.
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2.1.3 Capitalisation of durability of results and transferability of outputs

	In terms of transferability , the projects managed to make available online not only catalogues of good practices and recommendations, but also policy tools for decarbonisation. This is the case of the Smart Altitude WebGIS, an application to visualize territorial assets, untapped renewable energy potential and key performance indicators for replication sites. GRETA made available a WebGIS map allowing to assess and map the potential of Near-Surface Geothermal Energy (NSGE), i.e. the thermal load that can be sustainably exchanged with the ground by a geothermal heat pump. In case of PEACE_Alps, centralised supporting solutions for local authorities were offered in support to local governance. In some cases, these tools were destined to a definite series of institutional users, such as the small municipalities of a definite regions. In other cases, the policy tools were intended to be used by institutional players outside of the partnership, with the necessity to adopt a licensing policy (GRETA and Smart Altitude).
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	<p>For the durability, the use of some of the policy tools developed by the projects was observed after the end of the projects. This happened in a transnational scale, went beyond the partnerships, involved both the local and the regional policy level. The clearest examples are the adoption of municipal and regional Energy Action Plans (GRETA) and decarbonisation of ski resorts practices (Smart Altitude).</p> <p>Durability of projects' results under this SO is strictly related to the performances ensured by sufficiently updated technologies (BB-CLEAN). Therefore, EU funding appears still necessary to make the partnerships continue ensuring policy tools to be used at the local and regional level.</p>
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2.1.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results is based on four case studies PEACE_Alps, GRETA, Smart Altitude, and BB-Clean. The box below provides a brief outline on the four projects.

	PEACE_Alps	GRETA	Smart Altitude	BB-Clean
Key point	<i>Municipalities join efforts for sustainable and concrete energy solutions</i>	<i>Near-surface geothermal resources in the territory of the Alpine Space</i>	<i>Alpine winter tourism territories demonstrating an integrated framework for a low-carbon, high-impact and resilient future</i>	<i>Strategic tools towards a sustainable use of biomass for low carbon domestic heating</i>
Partnership	LP: Piedmont Region 10 PPs Countries covered: Italy, Slovenia, France, Austria, Germany, Switzerland	LP: Technical University of Munich 11 PPs Countries covered: Germany, Italy, Austria, Slovenia, France, Switzerland	LP: Municipality of Les Orres 10 PPs Countries covered: France, Slovenia, Italy, Austria, Germany, Switzerland	LP: Catholic University of the Sacred Heart 7 PPs Countries covered: Italy, France, Germany, Austria, Slovenia
Budget	1 938 000 €	2 962 952 €	2 202 387 €	1 665 715 €
Duration	12/2015 - 12/2018	12/2015 - 12/2018	04/2018 - 04/2021	04/2018 - 04/2021

The projects aiming at developing transnationally integrated low carbon policy instruments have experimented a rich series of solutions to transfer their outputs. All of the projects disseminated their project outputs on their website in order to guarantee the transferability, with some of them making technical tools usable by actors outside of the partnership, which has created good conditions for durability of results, as illustrated in the next paragraph.

A first degree of outputs sharing is exemplified by the publication of the PEACE_Alps policy recommendations on the website as a stand-alone pdf document. The recommendations have been also included in the final handbook that was spread-out through the socials, presented during the final conference and that is currently available on the website. Similarly, GRETA **published a catalogue of best-practice examples**, which foster the transferability to other regions and municipalities as they provide technical experts (planners, interest groups) with descriptive and concrete information and example raising the level of knowledge for implementation of near-surface geothermal energy (NSGE) systems.

Beyond this level, **actual policy tools were made available online with the widespread use of WebGIS allowing to map potential intervention areas**. Also, the maps help external stakeholders to identify whether investments can be made for low-carbon initiatives by private or public actors. The lead partner of PEACE_Alps project, i.e. Piedmont Region, shows the will to make to projects' tools primarily available to the municipalities of the regional territory. Therefore, consistent and supportive data have been provided to Piedmont municipalities to support local planning, institutionalising de facto this process of data collection an online platform was created for municipalities to access, view and download energy data. GRETA made the results from the pilot areas usable in each of the project's countries to make further municipalities use the geothermal applications. At this regard, it is worth noting that **GRETA defined a licensing policy to clearly sets the terms for use, distribution and modifications of data, documents and software produced by the project**.


Also, the Smart Altitude developed and published an online toolkit that enables to use the project's approach by other ski resorts. The toolkit provides information on policy implementation approaches, outlining key steps, arbitrations, stakeholders, examples and recommendations. It accompanies every step of decision-making for low-carbon adaptation strategy development and implementation. Another important policy tool is the replication roadmap that entails recommendation for local and regional policymakers insuring the knowledge transfer over the Alpine Space whole territory. Also, for BB-Clean the transferability of the modelling chain developed in the framework is ensured, with the source code of the model and the package with all input data made available on the website. However, the project adopts a more traditionally academic approach to transferability of outputs. The project produced many outputs of which the majority did not work out. The project foresaw even two different platforms, the Biomass chain knowledge platform and a crowdsourcing platform. The former consists of a list of documents and reports on activities performed during the project, while the latter website does not result to be financed by the Interreg programme but by the LIFE programme instead. Hence, the aforementioned approach on the academic transferability focuses on the transfer of knowledge via a manual of transferability, guidelines for energy counselling services, and an action plan for adopting shared EU solutions to regulate biomass use for domestic heating.





The Transnational BB Policy Observatory is indeed the main solution dedicated to the diffusion of the project outputs, mainly focusing on the goals achieved by BB-CLEAN. Its more specific goal is to promote the active participation of citizens and civil society in making the shift towards clean biomass burning. Unfortunately, the observatory is not available online.





The case study fiches below show the background of the main evaluation findings formulated in this section.

GRETA	
	2.1 Establish transnationally integrated low carbon policy instruments
	The GRETA project aims to demonstrate the potential of Near-Surface Geothermal Energy (NSGE) in the Alpine Space and to share its knowledge to foster the integration of this technology into future energy plans in the area at different administrative levels.
 Alpine dimension	Geothermal energy use was a new topic both for the ASP and for the geographical area. While such an approach is well established in lowland areas, the use of geothermal energy needs to be targeted to the alpine area, which is featured by common needs to be tackled using shared knowledge and adopting common approaches. For instance, there are several very isolated areas on the Alps where the connection to the pipeline cannot be established. In such places near-surface geothermal resources can represent an efficient solution to reduce CO2 emissions of the buildings. Tourism represents a challenge because it requires the development of heating and cooling systems, which cannot turn to produce additional CO2 emissions.
BENEFIT	 What <p>Benefit: Socio-economic Sub-benefit: Increased business activity/ capacity (new products, processes, services, techniques)</p> <p>During the three years, GRETA partners raised the awareness of the main target groups, namely decisional authorities, technicians, multipliers like energy consultants and the general public. They were addressed with the website, press materials, publications and open events, additionally with workshops, focus groups meetings and presentations. Partners started discussions and collaborative initiatives with stakeholders, esp. associations and administrative bodies. The integration of Near Surface Geothermal Energy in a mobile app, the project video, articles and interviews in several journals and media and the Geothermal Trail in Cerkno kept the project topic at a prominent visibility level.</p> <p>This is particularly important because the project addressed a new and technical topic, which was not known even by the technicians. Even if the increasing public attention towards climate change challenges facilitated the promotion of the concept, the project did not fully reach in terms of number the target group “general public”. However, the very good results in reaching public authorities (311 local authorities reached), interest groups (248), enterprises (313 enterprises reached), infrastructure and (public) service providers (49) created the basis for a higher use of the promoted approach. This success was built since the phase of the partnership creation, when a “multiplier” such as the German Climate Alliance was involved because of their close relationships with the municipalities.</p> <p>A first result in terms of policy making was achieved in Valle d’Aosta (Italy), where the Water protection plan will be modified (in 2020) cancelling the regulation that currently prevents the use of Near Surface Geothermal Energy.</p> <p>Increased awareness of the potential of this approach is of fundamental importance. However, the impact of the projects significantly depends on external factors such as the evolution of taxation, which is expected to reduce the disadvantage connected to the high initial investment required by this kind of technology if compared to fossil fuel-based practices.</p>
	 Where <p>The project directly intervened in a knowledge gap which affected the whole alpine area. In order to increase awareness in all project territories belonging to the 6 countries, GRETA experimented an approach based on some key principles, such as “Use local language to reach out”, “Use direct contact”, “Use interactive communication approaches”, “Start early”. Even if the topic is analysed at alpine level</p>

		and the project tools are destined to policy makers of the whole area, GRETA is based on the assumption that implementation remains at the very local/regional level.
 Transnational added value		<p>When a new issue has to be investigated, the mobilisation of actors from the whole alpine area appears to be a key for success. This is particularly true when topics related to the environment, climate and energy, i.e. to the specific alpine territory features, are faced. It is worth noting that the investigation of not explored topics clearly requires the involvement of academic bodies. The experience of GRETA reveals that a strong academic guide of the project can also ensure high capacity to work on the awareness side, adopting an easily understandable language and dedicating time to meet the stakeholders in their own places.</p> <p>The cooperation of international institutions and specific working groups has brought the potential for further successful working relationships and future projects. Nine of the partners have applied for another ASP project in Call 4 focusing on NSGE for cooling systems and digital energy planning. In comparison to national levels, the cooperation with stakeholders was broadened within each sector as well as the opportunity to address different sectors at the same time. Reflecting and comparing methodologies, approaches, needs and barriers of each country as well as target groups and partner institutions opened new possibilities and solutions on how to deal with different challenges that each country faces related to legislation, technological readiness and public awareness. Best practice examples from other countries or regions encourage national stakeholders to improve processes and to start actions ranging from public acceptance to administration procedures and technical and scientific progress.</p> <p>The main lessons learned from the transnational approach was that a multi-disciplinary task, like foster NSGE implementations to reduce CO2-emissions, can show, on the one hand high differences in the same disciplines caused by different country specific and cultural conditions but, on the other hand, show also a lot of same problems. As consequence to create a real impact in a region both levels must be considered.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>Methodologies and tools for stakeholders' involvement created in WP6 (questionnaires, focus groups) and barriers of stakeholders, esp. public authorities and technicians, to enhance the utilisation of techniques learnt in the Training of Trainers will be used by all partners to explore needs and NSGE. Maps and tools can be consulted for a long time after the end of GRETA, so that the information necessary to apply the GRETA results in other regions is available online and downloadable. Maps and tools are available in all project languages to facilitate the utilisation. The transferability will be supported by a license defining clearly the terms for use, distribution and modifications of data, documents and software produced by the project. The multi-language catalogue of technical and operational criteria (short stand-alone synthesis of technical criteria for an efficient use of NSGE) and the catalogue of best-practice examples foster the transferability to other regions and municipalities as they provide technical experts (planners, interest groups) with descriptive and concrete information and example raising the level of knowledge for implementation of NSGE systems. For what concerns the various tools that have been developed, the method has been made available in different countries and different areas. The mapping tool is kept up to date by EURAC.</p> <p><u>Durability of results:</u></p> <p>Results from the pilot areas can be used in each country to disseminate geothermal applications to further municipalities; workshops in Milan and Munich show that the knowledge is already being transferred; also, the City of Munich, Regione Piemonte and the National Ministry of Slovenia already started to implement GRETA results. During GRETA, a strong cooperation between the main partners has been established. The</p>

	<p>cooperation continues beyond the end of the project. Currently, a number of GRETA partners have drafted and submitted an application for the ASP-Call4: CoolAlps enhances GRETA and focuses on developing and implementing the first digital and adaptive Sustainable energy and Climate Action Plan, integrating the applicability of low carbon cooling techniques like NSGE. Partners also continue their cooperation in the projects GeoERA-MUSE, and CE-GeoPlasma. Moreover, one of the most durable outputs are the Energy Action Plans. The integration of Energy Action Plans was a big step forward and they have been incorporated by the city of Munich, Vienna, Nova Gorica, and at the state level in Bavaria integrating them in the planning of the city (this is the link for the city of Munich https://geoportal.muenchen.de/portal/umwelt). In terms of funding, many follow-up projects have been undertaken as for example at national level for the city of Munich or GeoERA-MUSE at European level.</p>
	<p>GRETA contributed to pillar 3 (environmental sustainability) and the development of renewable energy production in the Alps. GRETA's results deliver a basis for municipalities to decide on where (maps) and to which extent (feasibility tool) NSGE can be implemented regionally as a renewable energy source. GRETA further fostered the awareness of NSGE in the Alpine Space by participating at a number of EUSALP events: Action Group Meeting 2017, EUSALP conference 2017, EUSALP Energy Conference 2018. GRETA connected to AG9. GRETA contributes to the EUSALP Energy Observatory.</p> <p>Since the end of the project, the partnership with EUSALP did not continue as the LP was not satisfied with the visibility and the possibility to give inputs even during the project time. The LP and PPs tried to take part in the EUSALP discussions, but finally gave up. The outcomes of the project were not taken up by the Strategy.</p>

SmartAltitude	
	2.1 Establish transnationally integrated low carbon policy instruments
	The aim of the project is to demonstrate the effectiveness of a tool that contributes to reducing energy consumption and greenhouse gas emissions in Living Labs (ski resorts) and to promote the adoption of low carbon measures in winter tourism regions.
 Alpine dimension	Low-carbon policy implementation in winter tourism territories is adversely affected by local economies that are seasonal and highly sensitive to climate conditions. Tourism represents 10 to 15% of the labour market and 50 billion € turnover/year in the Alps, and require climate change adaptation & mitigation strategies. This results in difficulties in implementing adaptation strategies that are inclusive (territory-level rather than scattered among operators), proactive and reinforcing territorial attractiveness over the long term.
BENEFIT	<p>Benefit: environment and sustainability</p> <p>Sub-benefit: Increased sustainability (cultural and natural heritage) of tourism activities</p> <p>The proposed integrated approach will equip policymakers with a validated methodology to implement comprehensive low-carbon policies, clarifying key arbitrations, constraints and enablers. This will allow the development of longer-term adaptation strategies, integrating all territorial stakeholders. It will also allow regional and transregional policymakers to assess the low-carbon potential in winter tourism territories against implementation hurdles and required measures to accelerate</p>
	 What

		<p>investments. Lastly, the project will provide stakeholders with the necessary tools to replicate the Smart Altitude approach, adopt operational excellence and innovation strategies, catalyse best practice and foster the emergence of a quality label.</p> <p>This was reached through the promotion and acceleration of smart energy management systems in winter tourism areas with a common method to assess the technical potential for low-carbon operations. It also addressed economic and governance barriers to low-carbon operations developing an implementation methodology and mainstreaming of long-term low-carbon objectives for a common roadmap. Finally, the project encouraged operational excellence and innovation to support the attractiveness of sustainable mountain territories with the creation of a network of regions and stakeholders for establishing resilient Alpine winter tourism territories.</p>
	 Where	<p>The results of the projects are visible in mountainous areas.</p>
 Transnational added value		<p>Smart Altitude involved partners from 6 countries of the Alpine Space: France, Switzerland, Italy, Germany, Austria, Slovenia. We have seen some big differences in the energy used in mountain resorts in these different countries. This diversity was expected and was one of the interesting aspects of the Smart Altitude project: build a process that was applicable by all and produce a toolkit that would consider such technical-economic diversity to be profitable to all. Diversity of governance is similarly high between resorts in the same country, and between the different countries of the Alpine Space.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u> The main goal of SmartAltitude was to replicate the findings in at least other 20 ski resorts engaged in the process of the project. That objective was exceeded as 22 ski resorts from France and Italy were reached.</p> <p><u>Durability of results:</u> To maintain, adapt to new objectives, and further develop the Smart Altitude toolset as well as to provide good-quality technical-economic support to the resorts in the project, additional human and financial resources are needed. Also, the tools developed, and the efficiency of supervision platforms invite to push further and deeper the Smart Altitude approach, opening it to new fields and types of infrastructures and paying a renewed attention to the links and interactions between resorts, valleys and agglomerations. The OCOVA forum can also continue to relay and give visibility to the efforts made in all projects related to the sustainable development of the Alpine Space. Partners that were interested applied for a follow-up project. The Living labs were a process that was initiated and that was continued by the four ski resorts with their own resources. The mayor of Les Orres is also the Vicepresident of the French Association of ski resorts and is so able to disseminate the expertise and findings gained from Les Orres and the project. From June to August 2020, 53 people participated at webinars and it was considered a huge success. Further, the toolkit had 350 unique views.</p>
		<p>The part of Smart Altitude devoted to the strategy to be deployed for an effective policy of energy efficiency and ecological transition of the mountain resorts and related territories was devolved to work package T4. Although this work package has been postponed to the last P6 period due to the withdrawal of AEM, the activity has been extremely intensive, so much that all the activities were performed according to plan or exceeding plan, and deliverables duly produced. By conducting dialogs and exchanges with the EUSALP Presidency and the AGs groups, Smart Altitude produced 4 reports specifically directed to EUSALP.</p>

	Smart Altitude is recognised by EUSALP as a leading project for the implementation of energy-related measures for the energy and ecological transition in the Alps, especially in territories with highly intensive touristic activity. Consequently, Smart Altitude is being integrated as one of the 3 fields of pilot application of AlpGov2's mainstreaming replication process.
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2.1.6 Focus on durability of results

Comparatively with the rest of the programme, projects funded under SO 2.I show **a good capacity to develop policy tools and instruments that are destined to be used after the end of the ASP funded phase**. This is not only made possible by the solutions to transfer the projects' outputs that were illustrated in the previous paragraph, but also seems to depend on the 'demand' of policy tools and instruments for decarbonisation that comes from the local and regional level.

In two out of the four case studies, durable results can be clearly observed.

GRETA contributed to the adoption of Energy Action Plans by three municipalities (Munich, Vienna, Nova Gorica) and the region of Bavaria. This means that the technical tools developed by the project were used by these local and regional authorities when elaborating and finally adopting their plans. This can be considered as the highest form of durability, as the project's achievements have been incorporated in plans that produce long lasting effects in the respective territories. It is worth noting that the above-mentioned authorities belong to three different member states, i.e. Germany, Austria and Slovenia and that the tools developed by GRETA turned to be usable both at municipal and regional level.

In Smart Altitude the Living labs, a project output, initiated a process that was continued by the four ski resorts with their own resources also beyond the project end. Furthermore, **Smart Altitude findings were replicated in 22 ski resorts, more than previously planned across France and Italy.** This last project encouraged ski resorts to rethink their economic and environmental sustainability in light of the consequences of climate change which are very pronounced in mountainous areas with decreasing snowfalls and therefore the necessity to adopt innovative and sustainable solutions and technologies in order to decrease the environmental impact. This has also created a positive cycle of competition between the ski resorts contesting the title of alpine ski resorts with zero emissions.

For BB-Clean, there is merely the evidence that in the regions Aosta Valley and Lombardy a roadmap was shared among policy makers in order to move towards biomass district heating and consider an incentive strategy for new boilers. Still, the project had an impact on the publishing and during scientific conferences, the project results continue to be disseminated and many articles have been written for journals on the topic.

For PEACE_Alps no information could be provided on the status of the implementation by other partners. As far as the lead partner Piedmont Region is concerned, what emerged is that the project approach to aggregate the energy demand from small municipalities cannot be continued without further resources. As illustrated below, new funded projects were therefore necessary to continue






action. However, a durable result at the project level can be observed as PEACE_Alps has to a certain extent influenced the drafting of the 2021-2027 ERDF regional programme.



An overall remark on the role of technology in the durability of SO 2.I results shall be made. As the policy tools proposed by some of the projects are strictly dependent on definite technologies, it is clear that they can continue producing results only for a limited timeframe. **After a definite period of time, technologies experimented under the projects become obsolete and cannot perform in an efficient way.** For instance, in case of BB-Clean results obtained from the trials of specific technologies can be considered as valid only for five years after the project conclusion.







This point invites to consider the capacity of the partnerships to play a proactive role to continue producing solutions for decarbonisation beyond the lifecycle of a single project.



Most projects had a strong partnership with a continuous exchange of information, yet there are also the exceptions in which the lead partner does not know about the follow-ups in the other countries. GRETA for instance was able to establish a strong cooperation and a number of partners drafted and submitted an application for the fourth call. Additionally, partners also continue their cooperation in the projects GeoERA-MUSE, and CE-GeoPlasma. In the case of BB-CLEAN, there was the intention to continue with a second project that would have been more experimental with pilot studies, but no coordinator was found since the LP of BB-CLEAN was not available anymore. Different was the case for Smart Altitude where only few interested partners applied for a second project and for PEACE_Alps where the lead partner, the Piedmont Region, applied for a follow-up project in the Interreg MED programme called Stepping. Subsequently, a second project, Stepping Plus was realized.

It appears therefore that at the end of their projects, **many partnerships need further funding that cannot be covered autonomously.** However, it is clear **that funding is needed to bring further research and development activities**, especially needed considering that under SO 2.I obsolescence of technologies is an important issue. When integration of the solutions elaborated by the projects at the local and regional level is concerned, SO 2.I presents several encouraging cases showing the capacity of ASP to continue producing results after the phase when the projects were funded. Such good experiences largely depend on the proactivity of the lead partners, regardless from their typology (regional authority, academic body etc.).

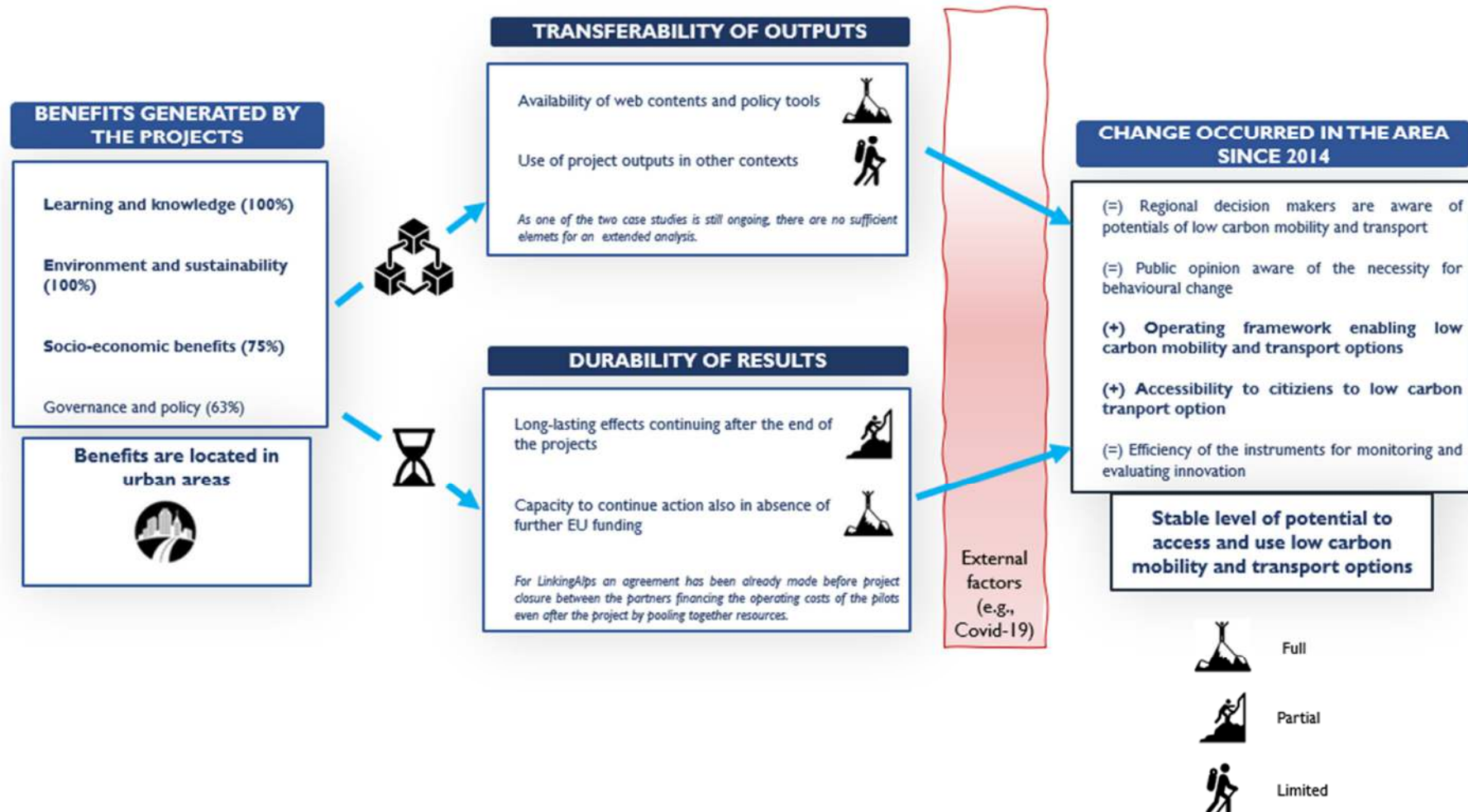
PEACE_Alps	
	2.1 Establish transnationally integrated low carbon policy instruments
	PEACE-ALPS tackles the problems related to the implementation of Sustainable Energy Action Plans (SEAPs) or any other Energy concepts already endorsed by Local Authorities (LAs) in Alpine Space Area by supporting LAs in developing concrete actions with an inter-municipal approach.
 Alpine dimension	Adaptation to climate change is a fully alpine topic, given that the area is featured by common climatic and geological features, and this suggests working at alpine level. In addition, a common feature of several alpine territories consists of the presence of small municipalities, which are the main target group of the project. However, it is clear that administrative solutions have to be found locally, considering on the one side the burdens deriving from the national legislation, on the other side the specific territorial context where the policy has to be implemented.
BENEFIT	 What <p>Benefit: Governance and policy Sub-benefit: Delivery of appropriate policy instruments, framework and tools</p> <p>Several stakeholders in Auvergne-Rhône-Alpes region were involved in PEACE_Alps project: local authorities, energy public services, local climate and energy agencies, but also building sector federations, architects, land planners, institutions and banks. The project gave the opportunity to analyse at an inter-institutional level energy refurbishment funds. It was noticed that existing funds did not encourage dissemination of projects as they were delivered for one project to one stakeholder.</p> <p>The centralised solution on energy refurbishment highlights the advantages of pooling projects.</p> <p>What happened on the field is that 2 Natural Parcs in the region acted as intermediate bodies facilitating the joint identification by their municipalities of a series of buildings to be refurbished. 40 buildings were identified in the first parc and 20 in the second one. Thanks to this approach it was possible to investigate all technical and juridical aspects related to refurbishments and also to make a detailed investment plan. The role played by the parcs in supporting the small municipalities was the key. Thanks to the project such a targeted approach was adopted by the region so indirectly allowing a series of small municipalities to implement the Sustainable Local Energy Action Plans. The ambition is that even municipalities with in a not totally sound financial state can make this kind of investments, also thanks to mechanisms of financial solidarity.</p> <p>At the present stage, the main project's output used by Auvergne-Rhône-Alpes region is the integration of pooling projects in the regional subsidies through a new call for tenders. This experiment provided also a new tool – an energy audit table – which helps municipalities to elaborate an energy refurbishment strategy. This tool would be incorporated in the energy audit specifications provided by ADEME.</p>
	 Where <p>The Peace_Alps focus is directed mainly towards urban areas.</p>
	<p>PEACE_Alps, a project that was awarded by Regiostars in 2018 in the public sector category, provided to Auvergne-Rhône-Alpes region tools that made the municipalities aggregation feasible. Being municipalities aggregation a common need in the alpine territories, the transnational cooperation succeeded in identifying a common approach.</p> <p>The transnational cooperation within the partnership was the base of the activities carried out in the mutual learning working package. The project was based on a bottom-up approach, directly involving key target groups since the beginning. Start-up</p>

 <p>Transnational added value</p>	<p>fora were essential to create a participative approach and ease the following successful implementation. The involvement of stakeholders in the regional advisory board with the aim of monitoring and fine-tuning the solutions implemented has been essential for the project success and this was done following a common approach built up at a transnational level inside the consortium. The ambition of PEACE_Alps is to enhance the implementation of Sustainable Energy Action Plans (SEAPs) or any other energy concepts by supporting Local Authorities (LAs) in developing concrete actions with an inter-municipal approach. The transnational approach has guaranteed a wider overview on the existing solutions to reach this goal.</p>
 <p>Transferability and durability</p>	<p><u>Transferability of outputs:</u> With a view to transferability, the project has to a small extent influenced ERDF programming, partnerships with some Piedmontese associations have been consolidated and new projects have been set up outside Alpine Space. The Tool for LA involvement has been published on the website as a YouTube video and will be maintained online beyond the project end. As supporting documents, all the reports about the organization of the start-up forums, the questionnaires and the interviews with local stakeholders, have been published. This documentation should represent a guideline for the other regions, wishing to understand the real needs of the local authorities and the way to set-up a centralized solution.</p> <p><u>Durability of results:</u> The policy recommendations have been published on the website as a stand-alone pdf document and will be maintained online beyond the project end. The recommendations have been also included in the final handbook (the prezi tool) that was spread-out through the socials, presented during the final conference and that is currently available on the website. Nevertheless, it is not easy to determine the impact the project had, as many result could be a consequence of the project or influenced by other factors. Within the Piedmont region many activities in line with the project have been continued through time as the support to municipalities for the Action Plans of sustainable energy. Further, consistent and supportive data has been provided to municipalities to support planning, which has been de facto institutionalised. An online platform was created for municipalities to access, view and download energy data. The Interreg MED programme included a project, Stepping, with similar functionality, again with the Piedmont Region as lead partner. This was followed by a second project, Stepping Plus.</p>
	<p>The PEACE_Alps project took actively part in the EUSALP strategy development process. The project was invited to join some meetings of the EUSALP Action Group 9, where the importance of the pooling of actions was outlined as a high value best practice for the Alpine Strategy. A particular attention to the further development of the EUSALP strategy, has been given inside the policy recommendations delivered. Three of them are specifically addressed to EUSALP. EUSALP is a running process, and it is important that discussion and experience sharing meeting are kept alive also in the future. Some of PEACE_Alps PP are part of AG9 group and could bring the project experience into EUSALP even in the years to come.</p>



BB-CLEAN	
	2.1 Establish transnationally integrated low carbon policy instruments
	The main project objective is the development of harmonized low carbon policies related to a sustainable use of biomass for domestic heating production in the Alpine Region.
 Alpine dimension	The transnational approach is needed because there are different regulations for small scale biomass plants in the EU. A comparison among the actual solutions to mitigate PM emissions due to biomass combustion could lead to specific solutions suitable for different territorial contexts in the Alpine region. Harmonized EU regulations for small scale biomass appliances are needed, fostered by recent project results (e.g. FP7 BioMaXEff).
BENEFIT	 What Benefit: Environment and sustainability Sub-benefit: Increased relevance to low-carbon themes in the local / regional / national strategies <p>The BB-CLEAN project began its journey by raising awareness of citizens and local administrators on the potential impact of domestic BB focusing on air quality, human health and on climate change. The second objective was the development of technological, informative, economic and social tools to foster a sustainable domestic biomass combustion. The new competences were transferred to the technical staff of local administrators for the creation of free permanent energy counseling services inside the Municipalities for citizens. Finally, the project developed low carbon policies that could represent harmonized solutions at transnational level for a sustainable use of biomass in domestic heating in the Alpine region.</p>
	 Where <p>The results of the projects are visible in urban and areas.</p>
 Transnational added value	<p>The project confirmed the need for an integrated, transnational and multilevel approach to environmental problems and, in particular, to improving health and air quality. In mountain regions, and therefore in the Alpine Space, the use of BB for domestic heating has an ancient cultural and traditional origin, which was considered difficult to modify. The awareness raising activities implemented have instead shown that the dissemination of knowledge and good practices among the population lead to a concrete change in the short-term period.</p> <p>The analyses on air quality allowed the comparison of the data collected in the different pilot areas and the identification of common elements useful for adopting a transnational and integrated low carbon strategy for the alpine regions, without regional borders.</p>
	<p><u>Transferability of outputs:</u></p> <p>Even now transferability of the modelling chain developed in the framework of BB Clean is ensured, with the source code of the model and the package with all input data are provided on the BB-CLEAN website. During scientific conferences, the project results continue to be disseminated and many articles have been written for journals on the topic. In the regions Aosta Valley and Lombardy a roadmap was shared among policy makers in order to move towards biomass district heating and consider an incentive strategy for new boilers. However, for the next five years the results obtained from the trials of specific technologies are still valid. Yet, after that time period the technologies most likely might become obsolete, and the results cannot be guaranteed anymore and can most likely be performed in a more efficient way.</p>

 <p>Transferability and durability</p>	<p><u>Durability of results:</u></p> <p>The Transnational BB Policy Observatory is the main network of the project that guarantees the maintenance the project outputs, since its principal aim is to spread and disseminate the goals achieved by BB-CLEAN. The Action Plan is focused on the adoption of shared EU solutions to regulate the biomass use for domestic heating. This policy relevant document shows the path to be undertaken to implement the proposal of harmonised policy developed for the Alpine Region in the frame of BB-CLEAN project in all the EU Member States interested in the mitigation of climate change and air pollution linked to biomass burning in domestic heating.</p> <p>The policy proposal was presented to several policy makers from regional and national level as well as to the representatives of the local public authorities during the workshops organized by the Partners in Italy, France and Slovenia.</p> <p>The intention was to continue with a second project that would have been more experimental with pilot studies, but no coordinator was found since the LP of BB-CLEAN was not available anymore.</p>
	<p>The project BB-Clean was involved in the works of three Action groups: 2, 6, 8, and 9. For the Action Group 2 the project aimed to create development opportunities for biomass-related SMEs by showing technical solutions, new market opportunities and innovative business models.</p> <p>Within action Group 6, the project aimed to create a tool to foster the use of local biomass reducing transports. The web platform created by the Partnership and managed by the Slovenian KSSENA is meant to foster the use of local woody biomass. For what concerns Action Group 8, the aim of BB-CLEAN was to mitigate the Climate Change by exploring funding opportunities from local to national level. The WPTI developed a tool, the EEA-Tool, available for the users, useful to analyse which kind of funding opportunities and incentives are already existing and which one must be improved, considering the ecological and economic efficiency analyse.</p> <p>Finally, for Action Group 9 the aim of BB-Clean was to promote the efficient use of a local resource (biomass) minimizing its impact on Climate Change and the environment. Biomass as a renewable source is becoming increasingly important as it represents a solution to international commitments for the countries to reduce CO2 emissions.</p>


SO 2.2 INCREASE OPTIONS FOR LOW CARBON MOBILITY AND TRANSPORT





2.2.1 Benefits generated by the projects

	<p>Regarding learning and knowledge benefits, partners recognised that thanks to the project activities they could increase the final users' environmental awareness of the necessity of using low carbon solutions, such as produce behavioural change in stakeholders' opinion. Projects invested indeed in a massive number of dialogue events involving all the actors of the chain (transport companies, associations, infrastructure providers etc...) to exchange information aimed to develop ideal models and processes. Unexpectedly, the exchange and use of practices was a minor benefit, relatively to the projects financed under other SOs. This could be explained in case of very technical projects requiring targeted industrial solutions.</p>
	<p>For the environment and sustainability benefits, larger use of low-carbon mobility and transport options is a specific benefit featuring this SO. The projects showed the capacity to design complex strategies to create the conditions allowing to generate such a benefit.</p>

2.2.2 Territorial dimension

	<p>Data from the survey of 2019, i.e. benefits predominantly localized in regional capitals, indicate that the projects financed were not focused on the more peripheral areas (rural and mountainous areas) where, due to the topography of the area, people have limited access to public transports and are forced to use private and high emissions vehicles.</p>
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2.2.3 Capitalisation of durability of results and transferability of outputs

	<p>In terms of transferability, projects' outputs are made available on the respective websites, including most operational products such as the Toolbox of Action developed by AlplnnoCT. In case of a project like LinkingAlps that aims at aligning strategies for linking information mobility services, transferability of outputs is at the core of the same project's mission.</p> <p>Beyond the availability of technical solutions, political commitment and involvement of transnational and EU stakeholders is key to ensure successful transfer of outputs (LinkingAlps and AlplnnoCT).</p>
	<p>For the durability, due to the limited number of projects investigated and the not sufficient level of maturity of one of them, findings are less robust than under other SOs.</p> <p>In case of the already concluded project that was investigated, continuation of pilot actions even after the end of the project was observed (AlplnnoCT). In case of the not already concluded project, it was noticed that an agreement has been already made between the partners financing the operating costs of the pilots even after the project by pooling together resources (LinkingAlps). This suggests that partners developing projects under this SO – in most cases institutions and agencies dealing with large scale investments - are sufficiently robust to ensure durability of results.</p>

2.2.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results are based on two case studies, i.e. AlpinnoCT and LinkingAlps. The box below provides a brief outline on the two projects.

	AlpinnoCT	LinkingAlps
Key point	<i>Alpine Innovation for Combined Transport</i>	<i>Innovative tools and strategies for linking mobility information services in a decarbonised Alpine Space</i>
Partnership	LP: Bavarian State Ministry of housing, building and transports 14 PPs Countries covered: Germany, Italy, Austria, Slovenia, Switzerland	LP: AustriaTech – Federal Agency for technological measures ltd. 13 PPs Countries covered: Austria, Slovenia, Italy, Germany, France, Switzerland
Budget	3 088 272 €	3 220 845 €
Duration	11/2016 - 01/2020	10/2019 - 06/2022

As illustrated in the table, one of the two case studies, LinkingAlps, has not been concluded, yet. The project was supposed to end in June 2022, yet a three-month extension has been conceded. Therefore, the information concerning transferability and durability reflects the expectations of the lead partner and the project partners and cannot be verified at the moment.

It is worth noting that the two analysed projects are of a relatively large size, each exceeding a budget of three million Euros.

In both cases project outputs are/will be available in the future to ensure the transferability.

For AlpinnoCT outputs were transferred to relevant decision makers within and outside the Alpine Space. In order to ensure this **the project website continued making available all AlpinnoCT outputs that are available also after the end of the project.** To this aim the website is updated with the latest results and reports and contains also further leading information and contacts that can be addressed in case of questions or information need. **The web version of the Toolbox of Action is hosted in addition by the Partner Regional Union of the chambers of commerce of Veneto for at least 3 years beyond the project life cycle.** The Toolbox summarizes the main project results and recommendations (political and technical) and is available in English.







Considering LinkingAlps, all the information generated as well as the online contents and handbooks will be accessible to the public after the end of the project.



Furthermore, an important aspect for the transferability of the project outputs is **the needed political commitment.** Backing up the LinkingAlps initiatives was very strong in the case of AustriaTech through the Ministry of Transportation, but also in Switzerland and Slovenia. The persistence of such a commitment even after the end of the funded phase will be key for a successful transferability of LinkingAlps outputs. At this regard, it clearly appears that in case of a project aiming to transnationally align strategies for linking information mobility service, the concept of 'transferability'

features its mission itself. The platform on mobility service, which is the main project's output, is indeed projected to be accessible in the future by the alpine users; citizens and tourists.

A final important aspect is the engagement of transnational and EU actors that can contribute to the topic. In case of AlpinnoCT, the involvement of political working groups like EUSALP AG4, Alpine Convention Working Group, iMonitraf!, and the Zurich Process results have turned to be crucial for the continuation of the former project activities. In case of LinkinAlps, the lead partner has established a relationship with the European Commission and more precisely with DG Move regarding the proceedings of the project.

The case study fiches below show the background of the main evaluation findings formulated in this section.

LinkingAlps	
	2.2 Increase options for low carbon mobility and transport
	The main objective of LinkingAlps is to foster the shift from motorized individual transport towards low carbon mobility options such as public transport, railways and alternative modes of transport like on-demand transport by using innovative tools and transnationally aligned strategies for linking information mobility service.
 Alpine dimension	Remote regions in valleys are often poorly served by public transport due to lack of infrastructures and aligned services regarding multimodal travel information. Although high quality public administration and good cooperation exist, the mosaic of governance systems is a challenge. This requires integrated and harmonised approaches that ensure the uptake of existing regional solutions but also of innovative solutions to ease seamless, sustainable cross-border mobility. Considering the multi-level governance, the common challenge is tackled by harmonised procedures (through framework strategy) and setup of transnational cooperation structure for a linked, low carbon AS.
BENEFIT	 What Benefit: Environment and sustainability Sub-benefit: Larger use of low-carbon mobility and transport options The project led to the realization of three specific objectives. First, aiming at improving and aligning the organizational and operational framework for a linked, low carbon Alpine Space it developed an organizational and operational Framework Strategy taking into account the multi-level governance. A second benefit will be the improved access and usage of low carbon mobility options across the borders and operators of the Alpine region through a pilot service. Third, fostering the adoption of harmonized and linked mobility information services across the AS by providing a decision-support handbook that eases the uptake of additional operators and users.
	 Where The project results are mainly localised in urban, rural, and mountainous areas.
	The Alps are a sensitive environment and the negative impacts of transport (as a main source of emissions and land consumption) have massive impact on the life quality in this area, because many citizens rely on motorized instead on low-carbon mobility options. Cross-border travelling often faces the problem that travel information for the entire route is not visible at a glance. In most cases, travellers have to switch between the information systems of the different operators, regions or countries in order to plan

Transnational added value	<p>their entire journey. The LinkingAlps project addresses this problem in the Alpine Space (AS). The aim is to create a standardised exchange service of travel information between the individual travel information service providers. In this way, information can be exchanged between the individual information systems and compiled into a continuous travel chain. Travelers can thus view the entire trip from start to destination on a single service.</p>
 Transferability and durability	<p><u>Transferability of outputs:</u> For the transferability, all the information generated as well as the online contents and handbooks will be accessible to the public. An important aspect for the transferability of the project output is the needed political commitment backing up the initiative, which was very strong in the case of AustriaTech through the Ministry of Transportation, but also in Switzerland and Slovenia. Furthermore, the Lead Partner is also in touch with the European Commission and more precisely DG Move regarding the proceedings of the project. The platform on mobility service, which is the main output will be accessible in the future for the users.</p> <p><u>Durability of results:</u> An agreement has been made between the partners financing the operating costs of the pilots even after the project by pooling together resources. The partners dealt with multilevel information services already before and the service providers (STA, StMB, VAO, RRA LUR, AustriaTech, SBB, AEV) are the ones that will gain direct benefits.</p>
	<p>LinkingAlps contributes to EUSALP 3rd thematic area (mobility and connectivity) objective 2/ Action Group AG4 to promote inter-modality and interoperability in passenger and freight transport by removing bottlenecks, bridging missing links, coordinating planning and timetables of public transport and enhancing cooperation. LinkingAlps is in line with the EUSALP Action Plan and the AG4 Work Plan (Activity D “Interconnecting public transport systems”).</p>



2.2.6 Focus on durability of results

The **AlpInnoCT** project brought together the main actors involved in the freight transport industry proposing innovative solutions for a modal shift in freight transport. The project **entailed also five pilot actions that helped to formulate the policy recommendations** calling in the first place for an **upgrade of the rail infrastructure, improvements and expansions of terminal infrastructure**, and a **higher prioritisation of rail freight transport**. These results have been continued especially by the partners involved in the pilot actions and out of the 5 pilot actions, 4 are still in operation. For some of the pilots, stakeholders decided to apply for another project. In the case of the Port of Trieste the pilot actions have been extended to all other railway undertakings working in the port.

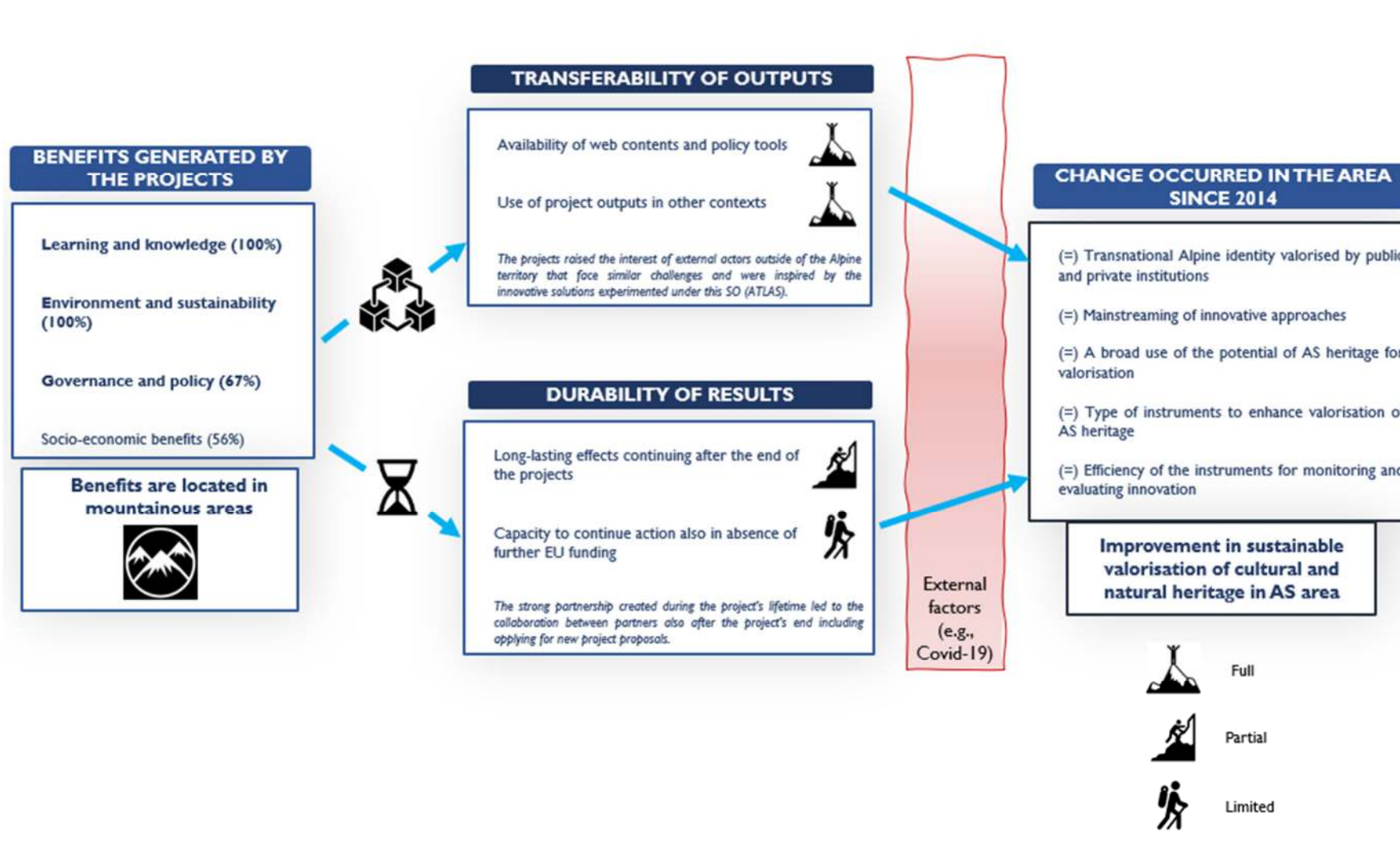
Both projects had an active collaboration between partners and for AlpInnoCT, the partners continue with the established networks, e.g. the Alpine Convention Working Group, the EUSALP Action Group 4 or the iMonitraf network. And even, some of the partners have been active in these political working groups and will continue beyond the project. **For LinkingAlps an agreement has been already made before project closure between the partners financing the operating costs of the pilots even after the project by pooling together resources.** The partners dealt with multilevel

information services already before and the service providers (STA, StMB, VAO, RRA LUR, AustriaTech, SBB, AEV) are the ones that will gain direct benefits.



AlpInnoCT	
	2.2 Increase options for low carbon mobility and transport
	The project AlpInnoCT tackles the main challenge to raise Combined Transport (CT) efficiency & productivity. The application of production industry knowhow in CT is a new approach which includes an analysis of existing strategies, policies & processes focusing on CT, thus, AlpInnoCT contributes to a sustainable system with an easier access to CT & fosters the utilization of this low-carbon transport method.
 Alpine dimension	It is a matter of fact that transport happens in a network crossing all alpine countries. Therefore, it would not make sense to focus only on local, regional or national solutions. As traffic does not stop at the borders and happens crossing different territories, transnational cooperation including alpine cooperation is the only possible approach in this sector.
BENEFIT	 What Benefit: Socio-economic Sub-benefit: Cost saving <p>The port of Trieste mainly serves the central European countries, and not the Italian regions, which are better served by other Italian ports because of obvious geographical reasons. The port of Trieste is the most important in Italy for train transport. As the rail infrastructures have not been renovated and enhanced, optimization of the process is the key. Significant improvements have been made in the direct handlings from trucks to train. The Port of Trieste, however, is also interested in improving the process of loading the trains leaving Trieste to reach Bettembourg (Luxembourg). To improve this step, a software had to be designed and experimented in cooperation with the German rail company TX Logistik AG – one of the members of the AlpInnoCT partnership. After the end of the project, it will be possible for the Port of Trieste to use this software also with other 7 rail companies.</p> <p>Such a software solution increases the efficiency of the transport process managed by the Port of Trieste, so saving costs and making the port more competitive at international level.</p>
	 Where <p>The project implemented and evaluated measures on pilot relations e.g. Bettembourg-Trieste and Padborg-Verona and adapted on the developed measures considering practical experiences of relevant actors, observers and target group. In the framework of the Bettembourg-Trieste pilot activity, a software solution was designed with a consequent optimization of the transport process as described below.</p>
 Transnational added value	<p>Based on the knowledge of past but also current Alpine Space projects, content has been developed in a transnational partnership and in a transport, network crossing all Alpine Space countries - local, regional or national solutions alone would not be successful in this context.</p> <p>The transnational approach of the project helped to make the support measures offered for CT in the various Alpine countries more visible and better known to a big number of stakeholders. A comparison between the countries was facilitated and the need to implement additional measures in one or the other country became evident.</p>
	Transferability of outputs: <p>Results will be transferred to relevant decision makers in and outside the Alpine Space and to political working groups like EUSALP AG4, Alpine Convention Working Group, iMonitraf!, Zurich Process.</p>

 <p>Transferability and durability</p>	<p>The project website will continue promoting all AlpinnoCT results that will be available also beyond the project (as the web page will remain). To this aim the website is updated with the latest results and reports and contains also further leading information and contacts that can be addressed in case of questions or information need. The Internet version of the Toolbox of Action will be hosted in addition by the Partner UCV for at least 3 years beyond the project life cycle (https://www.alpinnoctoolbox.eu/). The Toolbox summarizes the main project results and recommendations (political and technical) and is available in English.</p> <p><u>Durability of results:</u></p> <p>The partners will continue with the established networks, e.g. the Alpine Convention Working Group, the EUSALP Action Group 4 or the iMonitraf network. Some of the partners have been active in these political working groups and will continue beyond the project. The approach in AlpinnoCT combining the Dialogue Events and the pilot actions was a successful approach, pilots and Dialogue Events will be continued sustainably beyond the project.</p>
	<p>AlpinnoCT contributes to EUSALP objectives, helping to achieve the EUSALP goal “Better overall transport system in terms of sustainability and quality” and to improve sustainable accessibility to the Alps by raising the attractiveness and utilization of railway transport. It contributes to the EUSALP Action Group 4: Promote intermodality in freight transport (Outputs O4,5) and its objective to improve transnational cooperation, providing easier and more sustainable access to the Alpine Region. The EUSALP Action Group 4 has been involved in the project in the form of Dialogue Events (e.g. Bolzano (2017, Gotthard (2018), Final Project Conference, Brussels (Nov 2019)).</p>

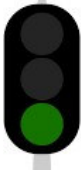
SO 3.1 SUSTAINABLY VALORISE ALPINE SPACE CULTURAL AND NATURAL HERITAGE





3.1.2 Benefits generated by the projects

	<p>The benefits declared by the projects under this objective are equally distributed among learning and knowledge and environment and sustainability categories and belong to a lesser extent to the governance and policy category. The presence of education, training and research bodies among the partners involved in the projects financed under SO 3.1 is particularly high. This element could explain the strong aptitude to promote learning and knowledge processes. The exchange of practices under SO 3.1 is intensive, indeed. In some cases, the involvement of the general public as a target group turned to be high.</p>
	<p>In terms of environmental and sustainability benefits, the projects financed under SO 3.1 deal with very different topics such as food, landscape, education, buildings, natural risks, so showing that cultural and natural heritage is a multidimensional concept that can hardly be 'embedded' into a programme sub-category.</p>

3.1.3 Territorial dimension

	<p>According to the evidence from 2019, emerged from the survey, the results generated by the projects in terms of better integration of valorization of the natural and cultural heritage are mainly benefiting the small municipalities located in mountainous areas.</p>
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3.1.4 Capitalisation of durability of results and transferability of outputs

	<p>In terms of transferability, the project outputs continue to be transferable since they are freely accessible to the public and interested stakeholders. This includes the possibility to consult databases and collections of best practices. Projects' outputs are made available not only in English but also in the Alpine languages (ATLAS and AlpFoodway). The projects raised the interest of external actors – being outside of the partnership and also the Alpine territory - that face similar challenges and were inspired by the innovative solutions experimented under this SO (ATLAS).</p>
	<p>For the durability, the projects appear more to have created the conditions for further initiatives (also attracting the interest of international actors and institutions including UNESCO) than to have provided policy tools to be used at the regional or local level or have generated clearly recognisable territorial effects. Strong partnerships created during the projects' lifetime led to the collaboration between partners also after the projects' end (ATLAS and AlpFoodway). The difficulty to integrate the project results at the regional and local level corresponds to the need of consistent funding to preserve certain project outputs or develop new ones (ATLAS).</p>

3.1.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results is based on two case studies ATLAS and AlpFoodway. The box below provides a brief outline on the two projects.

	ATLAS	AlpFoodway
Key point	<i>Advanced tools for low-carbon, high-value development of historic architecture in the Alpine Space</i>	<i>A cross-disciplinary, transnational and participative approach to Alpine food cultural heritage</i>
Partnership	LP: European Academy Bozen 8 PPs Countries covered: Italy, France, Austria, Slovenia, Germany, Switzerland	LP: Polo Poschiavo 13 PPs Countries covered: Switzerland, Italy, Slovenia, France, Germany, Austria
Budget	1 766 968 €	2 540 566 €
Duration	04/2018 - 04/2021	11/2016 - 10/2019

The case studies show that the project outputs **continue to be transferable since they are freely accessible to the public and interested stakeholders**. Both ATLAS and AlpFoodway ensured the online availability of their results. ATLAS main legacy is the HIBERatlas, that entails a best practice database of over 60 buildings with mixed ownership (public and private). A maintenance plan was worked out for the next 2 years. A further use of ATLAS results is ensured by the publication on project partner's websites and taking the results also in the daily work. Also in case of AlpFoodway project partners maintained and further developed the networking platform. Project outputs and some of the deliverables, translated into the Alpine languages, are hosted by the Alpine Space programme website and are available to all interested parties.

For AlpFoodway, the achievements produced were so successful, that **many project insights and tools have been transferred to new projects and initiatives** such as "100%local" ARPAF and HIPAMS India. One of the results of AlpFoodway was the development of new products that build on local heritage but are adapted to current market demand. It developed a specific approach that could be used in different territories and contexts.

AlpFoodway




The target group of the AlpFoodway confirmed that the project had a positive impact leading to benefits in terms of increased learning and knowledge. Also, the transnational dimension includes the added value of the exchange between individuals and associations from different countries and the opportunity to continue the collaboration also after the project lifetime. Furthermore, it is ascertained that the project contributed to promote participatory forms of governance. The most present outputs were achieving a greater awareness of the connection between Alpine food heritage and sustainable development and to a lesser extent developing knowledge and skills. However, the majority did not plan to integrate the project achievements in their daily praxis.


The projects raised the interest of external actors – being outside of the partnership and also the Alpine territory - that face similar challenges and were inspired by the innovative

solutions experimented under this SO. Regarding ATLAS, in Sweden a follow-up project has started, in order to test the implementation of the HiBERatlas database, a collection of best-practices on how historic buildings can be renovated to achieve high levels of energy efficiency.

The case study fiches below show the background of the main evaluation findings formulated in this section.

AlpFoodway	
	SO 3.1 Sustainably valorise Alpine Space cultural and natural heritage
	<p>The objectives of this project were the following:</p> <ol style="list-style-type: none"> 1. Identification of traditional food heritage in the Alpine Space 2. Raising awareness of Alpine cultural identity based on traditional food heritage 3. Making pilot areas more innovative by using bottom-up approaches 4. Creating innovative management of cultural digital contents <p>The overall purpose was to prepare a UNESCO candidature that would allow Alpine Food to enter UNESCO's list of intangible cultural heritage assets. Another major objective was to explore connections between environmental and climate change and biodiversity-related challenges and traditional production methods for agriculture, animal husbandry and food production.</p>
 Alpine dimension	<p>This project helped to increasing knowledge and awareness of Alpine food heritage by setting up an intangible cultural heritage inventory. It also created networks of local producers. The economic viability of local initiatives was strengthened through exchanges of good practice. The project demonstrated that more sustainable food production methods could empower local communities to of the Alpine region deal with environmental challenges in an effective way.</p>
BENEFIT	<p>Learning and knowledge</p> <p>Sub-benefit: Exchange and use of practices</p> <p>Exchanges of experience between actors from different parts of the Alps led to transfers of knowledge and skills and fostered a sense of common identity. Organising intergenerational workshops offered an opportunity to pass on knowledge to younger generations so they could preserve food heritage. According to the results of the questionnaire, target groups identified increased learning and knowledge as a key benefit of this project. Achieving greater awareness of the connection between Alpine food heritage and sustainable development is understood as one of the most important results of the project.</p> <p>Socio-economics benefits</p> <p>Sub-benefit: Increased business activity / capacity (new products, processes, services, techniques)</p> <p>The project established networks of exchange and cooperation between small-scale local producers that enabled them to enhance the economically viability of their activities. This is a key aspect of food heritage safeguarding process. The usefulness of exchanges between actors is confirmed by the fact that cooperation often continued after the end of the project. The project also strengthened the development of other connected sectors (e.g., agritourism). This project involved around 198 local public authorities, 26 regional public authorities, 8 national public authorities, 166 interest</p>

		<p>groups including NGOs, 14 international organisations, 41 education/training centres and schools, and 351 SMEs.</p> <p>Governance and policy</p> <p>Sub-benefit: Delivery of appropriate policy instruments, framework and tools</p> <p>AlpFoodway is closely aligned with EUSALP's overarching objective of "stimulating an innovative and sustainable model of development, able to conciliate the promotion of growth and jobs, and the preservation of natural and cultural assets". Project results were also discussed and capitalised upon by AG6 (Natural and cultural resources).</p> <p>Environment and sustainability</p> <p>Sub-benefit: Increased sustainability (cultural and natural heritage) of tourism activities</p> <p>Alpfoodway has shown that traditional production methods for agriculture, animal husbandry and food production can make alpine economies more circular. As such, they help to address key environmental challenges such as climate change, biodiversity loss, and pollution. The networking activities of the project contributed to the change of attitude toward heritage and this new attitude could be used as a tool for achieving sustainable development in all its dimensions (environmental, economic and sociocultural).</p>
	 Where	<p>This project was carried out by a partnership of fourteen organisations from six Alpine countries (Austria, France, Germany, Italy, Slovenia, and Switzerland).</p> <p>Some pilot actions (which were conducted as a part of Work Package T3) made it possible to put new insights into practice. For example, in the region of Pfaffenwinkel (Germany), a networking event gathered traditional food producers and tourism sector representatives. Two promotional events in Aosta Valley made it possible to enhance awareness of local food heritage among tourists and locals, while at the same time bringing local producers closer together.</p>
 Transnational added value		<p>The transnational partnership generated positive effects in the following aspects: creating a transnational Alpine Inventory of Intangible Cultural Heritage (on the web platform www.intangiblesearch.eu), multi-level exchange of knowledge and skills, empowerment of communities and individuals at the local level, and strengthening the Alpine identity based on common cultural values. The UNESCO recognition could improve the safeguarding and commercial valorisation of Alpine heritage. The appearance on the UNESCO Intangible Cultural Heritage List could positively affect the economic, socio-cultural and environmental dimensions of Alpine space. Target groups recognized the benefit of exchange of knowledge and skills based in other countries as a key benefit of transnational collaboration.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>One of the results of AlpFoodway was the development of new products that build on local heritage but are adapted to current market demand. This project developed a specific approach that could be used in different territories and contexts. Projects such as "100% local" ARPAF and HIPAMS India rely on insights and tools developed in the AlpFoodway project. Project outputs and some of the deliverables, translated in Alpine languages, will be hosted by the Alpine Space programme website and will be available to all interested parties.</p> <p><u>Durability of results:</u></p> <p>This project will continue to generate socio-economic and environmental benefits after its closure. Some of the activities (e.g., cooperation between local actors) are expected</p>

	<p>to continue. One of the outcomes of the project was the development of new products (e.g., a new bread, sweet made of chestnuts) whose production did not stop at the end of the project. PPs intend to keep on promoting these outputs and deliverables and use more in general the knowledge and relational network accumulated thanks to the project.</p> <p>A steering committee for the inscription of the Alpine Food Heritage in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity, comprising several AlpFoodway PPs and experts, was created at the beginning of 2019. A large part of the AlpFoodway partnership intends to focus on a joint effort for the multinational nomination – UNESCO ICH List - of Alpine Food as an element of shared cultural heritage throughout the Alps. This kind of process could fully strengthen the different activities carried out during the project, forming the basis for a shared "conservation plan" of the Alpine food heritage, a vehicle of values, traditional knowledge of nature respecting local cultures and a model of sustainable development.</p>
	<p>The project contributed to the implementation of EUSALP by creating a strategy that connects economic, agro-forestal, and socio-cultural sectors in the Alpine region. Partners of the projects were members of several action groups: AG1 (Research and Innovation), AG3 (Labour market, education and training), and AG6 (Natural and cultural resources). The key goal of AG1 is to create jobs and growth and this project achieved that through the development of new products. A contribution to the objectives of AG3 (Labour market, education and training) was achieved by organising knowledge transfers. AG6 aims at preserving and sustainably valorising the Alpine heritage, which was one of the key goals of this project. The strategic alignment is particularly strong when it comes to AG6's sub-topic 2 "Future-oriented farming and forestry".</p>

3.1.6 Focus on durability of results

For what concerns the durability of results, **the projects appear more to have created the conditions for further initiatives than to have provided policy tools to be used at the regional or local level or have generated clearly recognisable territorial effects.**

Projects under this SO were able indeed to **attract the attention of international actors** recognizing the value of the project that goes beyond the scope of the mountains of the Alpine Space. ATLAS benefitted from the acknowledgment of international institutions such as heritage authorities and was mentioned in the European Cultural Heritage Green Paper of EuropaNostra. While AlpFoodway, introduced the development of new products (e.g., a new bread or sweets made of chestnuts) whose production did not stop at the end of the project. This demonstrates the **enthusiasm and significance concerning the outputs that go beyond the project lifetime.**





Furthermore, the Slovenian partner, Soča Valley Development Centre, was particularly active in the aftermath of the project. It further developed a course held as a project activity with the focus on the topic of climate change and sustainable construction that was also presented at the national level together with the national agency.




The difficulty to integrate the project results at the regional and local level, combined with the interest raised by the projects' concepts and experimentations, is confirmed by the analysis of

dependence on further funding. Within the SO 3.1, **in order to preserve certain project outputs or develop new ones, the need of consistent funding opportunities appears high.** This aspect is particularly crucial for ATLAS for the further development of the HIBERAtlas as it is needed in order to increase the size of the database and process and examine the new best-practices.

The **strong partnership created during the project's lifetime led to the collaboration between partners also after the project's end.** Concerning ATLAS, one project proposal about building refurbishment passed the first step of the Interreg Alpine Space call; this proposal involves the partner EIV Energy Institute Vorarlberg and also of a former ATLAS observer, Energie Tirol. Moreover, one project directly building up on ATLAS results – the Interreg IT-AU SHELTER, using especially the experiences from building typologies and related technical solutions. The Interreg project SHELTER aims to find solutions for abandonment rural buildings in the mountainous region between Italy and Austria.

For AlpFoodway the cooperation continued in a slightly different way. Several PPs and experts are part of the steering committee for the Alpine Food Heritage in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity (ICH). A large part of the AlpFoodway partnership intends to focus on a joint effort for the multinational nomination – UNESCO ICH List - of Alpine Food as an element of shared cultural heritage throughout the Alps. This kind of process could fully strengthen the different activities carried out during the project, forming the basis for a shared 'conservation plan' of the Alpine food heritage, a vehicle of values, traditional knowledge of nature respecting local cultures and a model of sustainable development.

ATLAS	
	3.1 Sustainably valorize Alpine Space cultural and natural heritage
	To capitalise and optimise existing best practice solutions for historic building refurbishment in a perspective of energy saving and regional development.
 Alpine dimension	<p>The alpine area is characterized by the similarity of building types, construction materials and climatic conditions. The existing historically grown villages and landscapes are often in competition with the economic and touristic agglomerations. But the valorization and retrofit of the historic architecture is in the interest of the whole society since the entire Alpine area draws its identity from the cultural landscapes.</p> <p>The sustainable development of historic buildings has a positive effect on many existing challenges in the alpine area: use of the existing infrastructure; limitation of land use changes; decrease of rural de population; promotion of sustainable tourism and as one of the most effective way to reduce the ecological footprint.</p>
BENEFIT	 Benefit: Learning and knowledge Sub-benefit: Exchange and use of practice The first output of the project is the Historic Building Atlas, i.e. an online database for best practice examples for energy refurbishments of historic buildings on the Alps. This is the first international accessible database of good practice solutions for sustainable renovation of historic and traditional buildings, that bridges the gap from locally existing robust solutions towards the application in transnational context.
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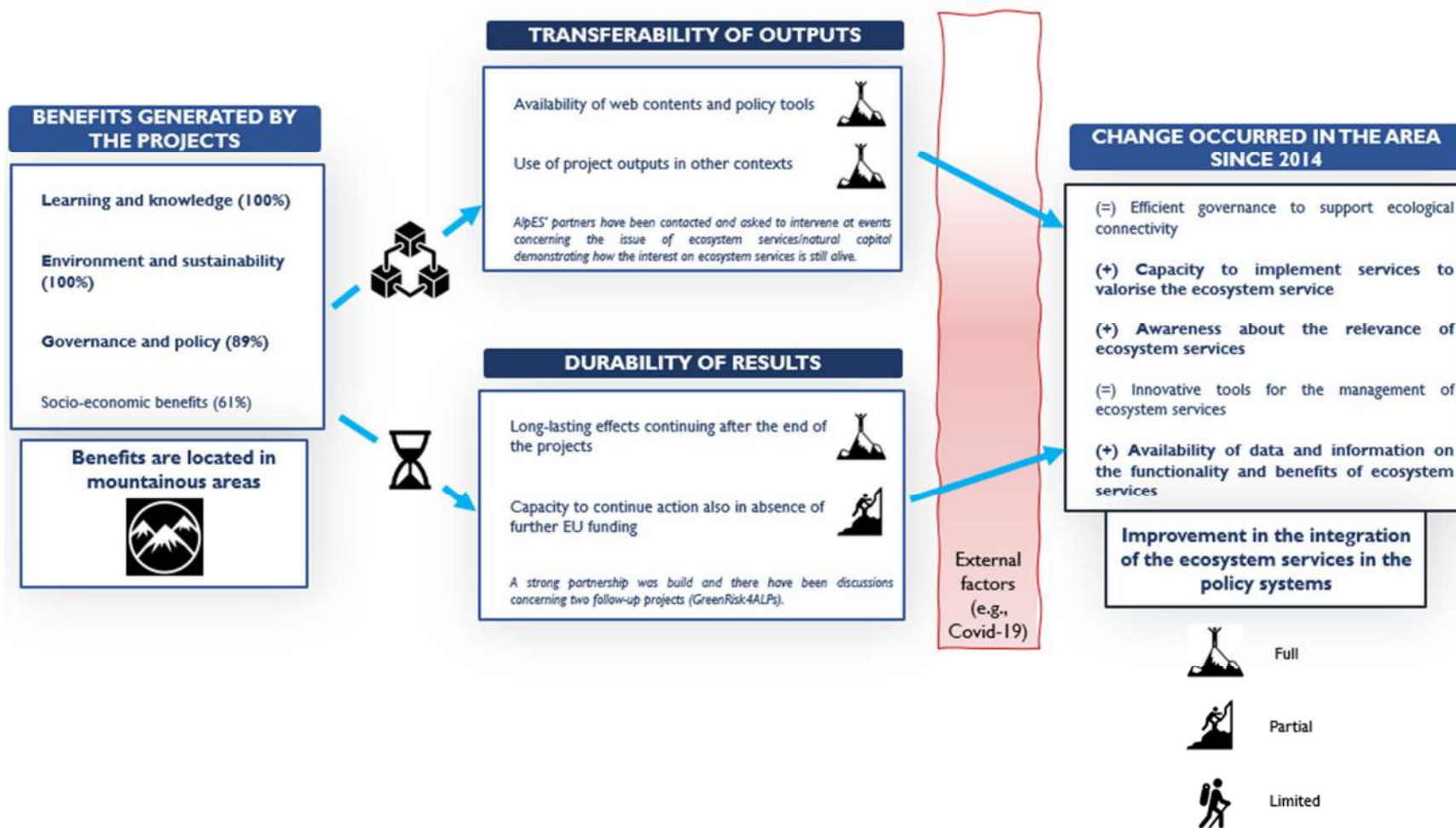
		<p>The database collects information on renovation projects that are exemplary both in terms of heritage conservation and energy efficiency and aims at becoming a useful guide for all the actors involved in the renovation of historic buildings.</p> <p>Some of the case studies featured in the Historic Building Energy Retrofit Atlas were put on display in REDay exhibition, organised in October 2019, arousing interest in the visiting public. Among these were Villa Castelli, a listed building from the 19th century located at the riverside of Lake Como, Italy, whose renovation led to a 90% decrease in energy demand and the Viennese convent of Kaiserstrasse, which was particularly challenging to preserve.</p>
	 Where	<p>ATLAS has a stronger focus on the territories directly represented by the partners, but the project intends its outputs as fully applicable to all alpine territories. The project is even interested in applications outside of the alpine space. The ATLAS illustrated below – a flagship output for the project – clearly represents this approach.</p>
 Transnational added value		<p>The ATLAS project would not have been possible without transnational cooperation, as the exploitation of best practice examples at different levels has been the core of the project. A limitation to only one region would not have been enough to provide the numerous examples that make the results so valuable. The alpine region has proven to be a good reference area, since there are many similarities in the building typologies, but also the cultural landscapes are comparable.</p> <p>Collaboration between academics and practitioners facilitated “knowledge co-creation”.</p> <p>ATLAS partners have been able to significantly expand the network of collaboration internationally through the cooperation with other research projects, maximizing ATLAS project outcomes at the same time. The ATLAS project provided the chance to continue the research on the reduction of energy consumption started in national projects of the partners on a transalpine scale.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>A follow-up project has started in Sweden in order to test the implementation of the HiBERAtlas database and knowledge on the Swedish local context.</p> <p>The Slovenian partner, Soča Valley Development Centre, was particularly active in the aftermath of the project. It further developed a course held as a project activity with the focus on the topic of climate change and sustainable construction that was also presented at the national level together with the national agency.</p> <p><u>Durability of results:</u></p> <p>There is one project directly building up on ATLAS results – the Interreg IT-AU SHELTER, using especially the experiences from building typologies and related technical solutions. The Interreg project SHELTER aims to find solutions for abandonment rural buildings in the mountainous region between Italy and Austria.</p> <p>The main legacy of the project is the HiBERAtlas, that entails a best practice database of over 60 buildings with mixed ownership (public and private), which was very much needed and asked. The project has been frequently contacted on matters concerning those best practices.</p> <p>Regarding the Database HiBERAtlas a maintenance plan was worked out for the next 2 years. A further use of ATLAS results is ensured by the publication on project partner’s websites and taking the results also in the daily work. There has been very positive feedback from heritage authorities and in the European Cultural Heritage Green Paper of EuropaNostra the project is mentioned. One project proposal about building refurbishment passed the first step of the Interreg Alpine Space call, this proposal involves the partner EIV Energy Institute Vorarlberg and also of a former ATLAS observer, Energie Tirol. Funding remains one of the crucial aspects of the further development of project results, e.g. as it is needed in order to increase the size of the database of best practices HiBERAtlas.</p>




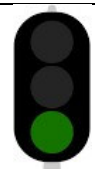
In awareness of the importance to contribute to the EUSALP strategy, ATLAS participated in the beginning of the project at the 2nd EUSALP Energy Conference in Innsbruck with a poster presentation. ATLAS was aiming to contribute mainly to two EUSALP Action Groups: First of all to AG9 (To make the territory a model region for energy efficiency and renewable energy) with awareness raising and solutions - and by specifically providing harmonized KPIs. Then to AG6 (To preserve and valorize natural resources, including water and cultural resources) with its focus on historic buildings. The ATLAS project decided to adopt the EUSALP KPIs and complement them with a limited number of KPIs that address the unique requirements of historical buildings in close cooperation with the EUSALP AG9. Therefore, during the several development steps of the rating system effort was made to ensure that both ATLAS and the EUSALP AG9 indicators are harmonized with each other.

It was not always simple to interact with the strategy. For instance for the AG6 the project was presented right in the beginning of the project activities, but the provided feedback was that that kind of heritage was not included by the AG and not even by the strategy.


SO 3.2 ENHANCE THE PROTECTION, THE CONSERVATION AND THE ECOLOGICAL CONNECTIVITY OF ALPINE SPACE ECOSYSTEMS




3.2.2 Benefits generated by the projects


	<p>For the learning and knowledge benefits, the exchange of practices featured all projects financed under SO 3.2 in the opinion of almost all partners. Skills and capacities were increased under several projects. The awareness side offers several points of reflection when SO 3.2 is concerned. Projects dedicated to 'new' topics, or to topics that are new at least under ASP, dedicate strong attention to the awareness raising. When it comes to environmental sub-topics which could be considered as 'specialistic', it has emerged that the attention of the public is unexpectedly high.</p>
	<p>For governance and policy benefits, improved stakeholders' involvement was the main benefit produced in terms of governance and policy. In principle, this is not the most advanced benefit under this category, being a precondition for more specific benefits to occur. Efforts towards participatory approaches are crucial because strategies to enhance the ecological connectivity and use of the ecosystem services are implemented at national and regional level, take into account administrative borders and not the natural continuity. Therefore, these administrative levels have to be considered as the main target for the projects. The transnational dimension contributes to harmonize the concepts and interventions across the countries and realise an integrative vision at European level. At this regard, the role of the Alpine Convention, which commits states in the protection of ecological connectivity, was mentioned by more than one project. Finally, a more specific benefit was achieved by the SO 3.2 projects, i.e. the improvement of monitoring and evaluation systems.</p>

3.2.3 Territorial dimension

	<p>According to the evidence emerged from the survey of 2019, the results generated by the projects in terms of enhancement of the protection, conservation and the ecological connectivity are mainly benefiting the small municipalities located in mountainous areas.</p>
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3.2.4 Capitalisation of durability of results and transferability of outputs

	<p>In terms of transferability, the contents and information generated by the projects were made available and accessed also after the end of the project. The findings of the projects are usable by interested stakeholders in the form of interactive web tools as the WebGIS. Users can therefore compare the selected ecosystem as for AlpES and visualise them on the map. Also, the tool of WIKI has been used that allows everyone with expertise to share their knowledge by editing or creating new pages.</p> <p>Some of the policy tools generated by the projects remained usable also after the end of the project (GreenRisk4ALPs). The evidence from the surveys of 2022 supports this claim as many target groups have used policy outputs as the interactive tools. And, partially the project's achievements have been integrated into the practice of the organisations.</p>
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	<p>For the durability, the projects showed the capacity to continue generating knowledge and learning outside of the partnerships after their end. There is also the evidence that policy tools continued being used by the target groups. In some cases, outputs were even integrated in the organisations' practices.</p> <p>One of the funded projects provided elements that were integrated in an attempt to modify the regional regulative system (AlpES). Even if the proposed law was not actually adopted, this case shows that projects funded under this SO tend to correspond to a 'demand' coming from the policy level.</p>
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3.2.5 Focus on transferability of outputs

This section and the next one dedicated to durability of results is based on two case studies, i.e. AlpES and GreenRisk4ALPs. The box below provides a brief outline on the two projects.




	AlpES	GreenRisk4ALPs
Key point	<i>Alpine ecosystem services – mapping, maintenance, management</i>	<i>Facilitating risk-based protective forest management and ecosystem-based natural hazard risk management</i>
Partnership	LP: European Academy of Bozen 9 PPs Countries covered: Italy, Austria, France, Slovenia, Liechtenstein, Germany	LP: Austrian Research Centre for Forests 11 PPs Countries covered: Austria, Italy, France, Germany, Slovenia, Switzerland
Budget	2 265 507 €	2 412 601 €
Duration	12/2015 - 12/2018	04/2018 - 08/2021





In order to ensure the transferability of outputs, contents of the projects need to be available online. Case studies shows that **the contents and information generated by the projects were made available and accessed also after the end of the project**. On the AlpES webpage project results have been made available through digests of the most important results and on WIKIAlps and the WebGIS. Also, the WIKIAlps platform was made available to the public and was accessed in April 2022 by 2 000 visitors, in January 2022 by 5 000 visitors and in general in 2021 the number of users was stable at 5 000 - 6 000.

Furthermore, **some of the policy tools generated by the projects remained usable also after the end of the project**. Within the project GreenRisk4ALPs, the forest assessment tool (decision support tool FAT) is an online tool that can be used by any interested stakeholder. Also, the two published books, 'Best practice examples of implementing ecosystem-based natural hazard risk management in the GreenRisk4ALPs pilot action regions' and 'Protective forests as ecosystem-based solution for Disaster Risk Reduction (ECO-DRR)', can guarantee that scientists and decision-makers from different parts of the world can draw upon the lessons learnt during the project.

Finally, it emerged that the benefit 'improved stakeholders' involvement' continued also after end of the projects, so creating good conditions for the transfer of project's outputs. AlpES' partners have been contacted and asked to intervene at events concerning the issue of ecosystem services/natural capital demonstrating how the interest on ecosystem services is still alive.

The case study fiche below shows the background of the main evaluation findings formulated in this section.

GreenRisk4ALPs	
	SO 3.2 Enhance the protection, the conservation and the ecological connectivity of Alpine Space ecosystems
	<p>The objectives of this project are the following:</p> <ul style="list-style-type: none"> • overcoming conflicts by developing new risk mitigation solutions, • implementing innovative risk management of natural hazards adapted to specific local need and • publishing of forest protective books. <p>The purpose of this project was to encourage risk-based protective forest management which is a part of natural hazard risk management in the Alpine Space.</p>
 Alpine dimension	<p>Forests are particularly important in the Alpine area because they can provide efficient protection against avalanches, torrents, landslides and rockfalls. Also, the Alpine Space is facing dramatic challenges such as climate change, increasing costs for the protection of settlements and the development of 'monoculture tourism'. This project aims to achieve sustainable management of forests and to develop concepts that will strengthen risk governance taking into consideration natural hazards and climate impacts.</p>
BENEFIT	<p>Benefit: Learning and knowledge Sub-benefit: Exchange and use of practices Close collaboration between science, practice and policy is necessary because climate change and socio-economic developments represent significant challenges for the future of forests. One of the most important outcomes of the project was the publishing of two books in the field of forest protection. Also, organisation of the 'Green Risk 4 Alps Mountain Forest Conference' in 2021 provided an important tool on a transnational and multidisciplinary level that could improve sharing of knowledge on these issues. The organization of EURAC workshops supported discussions and raised awareness on the importance of ecosystem-based solutions.</p> <p>Benefit: Socio-economics benefit Sub-benefit: Cost savings Natural hazards have a negative effect on society, especially in economic damages and fatalities. Outputs of this project could reduce the negative impact of hazards on society in general because it could lead to a reduction in financial damages and deaths.</p> <p>Benefit: Governance and policy Sub-benefit: Improved monitoring and evaluation systems The relevant results considering governance of Alpine area represent promotion of forest-based solutions among management institutions. These solutions will become even more important due to future climate changes.</p>

		<p>Benefit: Environment and sustainability</p> <p>Sub-benefit: Valorised ecosystem services</p> <p>Key results of this project represent development of tools that could improve environmental management. One of the most important outputs of the project is the development of the Protective Forest Assessment Tool – a decision support tool that could help to decide about solutions for risk management.</p> <p>Another important output is development of Flow-py open source modelling tool that helps to identify forests with a protective function and to quantify their protective effect against avalanches, rockfall and shallow soil slides. Finally, two other tools were developed as a part of this project - Appraisal and Exposure Hotspot Analysis.</p>
	 Where	<p>The Forest Assessment Tool (FAT) and the Flow-Py model will be applied in the Bavarian Alpine region. The workshops organized in Val Ferret and in the municipality of Courmayeur generated increased awareness of the importance of ecosystems for risk mitigation. In Slovenia, presentation of project activities influenced increase of the interest of forestry students in this topic through involvement in research.</p>
 Transnational added value		<p>Firstly, transnational collaboration fostered exchanges of knowledge between involved partners. Secondly, this project helped raise public awareness on risk prevention measures and on the management of natural hazards. Finally, project partners have developed a 'protection forest matrix' that represent an important basis for future collaboration in the area of natural hazards.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>All deliverables of the project could be found online with open access which enables use of results in other settings. The forest assessment tool (decision support tool FAT) is an online tool that can be used by any interested stakeholder. Similarly, the Flow-Py model can be used in other settings, because this model is available as open access software on Zenedo. The Flow-Py model is already used by the Bavarian Ministry of Environment and the Norwegian Geotechnical Institute. The two published book can guarantee that scientists and decision-makers from different parts of the world could make use of them.</p> <p><u>Durability of results:</u></p> <p>Outputs will be available on the project's web page that will be maintained for 3 years after the end of project. This could assure durability of achievements beyond project duration. Also, durability could be achieved by the development of communication strategies for FAT tool and the TEGRAV model. On the final project meeting, starting of two follow-up projects was discussed.</p>
		<p>This project had a major effect on EUSALP Action group 8 – Risk Governance. This effect was achieved by preparation of risk maps, testing risk models and collecting data on past events. Furthermore, the project contributed to the implementation of EUSALP action plans by raising awareness on "ecosystem-based solutions" as possible components of risk management strategies.</p>

3.2.6 Focus on durability of results

What emerges under this SO is both **the capacity to continue generating knowledge and learning outside of the partnerships after the projects' end**, and the **evidence that policy tools continued being used by the target groups. In some cases, outputs were even integrated in the organisations' practices.** In the case of AlpES, all outputs besides the WIKIAlps have been used. For GreenRisk4Alps, the most used project outputs were the Protective Forest Assessment Tool, the definition of different approaches for risk assessment and management, and the roadmap for a multiple actor and decision targeted information process. Furthermore, in case of GreenRisk4ALPs, the Flow-Py model, an open-source simulation tool that identifies forests with a direct object protective function for snow avalanches, rockfall and shallow landslides, is now being used by the Bavarian Ministry of Environment and the Norwegian Geotechnical Institute.

The next two boxes below present some information collected from the target groups after the end of the two projects.

AlpES

A brief survey distributed to the target groups, public authorities, public research institutes and nature parks of the AlpES project allowed to gain important insights into the aftermath of the project. Firstly, for all the respondents the project did have an important impact. The most diffused benefits were in terms of increased learning and knowledge and for one stakeholder the capacity to influence the decision-making process together with environmental and sustainability benefits. Furthermore, the transnational dimension was relevant because of the exchange during the project with individuals or organisations based in other countries. Also, half of the respondents are integrating AlpES achievements in their practice and all outputs have been used besides WIKIAlps. Finally, the WebGIS one of the major outputs impacted decision-making by improving the process due to the availability of more and detailed information by those that used it.

GreenRisk4Alps




The overall majority of the GreenRisk4Alps surveyed target group, research institutes and public authorities, (...) stated that the project had a positive impact. The benefits were threefold: in terms of increased learning and knowledge, capacity to influence the decision-making process, and environmental and sustainability benefits. The transnational dimension included the added value of exchanging during the project and interacting after the project with individuals or organisations from other countries. However, it is important to note that for some local, regional, or national aspects were more relevant than the transnational dimension. Moreover, the project improved the risk management for natural disasters. The most used project outputs were the Protective Forest Assessment Tool, the definition of different approaches for risk assessment and management, and the roadmap for a multiple actor and decision targeted information process.




It is worth mentioning that both projects there were attempts to continue the work by applying for a follow-up project. In the case of AlpES, the entire partnership decided to continue its cooperation and

to present the follow-up proposal RASterS in the ASP call 4, which was rejected in 2019. Likely, after GreenRisk4ALPs, on the final project meeting, starting of two follow-up projects was discussed.

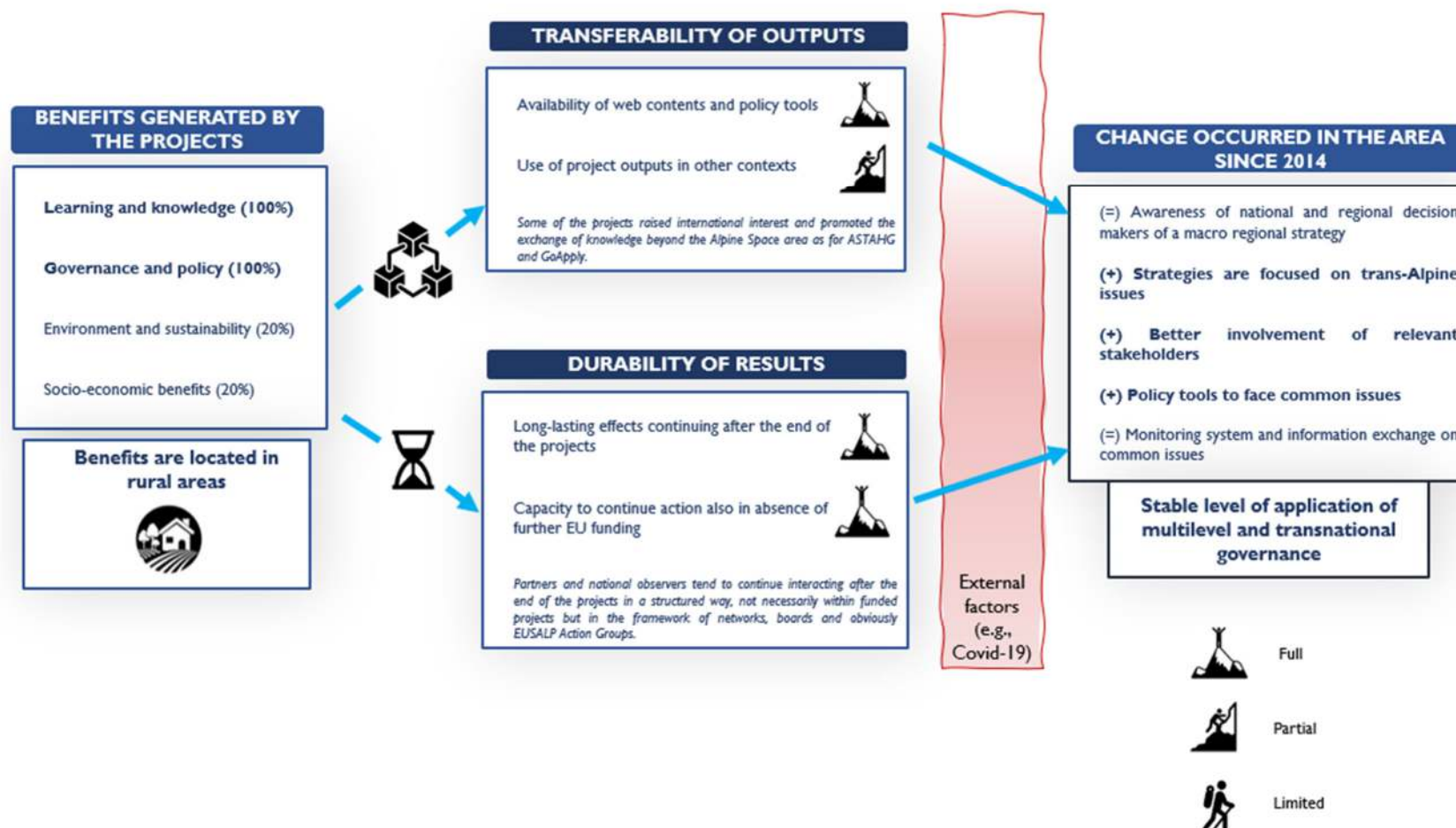
Finally, one of the AlpES project partners, **the Piedmont Region, included the ecosystem service functionality in a proposal of law that was, however, not adopted.** If successful, this would have been a particularly advanced form of integration of the project's results into the regional policy level. However, this case show that AlpES project corresponded to a 'demand' expressed by the regional policy level.

The case study fiche below shows the background of the main evaluation findings formulated in this section.



AlpES		
		3.2 Enhance the protection, the conservation and the ecological connectivity of Alpine Space ecosystems
		To introduce Ecosystem Services as a concept for transnational/regional environmental governance and train/support public authorities, sectoral agencies, NGOs, SMEs in managing Ecosystem Services.
 Alpine dimension		The concept of ecosystems itself goes behind any borders. Alpine area corresponds to a unique entity which needs to be considered as a unity and not as a multitude of national areas, when ecosystem services are concerned.
BENEFIT	 What	<p>Benefit: Environment and sustainability Sub-benefit: Increased use of ecosystem services</p> <p>AlpES aims at developing a common understanding/ definition on what the ecosystems services are, and which are their main features in the frame of the Alpine Space area. This required an effort in the data management as people very often talk about ecosystem services in different ways and this results in a not homogeneous vision, which limits the possibility to apply the concept in different territories. Thus, the project aimed to provide a common definition and carried out a mapping and assessment of ecosystem services in the Alpine Space area. 8 ecosystems considered relevant for the Alpine Space area were chosen: Surface water for drinking with minor or no treatments, Biomass production from grassland, Fuel wood, Filtration of surface water by ecosystem types, Protection of areas against avalanches, mudslides and rockfalls, CO2 sequestration by forests and bogs, Outdoor recreation activities (including enjoyment and willingness to preserve), Symbolic alpine plants and animals, landscapes.</p> <p>Indicators were tested in the following regions: Alto Bellunese, Veneto (IT), Aosta Valley, Espace Mont-Blanc (IT), Berchtesgadener Land, biosphere reserve (DE), Corona Verde (IT), Innsbruck (AT), Préalpes d'Azur Regional Park (FR), Primorsko-notranjska (SL), South Tyrol (IT), Liechtenstein.</p>
	 Where	The project targeted areas that were defined as rural or mountainous.

 <p>Transnational added value</p>	<p>Comparative and integrated territorial analysis aiming at defining ecosystem services in the alpine areas would not been possible in absence of a transnational cooperation programme.</p> <p>The transnational approach of the AlpES project brought at the one-hand insights from project partners into regional and national differences concerning ES and ES concept implementation. At the other hand, engaging stakeholders from different Alpine countries brought insights into the requirements that a successful transnational governance framework for ES needs to fulfill.</p>
 <p>Transferability and durability</p>	<p><u>Transferability of outputs:</u></p> <p>In terms of transferability, the work in the pilot regions allowed to transfer the concept of Ecosystem Services and to work together with stakeholders on different questions. Project partners have been contacted and asked to intervene at events concerning the issue of ecosystem services/natural capital. A method integrated by project partners has been the face-to-face interviews with the stakeholders to ensure an active involvement of stakeholders throughout the duration of the project. Project results have been made available through digests of the most important results and on WIKIAlps and the WebGIS. The region Piemonte included the ecosystem service functionality in a draft of law that was, however, not passed. The WIKIAlps platform was made available to the public and was accessed in April 2022 by 2000 visitors, in January 2022 by 5000 visitors and in general in 2021 the number of users was stable at 5000-6000.</p> <p><u>Durability of results:</u></p> <p>Since the concrete implementation of ES in territorial governance tools is still in the incubation phase in almost all the Member States involved, the entire partnership decided to continue its cooperation and to present the follow-up proposal RASerS in the ASP call 4, which was rejected in 2019.</p>
	<p>AlpES contributed to EUSALP, and other EU wide strategies and policies as follows:</p> <p>AlpES is one of the projects that are closely related with EUSALP AG 7 and several AlpES project partners contributed to EUSALP AG 7 meetings and workshops throughout the duration of the project and to EUSALP Action 6. Apart from EUSALP, the work conducted in AlpES certainly supported the implementation of the EU Biodiversity strategy in the way of assessing and mapping ES in the Alpine area. Particularly, different indicators were developed, or at least further developed and regional adaptations of these indicators have been applied.</p> <p>There has been a positive interaction with the EUSALP strategy. The partner CIPRA International which was participating in AG6 was able to represent the project in the action group. AG7 was co-led by the Slovenian AlpES partner IRSNC.</p>


SO 4.1 INCREASE THE APPLICATION OF MULTILEVEL AND TRANSNATIONAL GOVERNANCE IN THE ALPINE SPACE





4.1.2 Benefits generated by the projects

	<p>Regarding learning and knowledge benefits, exchange of practices was intensive also under SO 4.1. This element is particularly typical of projects aiming at improving governance, as mutual knowledge of practices that are not coordinated, already, is a necessary step to start the process. At this regard, it can be noted that the standardization of the projects' websites appears as a strong point as the way to share projects contents has reached a standard level by the projects. Furthermore, an increase of skills and capacities is a key benefit for a SO dedicated to improving the governance in the alpine area.</p>
	<p>Obviously, governance and policy benefits are typical of SO 4.1 projects such as implementing European strategies for the Alpine region, distributing policy recommendations for youth participation, or providing a multilingual booklet with good practice examples and success criteria of stakeholder participation in climate adaptation.</p>

4.1.3 Territorial dimension

	<p>According to the evidence emerged from the survey of 2019, the benefits predominantly covered rural and mountainous areas. When urban areas are concerned, projects generally reach municipalities with less than 50 000 inhabitants.</p>
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4.1.4 Capitalisation of durability of results and transferability of outputs

	<p>In terms of transferability, the dissemination of information in order to reach as many stakeholders as possible and to ensure so an effective action was pursued regularly by the projects. Beyond general information, actual policy tools remained also available and were actually used after the end of the projects (GaYA). Some of the projects raised international interest and promoted the exchange of knowledge beyond the Alpine Space area as for ASTAHG and GoApply.</p>
	<p>For the durability, some of the policy recommendations elaborated by the projects have been taken up by public authorities (GoApply). There is evidence that definite activities, born and planned during the workshops in pilot areas, continue after the project's end (GaYA). Partners and national observers tend to continue interacting after the end of the projects in a structured way, not necessarily within funded projects but in the framework of networks, boards and obviously EUSALP Action Groups (ASTAHG and GoApply).</p>

4.1.5 Focus on transferability of outputs

This paragraph and the next one dedicated to durability of results are based on four case studies ASTAHG, GaYA, AlpGov2, and GoApply. The box below provides a brief outline on the four projects.

	ASTAHG	GaYA	AlpGov2	GoApply
Key point	<i>Enhancing capacities for a pluralistic Alpine Space</i>	<i>Governance and Youth in the Alps</i>	<i>Implementing alpine governance mechanisms of the EU strategy for the alpine region</i>	<i>Multidimensional governance of climate change adaptation in policy making and practice</i>
Partnership	LP: Autonomous Region Friuli-Venezia Giulia 8 PPs Countries covered: Austria, France, Italy, Slovenia, Switzerland	LP: Development Agency GAL Genovese 7 PPs Countries covered: Italy, Austria, France, Slovenia	LP: Lombardy Region – DG Environment and Climate 14 PPs Countries covered: Italy, France, Austria, Switzerland, Slovenia, Germany	LP: Environment Agency Austria 4 PPs Countries covered: Austria, Germany, Switzerland, Italy
Budget	1 078 659 €	1 092 748 €	2 399 615 €	734 331 €
Duration	04/2018-04/2021	11/2016-02/2019	01/2020-06/2022	11/2016-04/2019

For the SO 4.1 that aims at improving the transnational governance within the Alpine Space, the **dissemination of information in order to reach as many stakeholders as possible and to promote new action is imperative**. All four case studies committed to make available the findings on their websites. To make an example, ASTAHG published the reports on the activities, online documents and a project summary translated into national languages that can be used to involve a broader range of stakeholders in the promotion of active and healthy ageing policies.

Beyond general information, **actual policy tools remained also available after the end of the projects**. For what concerns GaYA, the Youth Participation Toolbox provides concrete guidance on how to stimulate youth participation. This toolbox is available on the website of the project and any local authority or youth organisation can make use of it. Moreover, Local Action Plans of Participation enable any Alpine community to use them as a template and an inspiration for their own local action plan. Also, the Policy Recommendations are of practical value as they address challenges and pitfalls of innovative democratic tools.


As it can be deduced from the table above, AlpGov2 has not been concluded yet. Still, many outputs such as common targets and indicators or the policy recommendations will be made available once completed.





Lastly, it is worth mentioning that **some of the projects funded under this SO raised international interest**. For ASTAHG the organisation of international events contributed to




exchanges of knowledge beyond the Alpine Space area. And for GoApply, meetings of the international Alpine network of national adaptation policy makers have continued since the closure of the project.


The case study fiches below show the background of the main evaluation findings formulated in this section.

GaYA		
		SO 4.1 Increase the application of multilevel and transnational governance in the Alpine Space
		<p>The key objective was to strengthen the involvement of youth in decision-making processes in the Alpine Space by encouraging innovative and participatory democracy.</p> <p>The overall purpose was to overcome the challenge of involving young people in everyday political actions and decision-making processes.</p>
 Alpine dimension		<p>Young people tend to leave remote parts of the Alpine space due to a lack of possibilities to achieve personal and professional fulfilment. Their involvement in discussions on the future vision of their territories is often insufficient. This project encouraged young people to get involved in regional governance by developing new participative tools and methods. It also helped to address issues that are important to young people in local and regional development strategies. The objective was to increase the quality of life of the young population.</p>
BENEFIT	 What	<p>Benefit: Learning and knowledge Sub-benefit: Increased awareness This project helped raised awareness on the importance of involving young people in territorial governance processes. Its activities also enhanced young people's knowledge about such processes and capacity to get involved. Experience and knowledge was exchanged on how youth could best be activated and involved.</p>
		<p>Benefit: Socio-economics benefit Sub-benefit: Increased capacity of social inclusion / delivery of services of general interest The project developed a set of tools that help enhance the participation of young people in territorial governance processes. These tools enable young people to get involved in the development of local strategies and help decision makers take proper account of their needs. Addressing needs of young people could influence decreasing of emigration of young people.</p>
		<p>Benefit: Governance and policy Sub-benefit: Improved stakeholders' involvement The most important aim of this project was to increase participation in governance among young people. The development of new tools could enhance the participation of young generations. Inspired by this project, EUSALP and the action group are trying to involve young people in governance processes.</p>
		<p>Benefit: Environment and sustainability Sub-benefit: Increased relevance (e.g. budget) to low-carbon themes in the local / regional / national strategies Climate change is identified as one of the biggest environmental challenges for the Alpine space. During this project, young people identified environmental issues,</p>

		especially global warming as one of the key challenges that should be addressed when elaborating strategic documents.
	 Where	The project succeeded in enhancing youth participation in governance in the Alpine space. This project involved eight partners from five different alpine countries.
 Transnational added value		The transnational cooperation was very useful to provide an analysis of the participatory process in the Alpine space area. During the project, the exchange of methods, tools and ideas between partners brought added value. Discussion on different experiences in improving participation of young people at different levels (from local to transnational level) helped to develop new methods and defining policy recommendations.
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>The GaYa project developed useful methods and tools to make it easier to involve young generations in decision-making processes. GaYa's Youth Participation toolbox provides concrete guidance on how to stimulate youth participation. This toolbox is available on the website of the project. Any local authority or youth organisation can make use of it. Moreover, Local Action Plans of Participation enable any Alpine community to use them as a template and an inspiration for their own local action plan. The Policy Recommendations are of practical value as they address challenges and pitfalls of innovative democratic tools. Stakeholders can easily reflect on their own context and democratic tools in use, because they are based on both the Comparative Report and the testing phase in pilot areas across all Countries involved.</p> <p><u>Durability of results:</u></p> <p>The project's awareness-raising activities will continue to produce effects after the end of the project. One of the outputs were films selected for GaYa Film Festival "My Alps – My Chance" that could provide motivation even after the end of the project.</p>
		During the implementation of the project, AG1 (Research and innovation), AG2 (Economic development) and AG3 (Labour market, education and training) have been involved. Particularly AG3 was involved in the activities of the project because of constant participation of representatives of AG3. GaYa's key contribution to the EUSALP is the development of tools and methods that can increase the involvement of youth in governance. These tools and methods could be used when implementing and updating the EUSALP strategy. GaYa's lead partner and pilot projects participated in EUSALP events and they had opportunity to present their content, objectives and methods. The project has had an impact on EUSALP as the involvement of young people in other action groups, especially AG7 (Green Infrastructure) and AG8 (Risk governance). This project motivated establishment of the EUSALP Youth Council.

GoApply	
	4.1 Increase the application of multilevel and transnational governance in the Alpine Space
	To strengthen the capacities for multilevel, cross-sector and macro-regional governance of climate adaptation by supporting public and non-public actors in improving and re-defining their approaches, shaping new networks, participation formats, cooperation and coordination arrangements, and adopting governance innovations to implement adaptation policies more efficiently across different territorial levels, policy fields, actor groups and countries.
 Alpine dimension	Transnational collaboration is essential to learn from shared strengths and weaknesses and from the diversity of governance approaches taken in different countries. This is especially true considering that (1) national climate adaptation strategies are in place not in all alpine countries (2) regional adaptation plans are just emerging (3) implementation at regional and local level is inhibited by multiple obstacles.
BENEFIT	<p>Benefit: Governance and policy Sub-benefit: Delivery of appropriate policy instruments, framework and tools</p> <p>Kempton, a city in Southern Germany with less than 70 000 inhabitants, was involved as an observer upon initiative of the German Environment Agency. A first workshop was held in the city on the general topic of climate adaptation. The climate protection officer realized that discussing climate adaptation in relation to several issues like agriculture, tourism, health turned to be not useful for the municipality. It appeared to be necessary to focus more on the actual institutional competences of the municipality. Therefore, it was decided to organize a second workshop where climate adaptation was discussed only in a land development perspective. This was very fruitful because the municipality had the opportunity to consider climate adaptation in the framework of one of its key competences, i.e. spatial planning. As a follow up, the update of the Municipal Development Plan expected for 2020 will be also based on a climate change perspective. To make an example, one of the new points will be to use the “green” (for instance by planting trees and installing green roofs and setting green facades) to mitigate the heating in definite urban zones. As the plan is updated every 10/15 years and adaption elements were not considered by the policy makers before the project, this experience is an interesting case of delivery of appropriate policy tool at local level.</p> <p> What</p> <p>The project has provided a knowledge base and transnational governance arrangements that are expected to strengthen institutional capacities for the governance of adaptation across levels, sectors and countries, to increase coherence of adaptation strategies and other public sector policies, to enable and empower public and civic actors to activate and involve stakeholders in local and regional adaptation processes, and to improve and better align transnational governance approaches of relevant Alpine cooperation entities in order to more effectively implement adaptation action in the Alpine macro-region.</p> <p>Examples of achieved impacts on actual policy-making include the delivery of project-based policy advice to on-going adaptation policy processes in Austria, such as the preparation of the 2nd progress report of the national adaptation strategy, the evaluation of the federal funding program for climate adaptation model regions, trainings of municipality adaptation advisors, and the design of the governance framework for the ‘Natural Hazards Check Tool Climate Change’ for Austrian</p>

		<p>municipalities. Similarly, partners in other countries will use project findings in forthcoming evaluations and revisions of their national and regional adaptation strategies and in the development and design of new multilevel implementation initiatives.</p>
	 Where	<p>The benefits of the project will have an impact at urban and rural level as it tackles climate adaptation governance.</p>
 Transnational added value		<p>Adequate governance designs, models & formats, incl. effective cooperation pathways and coordination arrangements, were mostly missing or not operational when the project was started. It appeared therefore necessary to tackle joint key challenges of adaptation governance: vertical implementation across territorial levels; horizontal mainstreaming into sector policies; and more active involvement of local, regional & non-governmental actors. The case of Kempten confirms the additionality of the ASP funded project. Without the input from the GoApply workshops, the climate adaptation perspective would not have been integrated in the Municipal Development Plan.</p> <p>Transnational collaboration has proven to be essential to mutual learning from the approaches and experiences in other countries. Implementation of the project would not have been possible without taking a transnational approach. The countries of the Alpine region may partly be in different stages of the adaptation policy cycle, but yet they share similar challenges as regards their national adaptation strategy processes. The diversity of governance approaches taken, in response to specific national context conditions, on the one hand, as well as shared strengths and weaknesses, on the other hand, allowed exploiting potentials for transnational learning.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>A follow-up project has started in Sweden in order to test the implementation of the HiBERAtlas database and knowledge on the Swedish local context.</p> <p>The Slovenian partner, Soča Valley Development Centre, was particularly active in the aftermath of the project. It further developed a course held as a project activity with the focus on the topic of climate change and sustainable construction that was also presented at the national level together with the national agency.</p> <p><u>Durability of results:</u></p> <p>The GoApply partners and national observers have committed to continue collaborating in the network of national adaptation policy makers in the Alpine countries and to engage in concrete joint cooperation activities. The network members have agreed on structural and procedural rules of conduct for the further operation of the network as well as on a framework work program ('road map') with a pre-selection of priority topics, themes and potential joint activities for future cooperation. This 'road map' includes the continuation of transnational exchange on the governance of climate adaptation in regular meetings as well as the maintenance, content enhancement and further valorization of the governance visualization web portal.</p> <p>Since the end of the project, the information of the results comes from the Austrian lead partner and the policy recommendations have been taken up by public authorities. A customized report capitalizing on findings of the project is currently being prepared for the national government (Climate coordination unit of responsible ministry) delivering options on how to strengthen the coordination of policies at federal level. Furthermore, findings and recommendations have been presented several times to the Austrian adaptation community and have also taken up by the Austrian programme KLAR!.</p>
		<p>Via the role of the Environment Agency Austria (UBA-AT) as the project's Lead Partner and WP4 leader, the GoApply project has been developed and designed in close coordination with the co-chairs of EUSALP AG8 from the very beginning. Institutional linkages to AG8 and other EUSALP working bodies relevant to climate adaptation were</p>

	<p>incorporated in the project design by involving both AG8 co-leaders and the institutions leading other thematically relevant Action Groups (both co-chairs of AG6, German co-chair of AG7) as observers in the project structure. This relation will also facilitate broader dissemination of GoApply results to other transnational policy communities. The Alpine Convention adopted a new climate action plan for climate-neutral and climate-resilient Alps 2050 with between 30-40 targets and implementation pathways. In many cases, GoApply findings are explicitly referred to as starting points. Several observers and partners are also members of the board.</p>
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4.1.6 Focus on durability of results

A sign of durability of results is the case when these outputs continue to be used or activities are reproduced to influence decision-making processes. In case of GoApply, in Austria the **policy recommendations have been taken up by public authorities**. A customized report capitalizing on findings of the project is currently being prepared for the national government (Climate coordination unit of responsible ministry) delivering options on how to strengthen the coordination of policies at federal level. Furthermore, findings and recommendations have been presented several times to the Austrian adaptation community and have also taken up by the Austrian programme KLAR! It emerged also that in Austria the achievements of GoApply served as a basis for national research projects.

One of the outputs of GaYA were films selected for the Film Festival 'My Alps – My Chance' that could provide motivation even after the end of the project. **Some activities, born and planned during the workshops in pilot areas, continues living by themselves**. In Val Polcevera pilot area (Liguria, IT) the network of young people who presented their project in the film contest during the final meeting, are going on. An association has been created in order to start and manage a Youth Center and subscribing the contract with their Municipality of Mignanego.

A further indicator of durability is linked to the extent to which **partners tend to continue interacting after the end of the projects**. At the end of the project ASTAHG, the Transnational Governance Board was established with a goal to continue cooperation efforts between partners and stakeholders after the end of the project. The Transnational Governance Board consists of different organisations at different levels of government, such as public authorities, research centres, universities, associations, industries, private companies, and civil society organisations. The Transnational Governance Board is set up for a three-year term after the end of the project with the possibility of extending its duration. The Management Committee members of the Transnational Governance Board aim to develop strategic actions for AHA in the Alpine Space and to keep alive the intersectoral and multilevel cooperation beyond the end of the project.

Similarly, the GoApply **partners and national observers have committed to continue collaborating in the network of national adaptation policy makers in the Alpine countries** and to engage in concrete joint cooperation activities. The network members have agreed on structural and procedural rules of conduct for the further operation of the network as well as on a framework work program ('roadmap') with a pre-selection of priority topics, themes and potential joint activities for future cooperation. This 'roadmap' includes the continuation of transnational exchange on the

governance of climate adaptation in regular meetings as well as the maintenance, content enhancement and further promotion of the governance visualisation web portal.

Concerning AlpGov2, which is still ongoing, it is necessary to refer to its specific objective. The project is aimed at enhancing EUSALP's governance structures and mechanisms to push the Strategy towards a future of embedding into the mainstream policies for regional development and cohesion. At this regard, it is worth mentioning that the next chapter of the present report provides an analysis of the interplay between EUSALP, and the ASP projects funded under all SOs.

Furthermore, the cooperation continues not only between the various partners but also with the Action Groups of the EUSALP strategy connected to each project. For instance, GoApply partners are active in the organisation of the events of the Alpine convention that adopted a new climate action plan for climate-neutral and climate-resilient Alps 2050 with between 30-40 targets and implementation pathways. In many cases, GoApply findings are explicitly referred to as starting points. Several observers and partners are also members of the board.

The next two boxes below present some information collected from the target groups after the end of the two projects.

GoApply





A brief survey, conducted among national authorities involved as target group in the GoApply project, demonstrates that the project had a positive impact especially in terms of increasing learning and knowledge. Additionally, the transnational dimension contributed to the exchange with individuals or associations from other countries. Moreover, all the project outputs have been used by at least one respondent. Additional benefits not foreseen initially and identifiable as the long-lasting impacts were also mentioned.







AlpGov2



The target group of the AlpGov2, i.e. individuals and associations, was consulted and referred a positive impact. Benefits were registered in terms of increased learning and knowledge and the capacity to influence the decision-making process. As the project is still ongoing, the transnational dimension is especially relevant with regards to the exchange during the project with individuals/organisations from different countries. Most have experienced additional benefits not foreseen initially. Furthermore, the project contributed to promote participatory forms of governance. The most used/adopted project outputs related to the implementation of the EUSALP strategy, the strengthening of the AGs' thematic activities in the various fields of action, the establishment of strategic sectoral implementation initiatives, and the definition of a set of common targets and indicators and policy recommendations. Interestingly, all of the actors of the target group plan to integrate the project's achievement in the practice of their organisation.

The case study fiches below show the background of the main evaluation findings formulated in this section.

ASTAHG	
	SO 4.1 Increase the application of multilevel and transnational governance in the Alpine Space
	<p>The key objectives of the project are the following:</p> <ul style="list-style-type: none"> - Improvement of governance capacities for regional Active and Healthy Ageing (AHA) policies, - Transfers of good practices regarding AHA initiatives across the Alpine Space and - Creation of frameworks for generating and adopting innovation of relevance for AHA involving public and private sectors. <p>The purpose of the project is to foster the governance of the policies dedicated to the population's active aging.</p>
 Alpine dimension	<p>This project addressed the challenges of AHA in contexts of demographic decline, aging and remoteness. The project's purpose was to design solution that would help to overcome such obstacles when implementing effective Active and Healthy Ageing policies and practices. ASTAHG brought together different stakeholders to share knowledge and discuss challenges and opportunities when it comes to improving the quality of life of older people. This project enabled the establishment of a network of transnational experts from the AS area, Europe and beyond interested in the topic.</p>
BENEFIT	<p>Benefit: Learning and knowledge</p> <p>Sub-benefit: Behavioural change (improvement) in stakeholders opinion</p> <p>This project collected evidence on the importance of the multidimensional and multisectoral approaches when supporting AHA. Also, interviews made it possible to compile different perspectives on the challenges of improving quality of life of older people in remote areas, and on the range of possible solutions to overcome these challenges.</p> <p>Benefit: Socio-economics benefit</p> <p>Sub-benefit: Increased capacity of social inclusion / delivery of services of general interest</p> <p>The key goal of this project was to improve the quality of life of older persons who live in Alpine space, especially of the population who live in remote areas. This key goal is achieved through the implementation of the Transnational Governance Board which brought together different stakeholders and helped promote AHA to provide services older persons need and to postpone institutionalisation. Also, the development of a transparent assessment model of AHA governance helped identify challenges and possible solutions for AHA policies.</p> <p>Benefit: Governance and policy</p> <p>Sub-benefit: Delivery of appropriate policy instruments, framework and tools</p> <p>ASTAHG project fostered collaboration between local stakeholders and regional authorities. One of the important outputs of the project was the establishment of a framework to assess innovation for AHA. This model can contribute to the communication between AHA governance and AHA innovation to develop more efficient AHA decision making in the Alpine Space. This model could support institutions in self-monitoring and self-evaluation processes by identifying challenges and possibilities for improvement of analysed AHA policies and initiatives.</p>

	 Where	<p>The main focus of this project was improvement of quality of life of older people who live in the remote parts of the Alpine region.</p> <p>The ASTAHG project is carried out by a strong partnership of nine partners from five Alpine countries (Austria, France, Italy, Slovenia and Switzerland). Partners involved in this project have different profiles. They can for example be local, regional and national public authorities, public service providers, education and research organisations, private companies.</p>
 Transnational added value		<p>The most important added value was the establishment of Transnational Governance Board involving the AS Regions. This Board identified shared challenges in the governance of policies promoting AHA. This project also made it possible to organise transnational exchange between experts from different fields, and with different perspectives on AHA.</p>
 Transferability and durability		<p><u>Transferability of outputs:</u></p> <p>Reports on the activities are publicly available on the project website. Any interested parties can access the evidence that has been compiled. The material compiled can also be used for other scientific, academic or political study. Online documents and a project summary translated into national languages can be used to involve a broader range of stakeholders in the promotion of AHA. The organisation of international events contributed to exchanges of knowledge beyond the Alpine Space area.</p> <p><u>Durability of results:</u></p> <p>The ASTHAG Transnational Governance Board was established with a goal to continue cooperation efforts between partners and stakeholders after the end of the project. The Transnational Governance Board consists of different organisations at different levels of government, such as public authorities, research centres, universities, associations, industries, private companies, and civil society organisations. The Transnational Governance Board is set up for a three-year term after the end of the project with the possibility of extending its duration. The Management Committee members of the Transnational Governance Board aim to develop strategic actions for AHA in the Alpine Space and to keep alive the intersectoral and multilevel cooperation beyond the end of the project.</p>
		<p>Active and healthy aging is not a priority of the EUSALP. General contribution of ASTAHG to EUSALP can be seen only in the domain of social innovation. However, ASTAHG has contributed to the achievement of EUSALP Objective 4 ‘Improving cooperation and the coordination of action in the Alpine region’.</p>

AlpGov2	
	SO 4.1 Increase the application of multilevel and transnational governance in the Alpine Space
	<p>The objectives of the project are:</p> <ul style="list-style-type: none"> • To improve collaboration between the nine Action Groups, • To involve a broad range of stakeholders in the definition of implementation priorities and the design of concrete initiatives and • To foster political commitment at all levels by engaging policymakers in working sessions, events and policy workshops. <p>The main purpose of the project is to improve EUSALP governance structures. This shall help embed EUSALP priorities in regional strategic documents and Cohesion Policy programmes. The professionalisation of the work of Action Groups can also help make the implementation of the EUSALP strategy more effective and efficient. This project also supports dialogue among the EUSALP actors, the stakeholders at different levels and citizens.</p>
 Alpine dimension	The biggest challenge of AlpGov2 is to strengthen the cross-sectoral implementation of strategic priorities. This strategic approach is aligned with the principles of the European Green Deal, and by way of consequence of Cohesion Policy in the 2021-2027 Programming Period. The objective is to apply these principles at the level of Alpine Space and its regions.
BENEFIT	<p> What</p> <p>Benefit: Learning and knowledge Sub-benefit: Exchange and use of practices</p> <p>The project established a learning environment for the AGs and for the Executive Board. Meetings made it possible to exchange ideas on how EUSALP governance structures could be improved between members of AGs and stakeholders at national, regional and local levels. According to the target groups' opinion, one of the key benefits of the project is increased knowledge and learning.</p> <p>Benefit: Governance and policy Sub-benefit: Delivery of appropriate policy instruments, framework and tools</p> <p>The key aim of this project was to strengthen the governance structures of the EUSALP. To this end, it supported the development of strategic sectoral and cross-sectoral implementation initiatives. It also strengthened ownership of results at higher governance levels. The second most important benefit of the project according to the target groups is the capacity to influence the decision-making process.</p>
	<p> Where</p> <p>This project has improved governance and decision-making mechanisms of the EUSALP. As such, it will have positive effects in a wide range of policy fields across the Alpine Space.</p>
 Transnational added value	The project helps to overcome the challenge of establishing the cross-sectoral cooperation needed for a green and digital transition at the transnational level. Involvement of local and regional authorities from different countries is crucial for the successful implementation of the EUSALP. The project enables these actors to think and act cross-sectorally and transnationally. Target groups pointed out that the exchange during the project with individuals/organisations based in other countries was the most important added value of the project.

 <p>Transferability and durability</p>	<p><u>Transferability of outputs:</u></p> <p>Methods to facilitate dialogues between AGs and Alpine Space policy makers can be applied to other constellations of actors.</p> <p><u>Durability of results:</u></p> <p>The project has helped improve policy approaches and working methods of AGs and stakeholders from across the Alpine Space. The results of the project will remain on the website of the project. This project served as a key tool to make EUSALP effective. This means that results of the project will last during the implementation of the EUSALP.</p>
	<p>This project directly supports the EUSALP. The key goal of the project was to improve the governance structure and decision-making mechanisms of the EUSALP. Also, one of the aims was strengthening EUSALP Action Groups. The collaboration among EUSALP actors encouraged by project supported the success of the implementation of EUSALP.</p>

Contribution to EUSALP: focus on the project level

CONTRIBUTION TO EUSALP

Key findings

The evidence shows that the interplay between ASP and EUSALP worked along the lines of a win-win relation. Interactions are based on a pursuit of mutual benefits, in which ASP provides concrete inputs and EUSALP AGs provide potential policy leverage, visibility, and a forum for discussion. Further, multiple instances of participation of AG representatives in project, and of ASP project team members in AG meetings have been observed.

The project inputs drawn from the case studies are categorised in five contributions: analytical frameworks and evidence base, concrete tools and methodologies, pilot actions, networking, and awareness raising.

Still, in a few cases the interaction was not as successful as initially hoped. These unfortunate cases occurred due to the restructuring of an AG, the incoherence between the project's thematic focus and the AG's topics, or the failed dialogue between the people involved on the two sides.

This chapter is based on the in-depth research of 19 projects by using desk research and conducting interviews with lead partners. It complements the previous 'Assessment of the relation to EUSALP' in the Impact Assessment's interim report of February 2020. The variety of project inputs to the EUSALP is described below, with illustrations from selected projects. These contributions can be grouped in categories:

- Analytical frameworks and evidence base;
- Concrete tools and methodologies;
- Pilot actions;
- Networking;
- Awareness raising.

Some ASP projects provide analytical frameworks and evidence bases for EUSALP AG activities. Analytical frameworks for example include a common definition of ecosystem services (for AG 7 – Green Infrastructure), a specification of the notion of 'Smart Villages' (for AG 5 – Connectivity and Accessibility) or a synthesis of principles for the implementation of Social Impact Bonds (for AG 3 - Labour market, education and training). Evidence bases are provided by the biomass chain knowledge platform (for AG 2 – Economic Development, AG 6 – Resources, AG 8 – Risk governance, AG 9 – Energy), Geothermal Potential Maps and field observations (for AG9 – Energy) and mapping and assessment of ecosystem services (for AG 7 – Green Infrastructure). A prime example of such contributions is the **ATLAS** project's online database of best practice examples for energy refurbishment of historic buildings in the Alps. This represents the first international publicly available database of good practice solutions for sustainable renovation of historic and traditional buildings.

ATLAS

The goal of the project is to capitalise and optimise existing best practice solutions for historic building refurbishment in a perspective of energy saving and regional development. ATLAS was aiming to contribute mainly to two EUSALP Action Groups: AG 9 (Energy) and AG 6 (Resources). Firstly, this project contributed to the AG 9 aiming to make the territory a model region for energy efficiency and renewable energy. Also, this project contributed to the AG 6 with a goal to preserve and valorize natural resources, including water and cultural resources with its focus on historic buildings. The partner CIPRA International, which was participating in AG 6, represented the project in the action group. One of the main results of the project was Historic Building Atlas – online database of best practice examples for energy refurbishment of historic buildings in the Alps. This database aims at becoming a useful guide for all the actors involved in the renovation of historic buildings.

Concrete tools and methodologies for policy design and implementation can also support AG activities. One may in particular mention the methodology for social impact investment elaborated by **the AlpSib project** (see text box below). ASP projects have also produced tools to foster a sustainable domestic biomass burning and tools to help elaborate Sustainable Energy Action Plans (for AG9 – Energy), as well as tools to improve environmental management (for AG9 – Risk governance). Different handbooks were also made available to AGs: a handbook on Innovative Practices in Dual Education (for AG 3 Labour market, education and training), a decision-support handbook for low carbon mobility (for AG 4 – Mobility), tools for organisations supporting SMEs and policymakers (for AG2 - Economic development) and tools that help enhance the participation of young people in territorial governance (of relevance for a wide range of AGs).

AlpSib

The main aim of AlpSib was to tackle the challenges faced by the Alpine Space: increasing demand for social services and pressure to reduce public spending. One compelling issue in the Area is elderly people living isolated in the mountains: individuals whose loneliness is linked to poor physical and mental health outcomes and who are more likely to enter hospitals and residential care thus causing significant treatment costs. AlpSib was linked to the EUSALP AG 3 (Labour market, education and training) and AG 5 (Connectivity and accessibility). AlpSib contributed to EUSALP strategy in two ways. Considering that designing new solutions and partnerships for preventing seniors' hospitalization while improving domiciliary care was the aim of the co-creative lab, AlpSib contributes to action 5 focused on promoting access to services especially in isolated areas. Also, the co.creative LAB on NEETs, working solutions to tackle unemployment and school failure, will contribute to EUSALP action 3 focused on fair access to education and training.

Sometimes, learning by doing is a necessary component of a policy design process. ASP-funded pilot actions may help in this respect. They may for example widen AG perspectives on policy options. ASP projects have implemented pilot actions in fields such as sustainable mobility, knowledge interchange for railway transport, living labs in ski resorts and social integration and labour market integration. The **AlpFoodway's** pilot actions in the field of food heritage (see text box below) are closely aligned with EUSALP's overarching objective of 'stimulating an innovative and sustainable model of development, able to conciliate the promotion of growth and jobs, and the preservation of natural and cultural assets'.

AlpFoodway

The overall purpose of the project was to prepare a UNESCO candidature that would allow Alpine Food to enter UNESCO's list of intangible cultural heritage assets. Another major objective was to explore connections between environmental and climate change and biodiversity-related challenges and traditional production methods for agriculture, animal husbandry and food production. AlpFoodway project contributed to the implementation of EUSALP by creating a strategy that connects economic, agro-forestry, and socio-cultural sectors in the Alpine region. Partners of the project were members of several action groups: AG 1 (Research and Innovation), AG 3 (Labour market, education and training), and AG 6 (Natural and cultural resources). The key goal of AG 1 is to create jobs and growth and this project achieved that through the development of new products (e.g., new bread, sweet made of chestnuts). A contribution to the objectives of AG 3 (Labour market, education and training) was achieved by organising workshops and networking events. AG 6 aims at preserving and sustainably valorising the Alpine heritage, which was one of the key goals of this project. The strategic alignment is particularly strong when it comes to AG 6's sub-topic 2 'Future-oriented farming and forestry'. AlpFoodway has shown that traditional production methods for agriculture, animal husbandry and food production can make alpine economies more circular. As such, they help to address key environmental challenges such as climate change, biodiversity loss, and pollution. Also, during the interview representative of the lead partner of AlpFoodway highlighted that the continuation of project means interaction with other action groups (AG 7 and AG 2):

"We have a strong link to EUSALP, and also to Alpine Convention through AG 6. Now, with the continuation of the work we opened to AG 7 (Green Infrastructure) and AG 2 (Economic development). If you are talking about high food trees (which is part of green infrastructure) ...they are vital for Alpine food heritage because of their significance for landscape and biodiversity. Considering AG 2, forests represent relevant ecosystems for Alpine food heritage."
(Interviewee, AlpFoodway LP)

ASP projects also bring alpine stakeholders of relevance for each AG closer together. They have created networks of exchange and cooperation between small-scale producers (of relevance for AG 6 – Resources) and a digital exchange platform on smart villages (of relevance for numerous AGs). They have also organised events dealing with topics such as alpine food heritage, forest management and climate adaptation. This all helps strengthen communities of practice that AGs can mobilise in the design and implementation of their strategies.

Some ASP projects have focused specifically on governance. The AlpGov2 project brought EUSALP actors closer together by establishing a learning environment for the AGs and stakeholders at national, regional and local level, and strengthening collaboration between action groups. The **GaYa** project sought to strengthen the involvement of young people in alpine governance (see text box below). The project has increased the involvement of young people in action groups such as (Green Infrastructure) and AG8 (Risk governance). It also led to the establishment of the EUSALP Youth Council.

GaYa

The key objective of GaYa was to strengthen the involvement of youth in decision-making processes in the Alpine Space by encouraging innovative and participatory democracy. AG 1 (Research and innovation), AG 2 (Economic development) and particularly AG 3 (Labour market, education and training) were actively involved in the project implementation. GaYa's key contribution to the EUSALP is the development of tools and methods that can increase the involvement of youth in governance. This project contributed to the establishment of the EUSALP Youth Council. The project has had an impact on EUSALP as the involvement of young people in other action groups increased, especially AG 7 (Green Infrastructure) and AG 8 (Risk

governance). GaYa's key contribution to the EUSALP is the development of tools and methods that can increase the involvement of youth in governance. These tools and methods can be used when implementing and updating the EUSALP strategy.

"Main topics that young people tried to raise awareness about in events they participated to were environmental protection and climate change. They wanted to create conditions for more sustainable development. Also, some of the young people who live in rural areas highlighted the problem of inadequate services, lack of places where they can discuss or eat together... involving young people in all aspects of governance was the key goal of the project. I suppose that this project opened a door to involving young people in the governance of some of the action groups..." (Interviewee, GaYa LP)

One of the best and easiest form of interaction is the participation of an EUSALP AG member/leader in an ASP project as project partner or observer. This help establish the trust and mutual understanding needed for a fruitful exchange and potential collaboration in future activities.

Some projects helped to increase knowledge and raise awareness of important topics such as climate change adaptation and mitigation, food heritage preservation and the importance of involving young people in territorial governance processes. Dissemination and awareness-raising often builds on analyses of quantitative and qualitative evidence. In the case of the **GreenRisk4Alps** project, analyses of 'ecosystem-based solutions' were carried out in close collaboration between scientists, planning practitioners and policy makers. Project outcomes, two books and workshops, helped disseminate results on the importance of ecosystem-based solutions to a wider audience.

GreenRisk4Alps

The aim of this project was twofold. First, to contribute to a more sustainable management of forests. Second, to develop concepts that may strengthen risk governance by making it easier to take into consideration natural hazards and impacts of climate change. The project had a major effect on EUSALP Action group 8 (Risk Governance). This effect was achieved by the preparation of risk maps, testing risk models and collecting data on past events. Furthermore, the project contributed to the implementation of EUSALP action plans by raising awareness on 'ecosystem-based solutions' as possible components of risk management strategies.

"There should be more collaboration and direct interaction between projects and EUSALP. It could be useful that one person works specifically on this topic, on this collaboration...Also, concerning transnational governance of Alpine region, there is too many challenges... Mapping is not enough. It should be more action on local or national level. There is a lot of talking, not enough action. I think Slovenia is a good example. They really want to be active. Slovenia is working closely with forest service and the University." (Interviewee, GreenRisk4Alps LP)

Overall, project reviews demonstrate that the ASP has in different respects function as a service providers for EUSALP AGs. However, this does not imply that any relation of subordination of project teams to AGs has occurred. Interactions are rather based on a pursuit of mutual benefits, in which ASP provide concrete inputs and EUSALP AGs provide potential policy leverage. Multiple instances of participation of AG representatives in project, and of ASP project team members in AG meetings have been observed. Perspectives for cooperation sketched in the ASP impact assessment of 2020 therefore tend to have materialised.

However, few cases where the interplay between EUSALP and the projects funded by ASP was not optimal shall be also mentioned. The interruption of the collaboration following organisational changes within two AGs was mentioned by two projects (GRETA and ATLAS), with the consequent exclusion of one project from a thematic forum and the missed consideration of another project's achievement. There was also a case where an ASP lead partner declared dissatisfaction because of the limited possibility to give inputs to the strategy. He also informed that the dialogue between the project and the relevant AG had been interrupted and the project's outcomes had not been taken up by the strategy. Lastly, an additional consideration needs to be made. The transversal thematic structure of the projects does not always fit with the specific objectives of the EUSALP action groups. As a consequence, projects need to work and dialogue with different AGs and this requires additional efforts.

The five types of cooperation identified in the present chapter based on project observations and interviews may in the future be used as a basis for guidance for the promotion of cooperation between ASP projects and EUSALP AGs. Individual projects may in a more structured way define the types of cooperation that are purposeful considering the objectives they pursue and the institutional and territorial contexts in which they are implemented. One may on this basis adjust project setups to facilitate the effective and cost-efficient implementation of these desired cooperation formats.

Implications of our observations for the answers that can be given to the evaluation questions are specified in the table below.

Evaluation Question	Conclusion
How do the programme and the EUSALP strategy interact?	There are many means and procedures for interaction at programme level, being AlpGov, the EUSALP AG liaison officers in ASP JS, and the Task Force 2021+ important examples. The number of these activities has steadily increased over the course of the programme. Some interviewees, however, stress that interaction could and should be even more intense, structured and formalised. When seeking to achieve this, more complex structures in the governance should be avoided to not increase the burden on beneficiaries and local and regional stakeholders.
Which functions/roles do they fulfil?	Comparing the main characteristics of the ASP 2014-2020 and EUSALP, there are some overlaps but also quite distinct functions and goals. The Strategy and the Programme present complex policy instruments that operate in different settings (policymaking versus direct funding of territorial cooperation projects) and with different rules. However, differences in implementation and governance that are not clearly visible from the outside might lead to confusion. Continuing to clarify and communicating roles and functions is key for future work of ASP and EUSALP.
Which conclusions can be drawn for the future?	<p>It seems that main stakeholders and final beneficiaries generally do understand the different general objectives and functions of ASP and EUSALP as global Programme or Strategy. However, for beneficiaries it can be difficult to differentiate concrete roles and functions, for example, of ASP JS and EUSALP AG during project implementation and after project closure. The following proposals are deemed as useful and directly increasing the efficiency of interaction between ASP and EUSALP.</p> <ul style="list-style-type: none"> • Create a booklet/manual with a description of 15-20 ideas on win-win exchanges and interaction between AGs and projects. • Create a living document which AGs are invited to keep updated on their current discussions, strategic priorities, needs in terms of e.g. evidence, tools, awareness raising, calendar of events and activities for coming months.

Evaluation Question	Conclusion
	<p>The structure of such a living document could be finetuned in dialogue with the action groups. The purpose of the living document is to provide a resource-efficient basis for communication between Action Groups and project applicants / beneficiaries.</p> <ul style="list-style-type: none"> • In the first phase of project applications, description of contributions to AGs would mainly be based on this living document, • In the second phase of project applications, direct exchanges between project applicants and AG members may be called for. The JS may facilitate such exchanges and identify the appropriate format in each specific setting, considering the thematic focus of applications, numbers of applications of relevance for each AG, the nature of AG inputs foreseen by applications and applicants' prior knowledge of AG priorities and activities. Limiting the burden on AG in relation to these exchanges, and ensuring that all applicants have an equitable access to information would be core concerns. All exchanges would a priori be virtual. The formats of exchanges could range to one-to-one conversations to small seminars. • Ask applicants to specify the nature of their planned inputs to the EUSALP in first and second phase funding applications, i.e.: <ul style="list-style-type: none"> ○ Analytical frameworks and evidence base; ○ Concrete tools and methodologies; ○ Pilot actions; ○ Networking; ○ Awareness raising; ○ "Other" • Specifying the types of contributions helps to ensure that applicants have a concrete plan on how they will contribute to AG activities. When a specific type is selected, each applicant can be asked to describe concrete activities, foreseen inputs to AGs, coordination of project calendar with AG schedule. • The five first types of inputs are drawn from currently observed practices. The "other" type helps to preserve an open perspective on possible ASP inputs to the EUSALP, capitalising on inputs from project applicants. • Beneficiaries can be asked to report on their effective EUSALP contributions, in relation to the types announced in the initiative application. They can be encouraged to explore other types of inputs than those initially foreseen, and to adapt to needs that may emerge in dialogue with Action Groups. • A dialogue on EUSALP contributions between beneficiaries and the JS during each project can help to overcome possible institutional obstacles and communication difficulties limiting effective contributions to EUSALP. • Better involve EUSALP AG in the ASP, for example, allowing an EUSALP AG as institutional body an official role as observer in an ASP project.
How and by which means/procedures does the programme contribute to the implementation of EUSALP?	<p>At project level, there is an increasing interaction between projects and EUSALP AGs. This is, however, not true for all projects, and varies in its intensity and mode of interaction. The analysis shows that the most frequent interactions between projects and Action Groups are:</p> <ul style="list-style-type: none"> • ASP projects help to strengthen networks of relevant stakeholders. While EUSALP AG are already important political networks of experts and decision-makers, ASP projects help to connect new stakeholders to the network and to EUSALP.

Evaluation Question	Conclusion
	<ul style="list-style-type: none"> • ASP projects help raise awareness on issues and opportunities that are considered important by AG, creating possibilities for enlarged cooperation. • ASP projects implement pilot actions to help collectively learn how a specific issue or opportunity may be addressed. • ASP project and EUSALP Action Group meet at events and conferences (or actively communicate to have a common session or a mutual dialogue at these events). • ASP projects provide analytical inputs and evidence base, helping AGs to formulate strategies and objectives that are evidence based. • ASP projects provide tools and methodologies for the more effective and efficient implementation of AG strategies.
Which other contribution from the programme could be realistically expected?	<p>An emerging interaction is that ASP projects are seen as pilot projects or living laboratories for certain policies promoted within a EUSALP Action Group. This requires usually that EUSALP AG representatives and project partners are in contact before submitting an application to an ASP Call or that the AG becomes aware of the project at a very early stage of project implementation.</p> <p>A specific case is given, when EUSALP AG and applicants work together on the development of a project idea and application. While this a very positive interaction between ASP projects and EUSALP AGs, clearly contributing to the implementation of EUSALP via ASP, this opens the question of how to treat this application among all other applications in an ASP Call.</p>
Which contribution has been provided by the Alpine Space projects to the implementation of EUSALP and the relevant action groups' activities?	<p>Most ASP projects contribute to the implementation of EUSALP. Contribution is framed by the coherence between ASP thematic objectives and EUSALP thematic objectives. One can observe that more ASP projects have a potential contribution to EUSALP AG 6 (natural resources), AG 3 (labour market, education and training), AG 8 (risk governance) and AG 9 (renewable energy and efficiency). Less ASP projects are potentially contributing to AG 1 (research and innovation), AG 2 (economic development), AG 4 (mobility) and AG 5 (connectivity and accessibility).</p> <p>The contribution materialises in different forms. What is considered the best and easiest form of interaction is the participation of an EUSALP AG member/leader in an ASP project as project partner or observer. Communication and trust between ASP project partners and EUSALP AG leaders/members are key for an effective contribution.</p> <p>However, there are also challenges to build on the interaction between EUSALP AG and ASP projects and to make contributions to the EUSALP useful. Challenges are of particular relevance for AG leaders that are not familiar with ASP projects and members of the AG are not partners in an ASP project.</p>

Conclusions and recommendations

The impact evaluation conducted in the project perspective has shown that the **capacity to transfer the outputs** is overall high and remains visible also after the end of the funded phase. A good maturity in the use of the web solutions to make the projects' achievements accessible and, more importantly, the tools generated by the projects usable, has been observed under all specific objectives. The pandemic, as an accelerator of the digital shift, could have played a role in facilitating such evolution. However, the role played by the online platforms is more disputable. In some cases, especially when distribution of knowledge is concerned and a high level of quality is reached, they appear effective. In other cases, it appeared to the evaluator that the potential of the online platforms in facilitating the exchange of goods and services at the transnational level was somehow overestimated by some of the projects. In general, it emerged that the actual transfer of outputs is more robust within the national boundaries. This does not exclude the capacity of some projects to raise the interest of EU and international institutions. Interestingly, this capacity did not always correspond to the projects' capacity to generate results at the territorial level.

Looking at **durability of results**, the investigation conducted on some projects' target groups clearly indicated that the most evident benefits belong to the knowledge and learning category, which also implies a full perception of the transnational added value. Differently, long-lasting benefits of policy and governance type appear uneven across specific objectives. The most recognisable benefit under this category is the use of policy tools by actors outside of the partnership. Such a use was mainly observed in two policy fields, i.e. decarbonisation (SO 2.1) and connectivity of ecosystems (SO 3.2). The capacity of the projects to produce durable results depends on several factors. However, the identification of a clear demand from the policy level is key to ensure that the projects' results will be durable. Looking at the follow-up EU projects, two different situations were observed. In some cases, they appear to be simply necessary to ensure that projects' activities are continued, while in more advanced cases they serve to develop new joint solutions - in parallel with the local/regional application of the previously developed tools.

The **interplay between the projects funded by ASP and EUSALP** was also investigated. Interactions appeared to be based on a pursuit of mutual benefits, in which ASP provides concrete inputs and EUSALP AGs provide potential policy leverage, visibility, and a forum for discussion. Few cases of less effective interaction were detected.

An array of recommendations is presented below that can help the programme to improve the application process that helps selecting high-quality projects with a durable and transferable impact on the Alpine territory.

Recommendation No I: More commitment by the observers

During the application phase. The analysis demonstrated that the transferability of outputs and the durability of results strongly depend on the partnership quality and composition. In some projects, a key role was played by the observers. However, such a role could be enhanced and streamlined. According to the template Partnership Agreement for Lead Partners from a Member State, Article I defines observers as “actors that do not contribute to the implementation of the project in terms of financial contributions or daily management but are invited by the project participants to take part in the project in an observant role or advisory capacity.” The potential function of the observers has, however, not been fully exploited yet. As a matter of fact, observers are those actors that are keen on implementing and putting in practice the project findings. Private actors are bound to commercial interests and willing to further explore and develop project outcomes. Public actors have an interest by supporting the project findings and their further progress through legislative acts. For the programming period 2021-2027, project applicants are not obliged in the application form to foresee the involvement of observers and the information is not subject of the assessment of the project proposal. Nevertheless, it could be considered to make the involvement of observers compulsory due to the reasons expressed above. The number of observers may vary, yet it needs to guarantee a geographic representativeness. Further, considering the high number of observers for certain projects in the 2014-2021 period it is also suggested to limit the number of observers per Member State. In order to make the demand explicit, observers should also declare the reasons why they participate as observers, how they are going to interact or advise and how they are going to implement the project findings at the end of the project (through written or multimedia material such as a short video). This would enhance the commitment of public and private stakeholders. In this way, project applicants would have as part of the enlarged partnership few but highly interested observers. This would reinforce the link between the demands from the territory and the policy solutions, tools and instruments offered by the programme through the projects. As a consequence, also the section of observers would need to be part of the assessment of the project proposal.

As an alternative, the role of the observers can also be strengthened by enriching the application guidance. Thereby, project applicants could be provided a lead on how to fill in the sections correctly and completely in the application form. In phase 2 the following section, B.I.6, could be integrated.

Is the involvement of observers foreseen and is there any specific information you would like to share on their involvement?⁵

Optional (max 500 characters)

You can mention here the most relevant observer(s) for the partner and the role of the observer(s) in the project. This information will not be subject to the assessment of the project proposal.

Inside the box, for each observer, guiding examples of how to categorize observers could be provided increasing also the number of characters available.

What is the role of each observer? Please describe (*only one option per observer*)

- ☐ Multiplier
- ☐ Policy maker
- ☐ Local implementer

☐ Financier (in bringing in national co-financing)

Recommendation II: Shaping project ideas in a more regular way

During the application phase. The programme could also improve the extent to which it shapes project ideas and supports project applicants in defining their field of interest. At this regard, before the publication of the call, it is advisable to hold a series of Info days in which project applicants are able to gain further information on the call, the application form and are able to polish their project ideas. At the moment of delivery of the present report, according to the Alpine Space website national Infodays have been held only in Germany, Austria, and Italy (in the period from November to December 2021). Infodays should be organised by **all national contact persons** in all Member States. Besides, presenting the new programming period and information regarding the upcoming call, at Infodays project applicants should also be able to discuss and network with actors that presented best practice projects in the previous programming period. In this way, they would get the chance to learn lessons that worked in the past such as the usability of policy tools made available online also considering the translations into the Alpine national languages (plus English). Further, they would understand that the opportunity to develop an online platform should be considered with care, especially when it aims to go beyond the optimisation of knowledge distribution: the actual need to facilitate the exchange of services and goods at the transnational level should be analysed and the data protection constraints shall be taken into account. In general, Infodays should keep the informative elements but also allow space for an exchange of opinions between project applicants, past lead partners and project partners and the programme.

Recommendation III: Clearer and stronger commitment on durability and transferability

During the application phase. To better steer projects towards higher performance in transferring the outputs and generating durable results, an improvement of the application package is suggested. More specifically, more articulated indications for the sections on durability and transferability are proposed.

For durability, the application guidance should be modified (Classic projects: Step 2, section C.8.2 – Small scale projects: section C.8.2 shown below).

C.8.2 Durability

(max 1000 characters)

Please describe how your outputs/deliverables will be used after the project ends and by whom. Please consider the target groups mentioned previously and detail concretely the use after the project's end for each output and if relevant major deliverables

The box should be completed with the following:

How will the project results be made durable after the end of the project? *(the approach can envisage more than one option)*

- ☐ Changing the implementation of a definite local/ regional/ national sectoral policy
- ☐ Changing / setting definite forms of financing at local/ regional/ national level, i.e. identification of new beneficiaries of an existing mechanism of grants, design of a new loan mechanism
- ☐ Improving monitoring tools (for programmes or interventions) at local/ regional/ national level
- ☐ Setting a new policy programme/ action or change an existing one at local/ regional/ national level
- ☐ Changing / setting a definite regulative instrument at local/ regional/ national level
- ☐ Generating socio-economic benefits to the population
- ☐ Generating environmental/ climate benefits to the population/ tourists

For transferability as well the application guidance (Classic projects: Step 2, section C.8.3 – Small scale projects: section C.8.3 shown below) should be improved.

C.8.3 Transferability

(max 1000 characters)

What will you do to make sure that relevant groups are aware of your outputs/deliverables and are able to use them? Please describe the different measures for the different outputs of your project.

The box should be completed with the following:

How will the project transfer the outputs to the observers and beyond the partnership? *(the approach can envisage more than one option)*

- ☐ Ensuring free access (online) to project products
- ☐ Conducting pilot tests and roll-out project products, even in other/ new contexts
- ☐ Carrying out specific dissemination and promotional activities explaining the possibility to use/ transfer the outputs in other contexts than the project initial context
- ☐ Other solutions to transfer the outputs beyond the partnership

Recommendation IV: Geographical location of projects' benefits

In order for the programme to guarantee a balanced geographical distribution of the benefits produced, the guidance should outline in which type of local administrative units the project is expected to generate direct results in coherence with the result indicator of the programme. This is essential to guarantee a balance between the areas and avoid increasing the divide between urban and rural population. Thereafter, it is a responsibility of the programme to ensure a geographical representativeness of project benefits across the programme area. This measure should prevent the creation of knowledge clusters in the big cities neglecting rural or mountainous areas and will nudge big stakeholders to involve also smaller actors in remote areas.

The identification of the local administrative units could be inserted in the Specification section in the application guide (Classic projects, step 2 section C.2.4).

C.2.4 Who will benefit from your project outputs?

In step 1, you have already provided an indication of the intended target groups and a rough description of these. Now, please explain in more detail who will benefit from your project. For example, if you choose the category *education*, you need to explain which specific schools or groups of schools and in which territory or if the target group type selected is a "sectoral agency", then specify the type: environmental, energy/local or regional etc. and in which territories.

Target group	Specification
Select from drop-down	(max 500 characters)
Select from drop-down	(max 500 characters)
Select from drop-down	(max 500 characters)

Recommendation V: Foster the interplay with EUSALP

In several phases of the project cycle. It seems that main stakeholders and final beneficiaries generally do understand the different general objectives and functions of ASP and EUSALP as global Programme or Strategy. However, for beneficiaries it can be difficult to differentiate concrete roles and functions, for example, of ASP JS and EUSALP AG during project implementation and after project closure. The following proposals are deemed as useful and directly increasing the efficiency of interaction between ASP and EUSALP.

- Create a booklet/manual with a description of 15-20 ideas on win-win exchanges and interaction between AGs and projects;
- Create a living document which AGs are invited to keep updated on their current discussions, strategic priorities, needs in terms of e.g. evidence, tools, awareness raising, calendar of events and activities for coming months. The structure of such a living document could be finetuned in dialogue with the action groups. The purpose of the living document

is to provide a resource-efficient basis for communication between Action Groups and project applicants / beneficiaries;

- In the second phase of project applications, direct exchanges between project applicants and AG members may be called for. The JS may facilitate such exchanges and identify the appropriate format in each specific setting, considering the thematic focus of applications, numbers of applications of relevance for each AG, the nature of AG inputs foreseen by applications and applicants' prior knowledge of AG priorities and activities. Limiting the burden on AG in relation to these exchanges and ensuring that all applicants have an equitable access to information would be core concerns. All exchanges would a priori be virtual. The formats of exchanges could range to one-to-one conversations to small seminars;
- Provide in the application guidance in the section with the relation with EUSALP (Step I C.2.5 of the AF "How does the project contribute to wider strategies and projects" shown below) the five types of interactions defined in the present report.

C.2.5 How does the project contribute to wider strategies and policies?

Please indicate if your project contributes to EUSALP, the EU Green Deal, the Territorial Agenda 2030 or any other relevant strategy(ies) (e.g. implementation of the Alpine Convention) by ticking the respective box. Then, please further specify and explain in what way you will contribute. Your project should contribute at least to one strategy but can also contribute to more than one strategy.

Strategy		Contribution
EUSALP	<input type="checkbox"/>	<i>mandatory in case of ticked box (max 500 characters)</i> Please specify the relevance of your project for EUSALP (you may also refer to specific actions groups and action plans the project will contribute to and address).
EU Green Deal	<input type="checkbox"/>	<i>mandatory in case of ticked box (max 500 characters)</i>
EU Territorial Agenda 2030	<input type="checkbox"/>	<i>mandatory in case of ticked box (max 500 characters)</i>
Any other strategy(ies)	<input type="checkbox"/>	<i>mandatory in case of ticked box (max 500 characters)</i>

The contribution to EUSALP should be described by indicating if the proposal provides, in relation to one or max two Action Groups:

- ☐ Analytical frameworks and evidence base
- ☐ Concrete tools and methodologies
- ☐ Pilot actions
- ☐ Networking
- ☐ Awareness raising
- ☐ 'Other'

Recommendation VI: Systematic approach to survey transferability of outputs, durability of results and interplay to EUSALP (to be integrated in the Evaluation plan)

After the end of the projects. To verify if the changes suggested for the application phase will have contributed to the improvement of the programme, a regular system of surveys is proposed. The surveys could be conducted by the external evaluator every two years (i.e. in 2024, 2026, 2028) and target the partners and observers of concluded projects.

The questions should reflect the guiding options for durability, transferability, and EUSALP laid out in the application guidance. These direct observations coming directly from the partners and observers would help to collect more precise information on topics that risk to remain vague in spite of their crucial importance for the success of the programme.

Explain how the project transferred the outputs to the observers and beyond the partnership (*multiple answer option*):

- ☐ Ensuring free access (online) to project products (1 000 characters)
- ☐ Conducting pilot tests and roll-out project products, even in other/ new contexts (1 000 characters)
- ☐ Carrying out specific dissemination and promotional activities explaining the possibility to use/ transfer the outputs in other contexts than the project initial context (1 000 characters)
- ☐ Other solutions to transfer the outputs beyond the partnership (1 000 characters)

Explain how the project results were made durable after the end of the project (*multiple answer option*):

- ☐ Changing the implementation of a definite local/ regional/ national sectoral policy (1 000 characters)
- ☐ Changing / setting definite forms of financing at local/ regional/ national level, i.e. identification of new beneficiaries of an existing mechanism of grants, design of a new loan mechanism (1 000 characters)
- ☐ Improving monitoring tools (for programmes or interventions) at local/ regional/ national level (1 000 characters)
- ☐ Setting a new policy programme/ action or change an existing one at local/ regional/ national level (1 000 characters)
- ☐ Changing / setting a definite regulative instrument at local/ regional/ national level (1 000 characters)
- ☐ Generating socio-economic benefits to the population (1.000 characters)
- ☐ Generating environmental/ climate benefits to the population/ tourists (1 000 characters)

Explain how the project contributed to EUSALP in relation to one or max two Action Groups:

- ☐ Analytical frameworks and evidence base (1 000 characters)
- ☐ Concrete tools and methodologies (1 000 characters)
- ☐ Pilot actions (1 000 characters)
- ☐ Networking (1 000 characters)
- ☐ Awareness raising (1 000 characters)
- ☐ 'Other' (1 000 characters)

Recommendation VII: Guidance on indicators

In several phases of the project cycle. To ensure that the monitoring system of the programme provides reliable information to measure the capacity of the projects to produce outputs and generate results, the consistency of the information collected from the projects is crucial.

In the 2021-2027 programme, six Specific Objectives out of seven envisage the same indicators:

- Output indicators
 - RCO84 Pilot actions developed jointly and implemented in projects
 - RCO116 Jointly developed solutions
- Result indicator
 - RCR 104 Solutions taken up or up-scaled by organisations

It is worth noting that the selected output indicators present important risks of misinterpretation. It is true that the European Commission provided for each common indicator the detailed definition together with information on data collection, time of measurement achievement, possible aggregation with other indicators, reporting. However, concepts like “pilot action”, “developed jointly”, “solution” still offer large room for interpretation. The risk is that the projects will adopt, both in the proposal design when target value at project level will be set, and in the monitoring phase when information on the outputs produced by the projects will be collected, a wide interpretation of the concepts that are cornerstones for RCO84 and RCO116. This could lead to an explosion of the target values at the project and programme level. More importantly, this would reduce the capacity of these indicators to show actual projects’ achievement.

As a first step, it is recommended to foresee a revised definition of indicators RCO84 and RCO116. To make some examples, it will be necessary to (1) show the demarcation between “joint development” and mere cooperation where activities are just mirrored, (2) describe the nature of the “pilot actions” in terms of innovativeness and capacity to generate further outputs (i.e. solutions), (3) identify what a “solution” is expected to be, if necessary based on S.O. specificities.

These clarifications should be included in a guidance as a reference for the projects during the implementation phase, and by the programme during the examination of the output production.

As a second step, specific reference to the type of evidences that projects need to elaborate as a proof of fulfilments for each indicator (output and results) should be made. The evidence demanded should be coherent with the definition of the indicators, the regulation and the guidelines of the EU, and the good practices developed in European Territorial Cooperation programmes. Nonetheless, the accuracy of the evidence should be realistically achievable and designed to avoid excessive workload for the projects and the programme officers. The possible evidence to be provided and the compliance criteria per each indicator should be standardised and resumed in a checklist, available to project partners and programme officers.

Finally, the process of collecting and reporting the above-mentioned evidence should be standardised. The projects should be provided with specific guidelines on how to gather and report data for each definite indicator and methods to provide the demanded evidence, including technical solutions facilitating this exercise.

Recommendation VIII: Evaluation plan

A final recommendation concerning the Evaluation plan is proposed. Programme evaluation during the programming period and on programme impact should follow art. 44 of CPR and the Commission Staff Working Document 'Performance, monitoring and evaluation of the European Regional Development Fund, the Cohesion Fund and the Just Transition Fund in 2021-2027'. More precisely evaluation should focus on effectiveness, efficiency, EU added value, coherence, relevance. In this regard, capitalising on the previous programming period experience and based on the consultation of programme partners and stakeholders, the evaluation plan of the 2021-2027 programme should be presented to the Monitoring Committee one year after the programme adoption. This evaluation plan should include at least one question for each criterion and foresee a timing to conduct the evaluation. In this regard, analysis of relevance and coherence should be conducted initially, while effectiveness and efficiency could be covered during the programming period and EU added value is expected to be more appropriate for the final years of programme implementation.

By 2024, it is likely that the programme will require an analysis of the performance framework considering that in March 2025 there will be the mid-term review at European Commission level. Therefore an ad hoc report on the programme effectiveness, efficiency, but also coherence and relevance could be useful in 2024.

The impact evaluation, which will concern transferability of outputs and durability of results, could be conducted later (after 2025) and focus mainly on EU added value but also on efficiency and effectiveness.

Moreover, considering the new regulatory framework and challenges which may derive from the new programme indicators set, an ad hoc evaluation focus could be envisaged. In this regard, the evaluation activity, after the first call, could contribute to verifying difficulties in using these output indicators and fine-tuning guidance of project monitoring based on actual project partners' opinions and experiences. The evaluation activity could be used to provide a check on the programme capacity to select operations in line with the programme intervention logic (Evaluation question 'Are the operations selected in line with programme intervention logic? Are they expected to deliver expected outputs and results?') and to verify whether streamlining of definition of outputs and results is needed (Evaluation question 'To what extent are the programme output and result indicators clear, measurable and comparable across the projects?'). This second evaluation question would be useful to verify whether implementation suggests the proposed indicators are RACER (relevant, accepted, credible, easy to monitor and robust) as should be in particular for the common indicators from the EU regulatory framework.

A similar support from the evaluation could be foreseen in case the programme has adopted or intends to adopt or consider other innovations from the new programming period (e.g. Simplified cost options).

Last, but not least, considering the 2014-2020 experience and the pivotal role of Alpine Space in delivering cooperation in the Alpine Area, the evaluation could also cover, with regards to the external coherence, the links between the programme interventions and other programmes in the area considering the existing strategic framework at macroregional level.

Annex – Survey results

DuALPlus	
SO	I.I
Respondents	4
Nature of the respondent	4 Organisations
Impact	4 Positive impact
Benefits produced	2 Increased learning and knowledge 2 capacity to influence the decision-making process 1 environmental and sustainability benefits
Transnational dimension	3 positive impact because of the exchange during the project with individuals/organisations based in other countries 2 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries
Additional benefits not foreseen initially	4 No
Offered new/improved existing dual education services to students without the project	3 Yes 1 No
Outputs used	2 DualEducationFinder platform 2 Peer-review of good practices in job orientation 1 User manuals for making the right career choices 1 Handbook on innovative practices in dual education 1 Screening and evaluation of dual training programmes: best practices 1 Training concept for in-company tutors 1 Study: Permeability of dual vocational education and training
Integration of project's achievements in practice of organization	3 Yes 1 No

SMART VILLAGES	
SO	1.1
Respondents	5
Nature of the respondent	5 Municipalities
Country	2 Italy 3 Switzerland
Impact	5 Positive impact
Benefits produced	5 Increased learning and knowledge 3 capacity to influence the decision-making process 2 socio-economic (new jobs or business opportunities) 1 environmental and sustainability benefits
Transnational dimension	1 positive impact because of the exchange during the project with individuals/organisations based in other countries 1 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries 1 Yes, because of other benefits: 1) learning from best practices from other countries on the Digital Exchange Platform. 2) Exchange with individuals from other countries via our coordinator 2 no benefits as local/regional/national aspects were more relevant
Additional benefits not foreseen initially	5 Yes (In Guttet Feschel we focused first on the creation of a coworking space, but then the smartvillages participative process opened our eyes and we started to «digitalise» our village retail store. The new store accessible 24h 7d has gone operational this spring. So we can say that the results of such a process in Guttet Feschel were not foreseeable and it was a very positive surprise at the end; Additional project SmartLand; cultural valorization of our territory in a different way; digital information support in case of damaging natural events; promotion of the territory through the digital platform)
Possibility to adopt Municipal Action Plans without the project	3 No 2 Yes
Outputs used	4 Digital Exchange platform 2 Local policy recommendations 1 Guidelines for the work of the regional stakeholder groups for smart transition 2 Smart Village Digital Toolbox

Integration of project's achievements in practice of organization	4 Yes 1 No
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PlurALPs	
SO	1.2
Respondents	5
Nature of the respondent	3 Association 2 Other than association and municipality
Countries	2 Austria 3 Italy
Impact	5 Positive impact
Benefits produced	5 Increased learning and knowledge 1 socio-economic
Transnational dimension	3 positive impact because of the exchange during the project with individuals/organisations based in other countries 1 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries 1 positive impact due to other reasons
Additional benefits not foreseen initially	3 No 2 Yes
Outputs used	1 Innovation toolbox 3 PlurAlps White Paper 2 Capacity building and knowledge transfer report 1 None 1 Other
Integration of project's achievements in practice of organization	2 Yes 3 No
Improvement of the quality of life of migrants due to the Social Planning Instrument/Local Development Compass	1 Little 4 Not applicable

AlpInnoCT	
SO	2.2
Respondents	2
Nature of the respondent	2 Public Authority
Impact	2 Positive impact
Benefits produced	2 Increased learning and knowledge 1 environmental and sustainability benefits
Transnational dimension	1 positive impact because of the exchange during the project with individuals/organisations based in other countries 1 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries
Additional benefits not foreseen initially	1 No 1 Yes
Outputs used	1 Report of industry (production) development trends relevant for CT in the Alpine region 1 Guideline for integration of innovative intermodal solutions & approaches into daily CT business 2 AlpInnoCT political action sheets 2 Toolbox of action
Integration of project's achievements in practice of organization	2 No

AlpFoodway	
SO	3.1
Respondents	8
Nature of the respondent	3 individuals 1 association 4 other than individual, association, enterprise
Country	Slovenia - all
Impact	8 Positive impact
Benefits produced	7 Increased learning and knowledge 4 capacity to influence the decision-making process 2 socio-economic (new jobs or business opportunities)
Transnational dimension	5 positive impact because of the exchange during the project with individuals/organisations based in other countries 2 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries 1 no benefits as local/regional/national aspects were more relevant
Additional benefits not foreseen initially	6 No 2 Yes (learning from others and new collaborations)
Contribution to promotion of participatory forms of governance	1 Contributed significantly 5 Contributed 2 Neither contributed nor not contributed
Outputs used	4 Greater awareness and intergenerational transmission of the Alpine food heritage 5 Greater awareness of the connection between Alpine food heritage and sustainable development
Integration of project's achievements in practice of organization	3 Yes 5 No

AlpES	
SO	3.2
Respondents	4
Nature of the respondent	2 Public Authority 2 Other than public authority
Countries	3 Italy 1 Slovenia
Impact	4 Positive impact
Benefits produced	3 Increased learning and knowledge 1 capacity to influence the decision-making process 1 environmental and sustainability benefits
Transnational dimension	4 positive impact because of the exchange during the project with individuals/organisations based in other countries
Additional benefits not foreseen initially	3 Yes 1 No
Outputs used	4 Definition of the Alpine Ecosystem Services Concept 2 AlpES WebGIS 2 One-day trainings / transnational workshops for stakeholders 1 AlpES E-learning platform
Integration of project's achievements in practice of organization	2 Yes 2 No
Impact of AlpES WebGIS	2 It improved the process due to the availability of more and detailed information 1 It did not have an impact since the tool was not used 1 Do not know the WebGIS

GreenRisk4Alps	
SO	3.2
Respondents	6
Nature of the respondent	2 individuals 4 other than individual, association, enterprise
Country	5 Austria 1 Germany
Impact	5 Positive impact 1 No impact
Benefits produced	4 Increased learning and knowledge 3 capacity to influence the decision-making process 3 environmental and sustainability benefits
Transnational dimension	2 positive impact because of the exchange during the project with individuals/organisations based in other countries 2 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries 2 no benefits as local/regional/national aspects were more relevant
Additional benefits not foreseen initially	4 No 2 Yes
Improvement of risk management of natural disasters	1 Improved significantly 4 Improved 1 Neither improved nor not improved
Outputs used	1 Open-source modeling tool Flow-py 4 Online Protective Forest Assessment Tool 2 Two protective forest books 3 Integration of different approaches for risk assessment and management 1 Concepts for overcoming national barriers and constraints of ecosystem-based risk-management 3 'Road map for a multiple actor and decision targeted information process'
Integration of project's achievements in practice of organization	2 Yes 4 No

AlpGov 2	
SO	4.1
Respondents	6
Nature of the respondent	2 Organisation 2 Individual 2 Other than organisation or individual
Country	2 France 1 Germany 2 Italy 1 Switzerland
Impact	6 Positive impact
Benefits produced	6 Increased learning and knowledge 5 capacity to influence the decision-making process 1 socio-economic (new jobs or opportunities)
Transnational dimension	5 positive impact because of the exchange during the project with individuals/organisations based in other countries 1 positive impact because of the opportunity to continue interacting after the end of the project with individuals/organisations based in other countries
Additional benefits not foreseen initially	4 Yes 2 No
Contribution to promotion of participatory forms of governance	1 contributed significantly 3 contributed 2 neither contributed nor not contributed
Outputs used	6 Improved implementation of the EUSALP 6 Strengthened the AGs' thematic activities in the various fields of action 5 Established strategic sectoral implementation initiatives 4 Defined a set of common targets and indicators 6 Defined policy recommendations
Integration of project's achievements in practice of organization	6 Yes

GoApply	
SO	4.1
Respondents	3
Nature of the respondent	3 National authority
Impact	3 Positive impact
Benefits produced	3 Increased learning and knowledge 1 capacity to influence the decision-making process 1 environmental and sustainability benefits 1 socio-economic
Transnational dimension	2 positive impact because of the exchange during the project with individuals/organisations based in other countries 1 local/ regional/ national aspects were more relevant
Additional benefits not foreseen initially	2 No 1 Yes
Outputs used	2 Online visualisation of governance mapping 2 Country reports 2 Synthesis report 1 Good practice examples 2 Brochure on good participation practices in the Alpine region 2 Final conference
Integration of project's achievements in practice of organization	1 Yes 2 No