



Report on the set of indicators and targets for EUSALP

Prepared in the context of the Interreg Alpine Space project “AlpGov2”

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This report was prepared in the context of the Interreg Alpine Space AlpGov2 project. The work was conducted by Julia Kristina Culver, Nomisma S.p.A. The opinions therein reflect the views of the author based on inputs and feedback from relevant stakeholders in the EUSALP Action Groups and the French and Italian Presidencies.



TABLE OF ABBREVIATIONS AND TERMS

AG(s)	Action Group(s)
AGL	Action Group Leader
AP	Action Plan
ARPAF	Alpine Region Preparatory Action Fund
ASP	Alpine Space Transnational Cooperation Programme
BAGL	Board of Action Group Leaders
CBC	Cross-border cooperation
CEF	Connecting-Europe Facility
DG	Directorate General
EAFRD	European Agricultural Fund for Rural Development
EB	Executive Board
EC	European Commission
ERDF	European Regional Development Fund
ERASMUS+	EU Programme for Education, Training and Sport
ESIF/ESI Funds	European Structural and Investment Funds
ESF	European Social Fund
ETC	European Territorial Cooperation
EU	European Union
EUSALP	European Union Strategy for the Alpine Region
FDN	Financial Dialogue Network
GA	General Assembly
GOV	Governance—related to the Cross-cutting policy area of EUSALP
HORIZON EUROPE	EU framework programme for Research, Innovation and Technology Development for the period 2021-2027
JRC	Joint Research Centre
LIFE	EU funding instrument for the environment and climate action
MA	Managing Authority
MRS	Macro-regional strategy(ies)
NC(s)	National Coordinator(s)
OC	Objective Coordination
SGI	Services of general interest
SME(s)	Small and medium-sized enterprise(s)
SMP	Single Market Programme
SWD	Commission Staff Working Document
TBC	Transborder Cooperation
TEN-G	Trans-European Green Infrastructure Network
TEN-T	Trans-European Transport Network
TOR	Terms of Reference
TSS	Technical Support Structure (TSS)
YC	Youth Council

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AlpGov2



aims at further promoting the policy integration and governance structure of the European Union Strategy for the Alpine Region (EUSALP). This report has been prepared by Nomisma S.p.A. within the framework of the Interreg Alpine Space project AlpGov2 “*Implementing Alpine Governance Mechanisms of the European Strategy for the Alpine Region*”. The report presents a key output of the exercise to **redesign the set of policy indicators and targets** to allow measuring the progress made by the strategic implementation initiatives of the EUSALP stakeholders. The strategic implementation initiatives covered in this study are the **64 projects** that were included in the **Monitoring Matrix** developed within the French Presidency and agreed with the Executive Board (EB).

The EU Strategy for the Alpine Region (EUSALP) is a European Macro-regional strategy (MRS) applying a model of multi-level governance in which the involvement of stakeholders representing local, regional and national levels is essential for the success of the strategy. While *policy indicators and targets* can play an important role in facilitating the monitoring and evaluation of the effectiveness and impact of this Strategy, it was necessary to shift the focus to *cooperation indicators and targets* that take into account a variety of factors that can be effectively influenced by the stakeholders involved in the strategic implementation initiatives and respect the RACER criteria (Relevant, Acceptable, Credible, Easy, Robust) of the European Commission’s Better Regulation Toolbox. Therefore, the developed indicators and targets presented will not directly measure the achievement or progress toward the three key objectives and the governance objective of the EUSALP, rather they represent output and result indicators and targets that can be directly affected and monitored by the Action Groups (AGs) and the relevant Presidency.

The report is based on the findings of a Study undertaken from May 2021 through February 2022. The Study comprised desk research on documents, information and materials from relevant European Commission, Alpine Region (EUSALP) and Interreg Alpine Space websites and various stakeholder consultations (video interviews, written feedback, participation in EB-BAGL meetings) conducted with the Action Group leaders/co-leaders or their representatives and the French Presidency in 2021 as well as the Italian Presidency in early 2022. This Report also reflects the comments and feedback provided by the AGs and EB members following the presentation of the Draft Report and proposed indicators on occasion of the launch of the Italian Presidency of EUSALP in January 2022. The timing of the Study coincided with the launch of the European funding programmes for the 2021-2027 period, including Interreg Alpine Space, as well as the introduction of new Funds aimed at addressing the consequences of the ongoing coronavirus pandemic.

1 OVERVIEW OF THE EUSALP MACRO-REGIONAL STRATEGY AND POLICY CONTEXT

1.1 Macro-regional strategies in Europe

The European Macro-regional strategies provide a *policy framework allowing countries located in the same geographical area to jointly tackle and find solutions to challenges and better use the potential they have in common* (Figure 1.1). It is important to underline that the MRS are supported under the principle of the “**three nos**” i.e. *no new legislation, no new EU funding and no new institutions*, while Member States and regional authorities can set up new bodies if they should decide to do so. The MRS do not develop new programmes or provide additional funding, but have as an objective to encourage relevant stakeholders to **increase their collaboration through existing policies and funding streams**.¹ This creates some limitations for the implementation of policy initiatives unless Member States and their respective regions are willing to invest their own funds in these activities. At the same time, cooperation between the different macro-regions should be encouraged in order to improve their policy coherence in line with European goals.

Figure 1.1: Overview of the governance of the four European Macro-regional strategies



Source: EUSALP, *What is EUSALP? Infographic 2021*

An important development since 2018 has been the strengthening of the embedding process or alignment of relevant EU policies and priorities for the new 2021-2027 period with the Macro-regional strategies (MRS). As indicated in the Commission Report COM (2019) final 29.01.2019, coordination of European Structural and Investment Funds (ESIF) and EU programmes with the Macro-regional strategies is a key aspect in ensuring that strategic implementation initiatives are embedded. Critical challenges pointed out in the

¹ CEPS (2019).

Commission Report COM (2020)578 final, 23.9.2020 include: 1) the need for cooperation between the ESI funds national/regional programmes of different countries to ensure complementarities and the development of positive synergies in the MRS context; and 2) the bridging of the gap between the needs of the MRS and the opportunities for funding (hence the attention to ESI and other European funds, such as LIFE, CEF, ERASMUS+, etc.).

The EU Strategy for the Alpine Region (EUSALP) is a European Macro-regional strategy (MRS) applying a model of multi-level governance in which the involvement of stakeholders representing local, regional and national levels is essential for the success of the strategy. Indeed, the key role of regional authorities in all levels of governance of the Strategy is one of the unique features of EUSALP.

EUSALP is the newest of the four MRS, having been endorsed, along with its Action Plan, in 2015 and formally launched in 2016.² The Strategy is carried out in seven countries (5 EU, 2 non-EU) and 48 regions (Figure 1.2.) in a territory that is characterised by heterogeneity and contrasts as well as common concerns. The defining characteristic of the EUSALP area is the centrality of the Alps, even though there are parts of the territory that are not mountainous and not close to the Alps (Figure 1.3). There are overlaps of some of EUSALP members with the Danube Region/EUSDR (Germany, Austria, Slovenia) and with the Adriatic-Ionian Region/EUSAIR (Italy, Slovenia)—the Republic of Slovenia is in the unique position of participating in three of the European MRS. Germany is the only EUSALP state that also participates in the EU Strategy for the Baltic Region (EUSBR), though the regions involved are not the same.

The EUSALP area is home to some 80 million people, speaking different languages with a rich variety of cultural traditions and economic activities. The Alpine Region is crossed by key transit routes, has leading industrial and research and innovation capacities, major cities and cultural capitals and a strong touristic appeal due to a unique natural and cultural heritage. At the same time, the area is highly vulnerable to climate change and many remote rural and mountain areas have suffered from limited accessibility, depopulation and neglect. The EU Strategy for the Alpine Region has as its main objective to ensure that this region remains one of the most attractive areas in Europe, taking better advantage of its assets and opportunities to engage in sustainable and innovative development in a European context, addressing the challenges to the territory.

² The four MRS include the European Union Strategy for the Baltic Region (EUSBR) adopted in 2009, the European Union Strategy for the Danube Region (EUSDR) adopted in 2011, the European Union Strategy for the Adriatic-Ionian Region (EUSAIR) adopted in 2014 and the European Union Strategy for the Alpine Region (EUSALP) adopted in 2015.

Figure 1.2: Map of the EUSALP Region



Figure 1.3. Topography of the 7 participating States and 48 regions³



Source: European Commission

Concerns about the environment, biodiversity and climate change, as well as the greening of the economy (bioeconomy and circular economy), transition to carbon-neutral energy sources (particularly developments in renewables-based electrification and hydrogen), and ecological connectivity are major topics of interest in the implementation of the Strategy. Further important topics are research and innovation and university cooperation, dual education and training, digitalisation, transformation of mobility to more sustainable models, smart villages, low-carbon buildings and development of touristic, cultural, agricultural and forestry assets as well as natural hazard risk resilience and adaptation.

The implementation of the Strategy needs to be considered within the **current EU policy framework** which comprises an evolving set of policies developed to address the challenges facing Europe and the world. Among the main relevant policies are the European Green Deal, the United Nations Sustainable Development Strategy and Agenda 2030, the European Digital Strategy and 2030 Digital Compass, the Sustainable & Smart Mobility Strategy, the EU Biodiversity Strategy for 2030, 'An Economy that works for People', and 'A stronger Europe in the world'. The legislative measures under the "Fit for 55" Climate and Energy Package commit to further strengthening of Europe's green transition policy. Of particular significance to the EUSALP Region is the new EU Forest Strategy for 2030, which recognises the central and multi-functional role of forests.

In response to the COVID crisis, the Recovery Plan for Europe and the funding under Next Generation EU will play a key role in shaping the policy environment in the next few years.⁴ At the territorial level, the European Structural and Investment Funds programmes for 2021-

³ AUSTRIA (Burgenland, Kärnten, Niederösterreich, Oberösterreich, Salzburg, Steiermark, Tirol, Vorarlberg, Wien), FRANCE (Provence Alpes Côte d'Azur, Auvergne-Rhône Alpes, Bourgogne-Franche-Comté), GERMANY (Baden Württemberg, Bayern), ITALY (Lombardia, Liguria, Friuli Venezia Giulia, Veneto, Provincia Autonoma di Bolzano, Provincia Autonoma di Trento, Valle d'Aosta, Piemonte), LIECHTENSTEIN, SLOVENIA, SWITZERLAND (Aargau, Appenzell Ausserrhoden, Appenzell Innerrhoden, Basel-Landschaft, Basel-Stadt, Bern/Berne, Fribourg, Genève, Glarus, Graubünden/Grigioni, Jura, Luzern, Neuchâtel, Nidwalden, Obwalden, Schaffhausen, Schwyz, Solothurn, St. Gallen, Thurgau, Ticino, Uri, Valais/Wallis, Vaud, Zug, Zürich).

⁴ For example, in the Alpine regions of northern Italy the resources of the National Recovery and Resilience Plan (PNRR) could be deployed to strengthen green and digital transformations in line with the policy objectives of EUSALP.

2027 and relevant regional Smart Specialisation Strategies (S3) need to develop strong synergies and coherence with the overall EU-level policy framework and with EUSALP.

1.2 2021-2027 programming period

Facilitating embedding of the Strategy's priorities into the mainstream programmes of the 2021-2027 programming period is one of the key objectives in the governance of EUSALP for the current programming period.⁵ Indeed, while the projects listed in the Monitoring Matrix⁶ practically all refer to past or current efforts that are to be concluded by June 2022 (as this is the end of the previous Interreg Alpine Space funding period), the needs motivating the projects continue through the 2021-2027 period and beyond. Thus, it is necessary to take a future perspective into the new programming period, which also coincides with the new Cohesion programmes (ERDF—including Interreg Alpine Space, EAFRD, ESF), Horizon Europe, the Connecting Europe Facility (CEF), the Digital Europe Programme, the Single Market Programme (SMP), ERASMUS+ and LIFE+ programmes, as well as the Common Agricultural Policy (CAP) (i.e. including CHAFEA) and other instruments.

To further the process of embedding, an **EUSALP embedding workshop** was conducted in March 2021, representing the first milestone in the creation of thematic networks between Managing Authorities (MAs), other national/regional organisations involved in policy making and EUSALP stakeholders. These thematic networks are now known as **Financial Dialogue Networks (FDNs)**, bringing together Managing Authorities and intermediary bodies in charge of managing funding resources with EUSALP stakeholders.

Embedding takes place in a two-step process:

- During *preparation* for 2021-2027 EU funding programmes: embedding of MRS priorities into programming documents;
- During *implementation* of 2021-2027 funding programmes: ensuring embedding (and thus also funding) of MRS priorities/objectives/projects in national/regional programmes in a coordinated way across the macro-region.

To support the embedding process, it is important to **create synergies** between the MRS and EU funding programmes and promote joint formal cooperation between the MRS and the MAs. Four thematic networks involving the MAs on **energy transition/hydrogen, sustainable mobility, digital technology and natural risk governance** were set up with the support of the EUSALP Action Groups, with possible future networks to be created on sustainable mountain tourism, the promotion of local mountain products from forestry and agriculture, biodiversity and youth.⁷ By 2022 the Commission and participating

⁵ Some of the Macro-regions changed their governance, for example on 6 April 2020 EUSDR adopted a revised Action Plan for improved embedding with the programming for the 2021-2027 period. In October 2020 the Ministers responsible for the implementation of the EUSDR agreed to support the process of embedding the EUSDR objectives and actions into the Partnership Agreements and 2021-2027 European Structural and Investment Funds (ESIF). Furthermore, a Task Force for Embedding (TF EMB-DR) was set up. Source: Danube Strategy Point, October 2021.

⁶ A tool developed under the French Presidency to support the monitoring of key strategic initiatives of the Action Groups.

⁷ www.alpine-region.eu/events/eu-macro-regional-strategies-week-0

countries/regions are to jointly assess the outcomes of the embedding process in the relevant national/regional EU funding programmes for 2021-2027.

The experience gained in the embedding process of the neighbouring and partially overlapping Macro-regional Strategy EUSDR, particularly the EUSDR “embedding tool”, the MA networks (i.e. the ESF MA network operating since 2015 and the ERDF/CF MA network established in January 2021) and the EUSDR Task Force EMB-DR, can provide important lessons for EUSALP. One important lesson from EUSDR is the central role played by the Danube Strategy Point (DSP) in facilitating cooperation, coordination, communications, monitoring and programming as well as the embedding process between different stakeholders. A similar role is expected to be played by the EUSALP **Technical Support Structure (TSS)** that is in the process of being established in 2022.

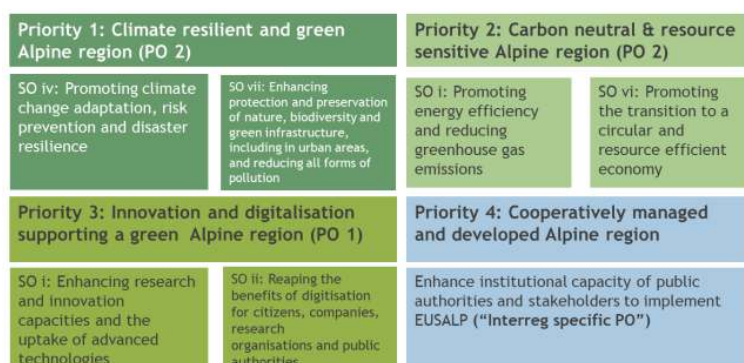
Of particular relevance to the embedding of EUSALP objectives and goals is the **Interreg Alpine Space programme (ASP)**, which, despite limited funding resources, has played a significant role in supporting the implementation of the Macro-region strategy over the past programming period and will continue to do so during the current period. The Final draft IP of the Interreg Alpine Space Programme 2021-2027⁸ underlines the importance of addressing *environmental challenges* and *climate change* and *digitalisation* in the development of the Alpine Region due to their far-reaching and cross-sectoral impacts on economic, demographic and social characteristics and disparities in the area. While this territory is particularly vulnerable to the risks of climate change, at the same time it has tremendous potential for developing resiliency and innovative solutions to manage and reduce these risks. The Interreg Alpine Space Final draft document points out that the “...*strong economic basis predestines the Alpine region to be a pilot area for being a leader in green, sustainable economy characterised by carbon neutrality, resource sensitiveness and climate resilience.*”⁹

The new **Alpine Space Interreg programme aims at further strengthening the alignment, synergies and cooperation with EUSALP at different levels**, with the Interreg projects directly contributing to the realisation of EUSALP objectives. This includes stronger integration between Alpine Space projects and Action Groups in preparing the ground for innovative projects, aiming at greater involvement of civil society to enhance impact. The priorities of the Interreg Alpine Space 2021-2027 are shown in Figure 1.4 and generally overlap with those of the EUSALP thematic policy areas, objectives and actions (Figure 2.2 in the next section), with a stronger focus on the twin green and digital transitions than in the 2014-2020 programming period.

⁸ version 1, 7 July 2021

⁹ Ibid, p. 12.

Figure 1.4: Priorities of the Interreg-Alpine Space Programme



Source: Interreg Alpine Space

Since 2000, the **Interreg Alpine Space** programme has **co-financed 179 projects**, including **64 co-financed projects** during the **2014-2020 programming period** leading to the development of **over 170 strategies, tools and networks** to address the challenges faced by the Alpine Region. As of 4 February 2022, it was reported that there were **55 strategies, 15 networks** and **110 tools** stored in the **Project Outputs Library**.¹⁰ The classification of project outputs into three different types (*strategies, networks, tools*) represents a first level of classification for the set of indicators for the Strategy. The Interreg Alpine Space and other Interreg programme indicators are further discussed in Chapter.

2. GOVERNANCE, KEY ACTORS AND STAKEHOLDERS

The governance of the EUSALP takes place at multiple levels, ensuring the involvement of different political and administrative levels and relevant top-down and bottom-up engagement of relevant stakeholders and implementers.

At the **European level**, the **High-Level Group (HLG)** on macro-regional strategies engages in the coordination and monitoring of the MRS and provides advice to the EC on coordination and monitoring as well as strategic guidance. The members include not only official representatives from EU Member States, but also the many non-EU States that participate in the MRS. While EUSALP has only two non-EU members (Switzerland and Liechtenstein), other MRS have many non-EU States with very different levels of socio-economic development among their membership, also affecting the nature of cooperation and implementation.

Compared to the other three MRS, there are two major innovations in the EUSALP governance structure: (i) the presence of the regions at all three levels of Strategy governance (GA, EB and AGs), and (ii) the existence of a specific Strategy objective focusing on governance.¹¹ Indeed, Alpine Region cooperation benefits from the long-

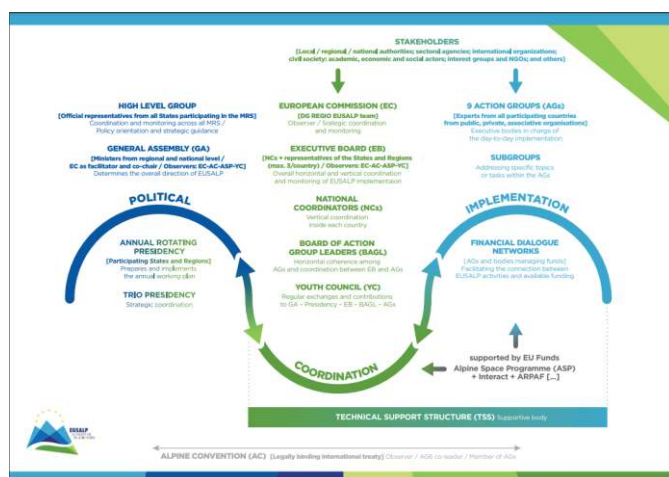
¹⁰ <https://www.alpine-space.org/project-results/project-websites/project-outputs-library>

¹¹ SWD(2020) 186 final, COMMISSION STAFF WORKING DOCUMENT Accompanying the document REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of EU macro-regional strategies {COM(2020) 578 final}, p. 63.

standing cooperation between stakeholders and territories in the framework of various cooperation structures and agreements and has been able to learn lessons from the older MRS (such as EUSDR).

Responding to various needs and criticalities that emerged during the first five years of EUSALP governance and implementation, the **EUSALP Vademecum**¹² adopted in 2021 is aimed at improving the coordination and cooperation among the implementers of the Strategy as well as strengthening the administrative capacity to ensure that political commitment translates into effective implementation. The EUSALP Vademecum spells out the structures and functions for effective governance to ensure stakeholder and implementer empowerment and involvement in the Strategy.

Figure 2.1: Overview of EUSALP Governance



Source: EUSALP, What is EUSALP? Infographic 2021

Political level: The General Assembly (GA) determines the overall political guidance and monitoring of the Strategy and can organise ministerial meetings to increase the political awareness and support of the MRS. It endorses the list of common priorities and can ask the European Commission for a review or adaptation of the Action Plan. The GA is made up of political representatives from the seven EUSALP countries (States and Regions) with the European Commission acting as a co-chair and facilitator and the Alpine Convention and Youth Council (YC) as Observers. The GA appoints the annual **Presidency** and endorses the order of rotation.

The **rotating Presidency system** is an important feature of the Strategy to ensure that all members have an opportunity to lead the annual Work Programmes—indeed, the role of EUSALP Presidency is sometimes in the hands of a national authority, but other times it is assumed by regional or even provincial authorities (for example, in January 2022 the Italian Autonomous Provinces of Bolzano and Trento jointly took over the presidency of EUSALP). The **Presidency** plays an important role in preparing and implementing the **Annual Working Plan** (in consultation with the TRIO Presidency, the EB and AGs) and chairs the

¹² EU Strategy for the Alpine Region Vademecum (2021) prepared under the French EUSALP Presidency 2020-2021. Version: 5 November 2021.

GA and EB meetings. The **TRIO Presidency** is another feature of governance that involves the incumbent Presidency as well as past and future Presidencies in order to ensure continuity and efficiency in the transition from one Presidency to another.

Coordination level: The Executive Board (EB): The strategic guidance with respect to the management and implementation of the EUSALP and its Action Plan is provided by the [Executive Board \(EB\)](#). The EB is comprised of representatives of the Macro-region's States and regions (**National Coordinators (NC)**, who engage in vertical coordination in each country¹³) and representatives from the European Commission DG Regio, the Alpine Convention, the Alpine Space Transnational Interreg Programme (ASP) and the Youth Council (YC) who participate in EB meetings as Observers in an advisory capacity. The **EB** oversees the implementation of the EUSALP programmes, collecting the reports of the Action Groups, and ensures overall horizontal and vertical coordination of the EUSALP Action Plan. The main responsibilities of the EB are to:

- a) endorse proposals for actions ensuring an effective implementation of the EUSALP;
- b) endorse the selection criteria, work plans and actions proposed by Action Group Leaders (AGLs); and
- c) collect the AGs' reports and monitor implementation (EUSALP EB Rules of Procedure).

A more recent governance feature, introduced under the AlpGov project, is the **Board of Action Group Leaders (BAGL)**, which serves as an exchange platform between Action Group leaders. In particular, cross-sectoral issues are discussed in the BAGL, ensuring horizontal coherence among AGs and coordination between the EB and AGs. The EB-BAGL meetings provide a forum for active interchange between the oversight and implementation levels of EUSALP.

Implementation level: the Action Groups (AGs): The main actors involved at the implementation level are the [Action Groups](#) and **Action Group leaders (AGLs) and co-leaders** who are the **drivers of day-to-day implementation** of the work programmes. Their commitment, capacities, resources and engagement are crucial the success of the realisation of the Strategy. The AGs comprise a high variety of stakeholders, ranging from regional and local authorities and associations of communities, national ministries and agencies, and Land ministries/regional departments, to universities and research institutions and training organisations, to innovation, environmental and energy agencies, business associations, and CSOs as well as the Alpine Convention. Further stakeholders in the cooperation are the Alpine Space Interreg Programme, ARGE-ALP and others. **Some of the stakeholders in the AGs have decision-making capacity (DMC) within their respective territory**, whereas others do not. The European Commission acts as an observer in some AGs, as do other organisations. One of the AGs (AG6) is co-led by the **Alpine Convention**. The seven EUSALP countries are not all represented in some of the AGs. The AGLs together with the AG members are expected to prepare annual progress reports on the previous year based on project activities and outputs.

¹³ and can play a key role in the active dialogue with programming authorities in the discussions about embedding.

Unlike the EUSDR, which has the Danube Strategy Point (DSP) with dedicated staff and offices in Vienna and Bucharest, at the time of completion of this report EUSALP did not yet have a secretariat that performs important functions such as supporting coordination and implementation of activities as well as monitoring and assisting with applications for EU funding. On 14 December 2021, the French Presidency posted **three positions** to staff the new **Technical Support Structure (TSS)**. The initial positions are to be physically located in Nice, France,¹⁴ while further positions—located in other territories—are to be filled during 2022, with a total staff of eight foreseen. The TSS will organise and support meetings of the GA, EB and BAGL, engage in communications and support activities related to the rotating presidencies as well as the impact evaluation and monitoring of EUSALP activities. It will help the AGs to elaborate projects and implement their respective work plans in line with the priorities of EUSALP, financing them with relevant European, national or regional programmes and contributing to the qualitative analysis and capitalisation of projects. It will furthermore contribute to the monitoring and evaluation of the impact of the EUSALP and the European programmes on the territory of the Alpine Region.

At the policy level, EUSALP covers **three thematic policy areas** and one **cross-cutting policy area** and **four objectives**, which are further divided into **nine Actions**, each dedicated to a different sectoral focus as well as a cross-cutting governance model as seen below (Figure 2.2). The Actions are each associated with an Action Group (AG) covering a specific focus area.

Figure 2.2: EUSALP--Overview of Thematic Policy Areas, Objectives and Actions.

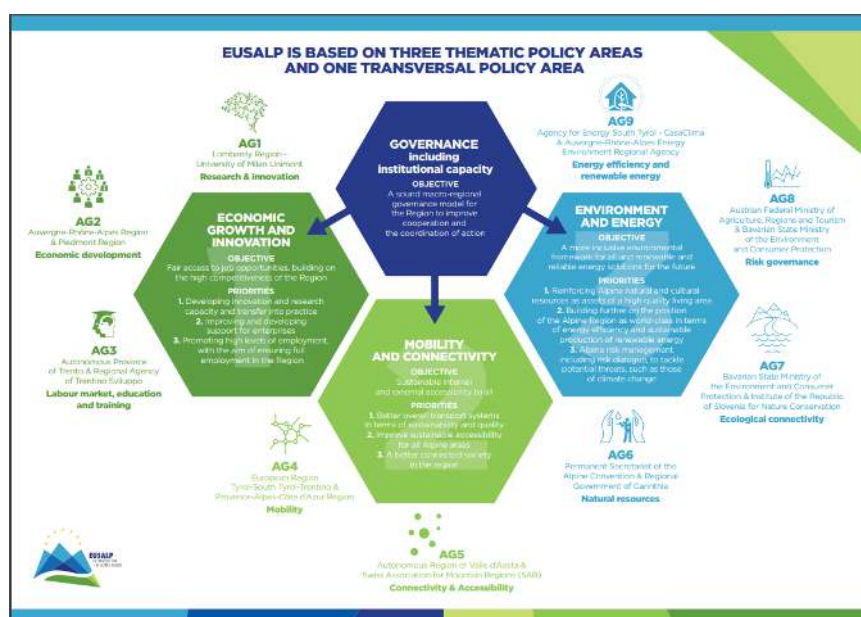
1.THEMATIC POLICY AREA Economic growth and innovation			2.THEMATIC POLICY AREA Mobility and connectivity		3.THEMATIC POLICY AREA Environment and energy			
1. OBJECTIVE: Fair access to job opportunities, building on the high competitiveness of the Region			2. OBJECTIVE: Sustainable internal and external accessibility		3. OBJECTIVE: A more inclusive environmental framework and renewable and reliable energy solutions for the future			
AG1	AG2	AG3	AG4	AG5	AG6	AG7	AG8	A9
Action 1: To develop an effective research and innovation ecosystem	Action 2: To increase the economic potential of strategic sectors	Action 3: To improve the adequacy of labour market, education and training in strategic sectors	Action 4: To promote inter-modality and inter-operability in passenger and freight transport	Action 5: To connect people electronically and promote accessibility to public services	Action 6: To preserve and valorise natural resources, including water and cultural resources	Action 7: To develop ecological connectivity in the whole EUSALP territory	Action 8: To improve risk management and to better manage climate change, including major natural risks prevention	Action 9: To make the territory a model region for energy efficiency and renewable energy
Cross-cutting policy area: governance, including institutional capacity			4. OBJECTIVE A sound macro-regional governance model for the Region (to improve cooperation and the coordination of action)					

Source: based on information from EUSALP and the European Commission

¹⁴ [Action Group Support Officer; Governance Officer, Technical Support Structure \(TSS\) manager https://www.alpine-space.eu/programme-2021-2027/eusalp-is-hiring/](https://www.alpine-space.eu/programme-2021-2027/eusalp-is-hiring/)

Figure 2.3 shows the thematic policy areas, objectives, priorities and the Action Groups that address specific topics. The leadership of the AGs ranges from regional and provincial authorities to national and regional ministries, a development agency, two energy agencies, the Alpine Convention, the Swiss Association for Mountain Regions (SAB) and a university. In several AGs leadership is shared. Depending on their leadership, the activities and style of operation also varies between the AGs, with some AGs engaging in a large number of projects and activities, whereas others focus only on a few key initiatives.

Figure 2.3: EUSALP-- Thematic Policy Areas, Objectives, Priorities and Action Groups (AGs)



Source: EUSALP, What is EUSALP? Infographic 2021

3. MONITORING AND EVALUATION OF EUSALP ACTIVITIES

The COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS concerning a European Union Strategy for the Alpine Region {SWD(2015) 147 final} foresees a monitoring and evaluation system for EUSALP:

“A strong monitoring and evaluation system will be needed to check whether implementation of the Strategy is on track, and to assess the extent to which the Strategy is delivering on its objectives. This will be one of the first tasks for partners in the Strategy, with support from the European Commission, external experts and the Alpine Space programme, as appropriate. The system will be based on a set of regional indicators, which will be collected, validated and shared by Eurostat.”

Evaluation will be based on the work of the objective coordinators and the action group leaders, who will have to report on progress towards the agreed targets.

While the prime indicator of success is the implementation of the action plan, more refined indicators must also be developed urgently. These should be able to capture the changes that the Strategy is expected to bring about.

The States and Regions affected by the Strategy will organise an annual forum to evaluate results, consult on revised actions and, where appropriate, develop new approaches.”

The Accompanying Document to the Communication¹⁵, also known as the **Action Plan**, presents an extensive but not exhaustive series of examples of indicators and targets that could be used in such a monitoring and evaluation exercise. These examples of indicators and targets were presented in the **Questionnaires for the Action Groups as a starting point for the exercise** to redesign the indicators and targets—given that no “*official indicators and targets*” had yet been agreed upon.

One of the comments on the review of the Action Plan was that “In some cases, the Action Plan does not provide for a clear methodology to measure units and targets.”¹⁶ The annual reports on the implementation of the EU-Strategy for the Alpine Region provide descriptions of progress made, but do not include a systematic presentation of progress measured by indicators and targets. One exception was in the 2019 Implementation Report, in which AG9 presented five of the nine indicators of the Action Plan¹⁷ to reflect the work implemented so far.

At present, the monitoring of progress in the implementation of the Strategy is the task of the AGs and in particular the **Action Group Leaders/Co-leaders**, who prepare **annual progress reports** to the Executive Board. According to the 2020 Report on the implementation of EU macro-regional strategies, the reports from the AGs show that almost that all AGs are systematically implementing and continuously adjusting their work plans along the topics of the **EUSALP’s Action Plan from 2015**, and in some cases, even taking new topics on board. The EB and the AGs acknowledged in the meeting of June 2019 that the EUSALP Action Plan is still appropriate, and no revision is needed, so far.¹⁸ Yet new

¹⁵ SWD(2015) 147 final, COMMISSION STAFF WORKING DOCUMENT Action Plan Accompanying the document COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS concerning the European Union Strategy for the Alpine Region {COM(2015) 366 final}

¹⁶ EUSALP, 3rd Report on the Implementation of the EU-Strategy for the Alpine Region, June 2019, p. 28.

¹⁷ Ibid, P. 28.

¹⁸ SWD(2020) 186 final, COMMISSION STAFF WORKING DOCUMENT Accompanying the document REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of EU macro-regional strategies {COM(2020) 578 final}, p. 64

challenges and urgencies have emerged with the COVID-19 pandemic¹⁹ and the growing risks of climate change.²⁰

Response to the Covid 19 epidemic

The Alpine Region was hit hard by the Covid-19 epidemic. The SARS-2 new coronavirus arrived in Europe and claimed its first victims in this territory in early 2020 and then quickly spread with disastrous consequences. In response to the health crisis, on 18 May 2020 an exceptional Executive Board of EUSALP was held. On this occasion, the French Presidency presented an updated annual work plan (Covid-19 Action Plan), with actions specifically addressing the COVID-19 crisis and aiming at the green and resilient recovery of the Alpine region. This was followed by a **Manifesto** to promote the green and resilient revival of the Alpine region, entitled "**Together, to shape a sustainable and resilient Alpine region**" that was adopted in June 2020. The Manifesto affirms the priorities of the States and Regions for the coming years, fully considering the crisis situation caused by the Covid-19 pandemic. The next financial programmes of the European Union as well as the next State-Region contracts will have to take these new criteria into account as much as possible.²¹

Regarding the project activities and cooperation initiatives involving the Action Groups of the Alpine Macro-Region during this period, there was a surge in **digitalisation** and **online interaction** as it was generally not possible to engage in in-person events and activities for most of 2020—a situation that continued through much of 2021. The launch of the Italian Presidency of EUSALP in January 2022 took place in hybrid mode (online + in-person) with the recognition that this format is likely to play an important role in the years to come, not only due to health concerns, but also to reduce the CO2 impact of participation in events.

In 2021 the AGs together with the Executive Board presented a list of **key projects**, which in part take into account the challenges and needs of the recovery from the pandemic and the urgency to improve resilience to the risk of climate change. A **Monitoring Matrix** was developed to **better link political declarations/goals to concrete projects implemented in the region and thus facilitate evaluation of the impact of EUSALP activities**. It is for these projects that **indicators and targets need to be developed**. Indeed, *support in the development of indicators and targets is the main task of this study*. The Monitoring Matrix is considered to be a "living document", to be updated with project advancement. The projects addressed in this study reflect those that were included in the Monitoring Matrix as of **22 September 2021**.

Most **key projects** (56 in total) are associated with the nine AGs, while there are eight projects pertaining to the Cross-cutting policy area "Governance, including institutional

¹⁹ Among which are the need for increased digitalisation, improved public services and closer cross-border coordination and cooperation.

²⁰ Illustrated all too clearly in the extraordinary rainfall and floods that devastated parts of Germany, Belgium and the Netherlands in July 2021 as well as wildfires that destroyed large areas of forests in southern Europe. Floods, violent storms, including high winds, tornadoes and damaging hail have also been recent problems in the Alpine Region.

²¹ *AlpGov 2 - Newsletter n°01/20 - June 2020*

capacity” (hence also known as GOV). Some GOV projects are directly pertinent to the AGs (or some of the AGs), whereas others are activities that must be undertaken at the Executive Board level (for example, Project 4: Prefigure the formation of a team specifically devoted to the EUSALP governance procedure—the future TSS-- and Project 7: Create a digital participatory platform).

Table 3.1 summarises the number of **key projects** per AG and the cross-cutting policy area (GOV) listed in the Monitoring Matrix. Overall, 64 projects²² were included, with the largest share falling under the 3rd THEMATIC POLICY AREA **Environment and energy** and aimed at the third objective “A more inclusive environmental framework for all and renewable and reliable energy solutions for the future”.

The number of projects is not evenly distributed among the AGs. For example, AG1 and AG8 have only three key projects each, whereas AG9 has a total of 11. The cross-cutting policy area foresees eight projects. This means that a **minimum of 64 indicators and targets are to be provided** (assuming at least one indicator and target per project) in order to monitor the progress of the AGs’ activities, and in most cases the project titles and the activities listed in the Monitoring Matrix imply more than one indicator due to their more complex nature—covering several different outputs/results. Overall, this implies over 100 different indicators and targets for the projects that are covered in this study.

Table 3.1: EUSALP—Number of projects in the Monitoring Matrix per Action Group

AG	N° of Projects	Per Thematic policy area
AG1	3	15
AG2	7	
AG3	5	
AG4	5	15
AG5	10*	26
AG6	8	
AG7	4	
AG8	3	
AG9	11	8
GOV	8	
Total	64	64

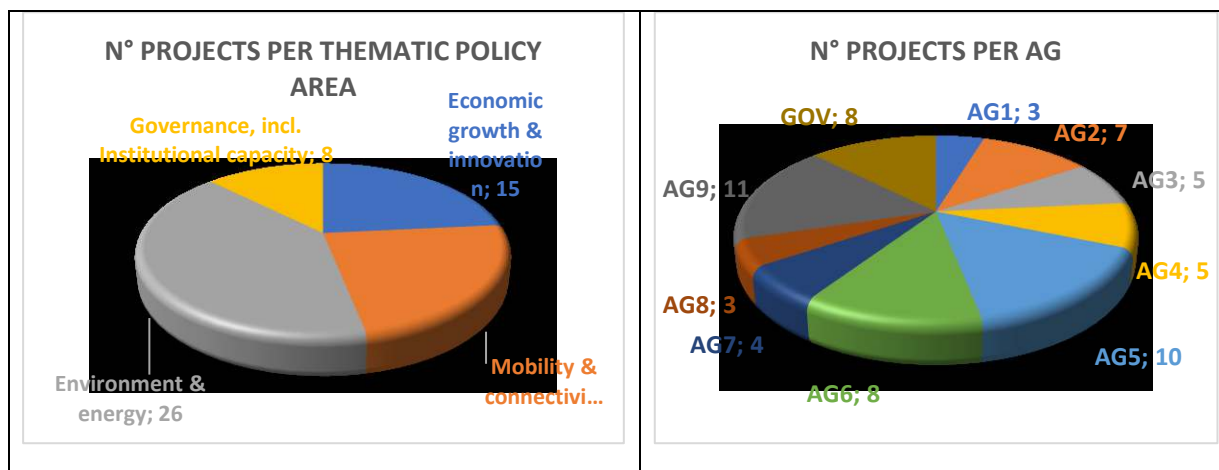
* see footnote

Source: based on key projects listed in the Monitoring Matrix

²² This reflects the Monitoring Matrix as of 22 September 2021. In the meantime, one project (Project 1) was eliminated by AG5 in further feedback provided, since it was never implemented due to lack of funding. However, since it was covered in the version of the Monitoring Matrix that is the basis of this Study, it was counted in the analysis.

Figure 3.1 shows that the largest number of projects (26) falls under the *Environment & energy* thematic policy area, whereas the *Economic growth & innovation* and *Mobility & connectivity* thematic policy areas account for 15 projects each.

Figure 3.1: Number of key projects per Thematic Policy Area and Action Group



Source: based on key projects listed in the Monitoring Matrix

While some of the projects are fairly straightforward, aimed at a single result (AG2, Project 3: Create a survey on mountain resorts network), others comprise multiple and complex actions (AG4, Project 3: Promote cross-border commuting with sustainable and innovative & smart mobility solutions and services in the entire Alpine Region for enhanced connectivity and a more sustainable mobility system; by assessing good practices, implementing new approaches in selected areas, strengthening cross-border cooperation in mobility and spatial planning, and identifying funds to expand public transport). Complexity is also inherent in some of the GOV projects such as Project 8: Support the sustainable involvement of young people notably by: Continuing the initiative youth.shaping.EUSALP; Systemically integrate the ideas and proposals of young people into the EUSALP governance; Restart the learning of Alpine languages.

The Actions, project numbers, political sources and project titles contained in the Monitoring Matrix are presented in Table 3.2 below.

Table 3.2: EUSALP—The 64 projects in the Monitoring Matrix by Action

ACTION ²³	PROJECT NUMBER AND SOURCES	PROJECT TITLE AND GOAL
Action 1: To develop an effective research and innovation ecosystem	Project 1 Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	Establish a transnational research and innovation network in the Alpine Region
	Project 2 Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	Elaborate a Research and Innovation Agenda for the Alpine Region

²³ Associated with the relevant Action Group

	Project Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	3	Promotion of the alignment and coordination of R&I initiative/measures both at national and regional level
Action 2: To increase the economic potential of strategic sectors	Project Joint declarations Munich / Innsbruck / Milan	1	Propose new tools including bioeconomy in the value chain among SMEs
	Project Innovation Hub Policy Area / Manifesto (7-11d-13-14b)	2	Promote digitalisation as a source of innovation in the SMEs
	Project French Presidency Action Plan / Manifesto (13.c)	3	Create a survey on mountain resorts network
	Project French Presidency Action Plan / Manifesto (13.c. e.g)	4	Draft a sustainable ski stations charter
	Project Joint declarations Munich - Innsbruck - Milan / French Presidency action plan / Manifesto (13. c.e.g)	5	Develop health tourism in Alpine Region resorts
	Project Joint declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (14.b.c.)	6	Promote local exploitation, transformation and consumption of wood.
	Project French Presidency Action Plan / Manifesto (14. d.e.f)	7	Promote regional and quality labels and brands to add value to the agricultural products of the Alpine region
Action 3: To improve the adequacy of labour market, education and training in strategic sectors	Project Joint declaration Munich / Manifesto (15.j.)	1	Establishing a transnational educational space for dual vocational training in the Alpine Region.
	Project Joint declarations Innsbruck - Milan / Manifesto (15.j.)	2	Establishing a transnational educational space in line with the goals of the new ERASMUS+ programme, both for an overall growth of competencies and knowledge and for dual professional training in the Alpine Region
	Project French Presidency Action Plan / Manifesto (15.c.)	3	To encourage the mobility of young people, both university students and students in vocational and technical training, especially those engaged in mountain professions, and young people in non-formal education.
	Project French Presidency Action Plan / Manifesto (15.f.g.h.i.)	4	To organise awareness of mountain industries for secondary-school and sixth-form pupils: - The increase of the time spent by schoolchildren, persons in vocational education and students discovering mountain businesses, professions and green jobs; - The promotion of dual education among young people, with a special focus to those job sectors that offer future job opportunities in the Alpine region; - The use of the extraordinary potential of our schools, universities, universities of applied science and research organisations to lead in this education process and connect with society to involve them in citizen-science type projects thereby increasing the engagement with the Alpine Region and its challenges; - The exploration, together with young people living in cities, on how to learn about the mountain culture;
Project Manifesto (15.k)	5	Any sustainable policy, programme, action and activity to reduce the depopulation of the internal and peripheral areas and in reverse to increase the revitalisation of them.	
Action 4: To promote inter-modality and interoperability in passenger and freight transport	Project Joint declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (12.a.)	1	Promote the different initiatives to favour a modal shift in goods transport from road to rail, including intermodal and innovative solutions; promote measures to harmonise, support and encourage combined transport.
	Project Joint declaration Milan / Manifesto (12. c.)	2	Develop a EUSALP-wide travel information platform: establishment of a transnational information system for passenger mobility, respecting, integrating and linking existing information systems that are well-used by passengers.
	Project Joint declaration Milan / Manifesto (12.d)	3	Promote cross-border commuting with sustainable and innovative & smart mobility solutions and services in the entire Alpine Region for enhanced connectivity and a more sustainable mobility system; by assessing good practices, implementing new approaches in selected areas, strengthening cross-border cooperation in mobility and spatial planning, and identifying funds

		to expand public transport.
	Project 4 Common implementation priorities IT 2019 / French Presidency Action Plan / Manifesto (12.e.f.)	Identification of missing links in the Trans-European Transport Network in order to better connect the secondary network, taking into account the role of sustainable infrastructure networks and cross-border public transport as drivers for development, under full consideration of the Alpine Convention.
	Project 5 Manifesto (12.b)	The implementation of a coordinated strategy of the Alpine Region and the convergence of policies for decarbonised and clean mobility, both in passenger and freight transport, by supporting the promotion of alternative propulsion systems as well as stimulating investments and projects for climate-neutral conversion across the Alpine Region.
Action 5: To connect people electronically and promote accessibility to public services	Project 1 Joint declaration Munich / Workplan AG5	Supporting public services with a three-dimensional digital landscape model of the entire Alpine Region
	Project 2 Joint declaration Innsbruck / Workplan AG5	Carrying out a feasibility study on a cross-border digital backbone
	Project 3 Joint declaration Innsbruck / Workplan AG5	Analysing the scope of cross border commuting in the entire Alpine Region, collecting good practices and implementing new approaches in selected areas
	Project 4 Joint declarations Innsbruck - Milan / Manifesto / Workplan AG5	Implement the Smart-villages-approach in the Alpine Region, to ensure digital connectivity as well as balanced living and economic development opportunities between rural and metropolitan areas
	Project 5 Smart villages EUSALP cross sectoral initiatives / Workplan AG5	SMART Village cross-sectoral initiative at EUSALP level (lead by AG5)
	Project 6 SMART SME's / Workplan AG5 / AG3 / AG2	Analyse the potentials of digitalisation for SMEs in the natural fibre-based value chains.
	Project 7 Joint declaration Milan / Workplan AG5	Improve the access to Public Services in the Alpine area
	Project 8 Digital infrastructure and platforms roadmap / Workplan AG5	Develop an EUSALP roadmap for future-proof digital infrastructures and platforms
	Project 9 Study on open data and common vision / Workplan AG5	Develop a study on open data at EUSALP level to develop a common vision and possible guidelines
	Project 10 Digital Alps Conference / Workplan AG5	Yearly conference starting from 2021 to bring together all activities in the Alpine area which strive to unleash the potentials of digitalisation.
Action 6: To preserve and valorise natural resources, including water and cultural resources	Project 1 Joint declaration Munich	Next Generation – Address the needs and ideas of the young generation for a good future of Alpine farming.
	Project 2 Joint declarations Munich - Innsbruck / Milan / Manifesto (10.d.)	Reducing land consumption, fostering soil protection and promoting the alpine cultural heritage with its value chains and the implementation of sustainable land use and soil protection
	Project 3 Joint declaration Milan / Manifesto (13.g.)	Strengthen the value of cultural landscapes
	Project 4 Manifesto (10.g.) / French Presidency Action Plan	Promote sustainable forest management
	Project 5 AlpGov 2 Strategic Priority Policy Area / Manifesto (7)	Contribute to elaborating a joint spatial development perspective for the Alpine Region
	Project 6 Joint Declaration Milan / French Presidency Action Plan / Manifesto (14.g.)	Promote the inclusion of Alpine food in the UNESCO list of intangible heritage
	Project 7 French Presidency Action Plan /	Support the use of territorial brands and geographical indications by improving value chains linking producers and consumers in the Alpine Region as an

	Manifesto (14.f)		important element for keeping sustainable Alpine land use alive
	Project 8 Joint Declaration Innsbruck / Manifesto (10.c)		Improve sustainable and integrated water management
Action 7: To develop ecological connectivity in the whole EUSALP territory	Project 1 Joint declarations Munich - Innsbruck / Manifesto (10.a.b.)		Establishing a trans-Alpine Green Infrastructure network
	Project 2 Joint declaration Munich, AG Work Plan		GI for climate mitigation and biodiversity - The Alpine peatland roadmap
	Project 3 Joint declaration Munich, AG Work Plan		Showcase GI preservation as business model - "GI goes business award"
	Project 4 Joint declaration Munich, AG Work Plan, French Presidency Action Plan		Young experts viewpoints: Entering into an intergenerational dialogue
Action 8: To improve risk management and to better manage climate change, including major natural risks prevention	Project 1 French Presidency Action Plan / Manifesto (10.g.)		Promotion of sustainable forest management
	Project 2 Joint Declarations Rottach-Egern - Munich - Innsbruck - Milan / Manifesto (10.e.f.)		Further development of integrated management of natural risks
	Project 3 French Presidency Action Plan / Manifesto (10.e.f.)		To form a network of territories involved in efforts in favour of the integrated management of natural risks
Action 9: To make the territory a model region for energy efficiency and renewable energy	Project 1 Joint declaration Munich		Development of a concept and implementation of an annual EUSALP energy conference
	Project 2 Joint declaration Milan / Manifesto (11.d.)		Setting up of a macro-regional energy efficiency network for improving efficiency in SMEs, with the aim of supporting enterprises throughout the energy transition
	Project 3 Joint declaration Milan		Strengthening of the cooperation between the EU macro-strategies in the field of energy policy
	Project 4 A carbon-neutral Alpine Region Policy Area / Manifesto		Promotion of joint actions towards achieving the goal of "A carbon-neutral Alpine Region", such as for example the definition of common objectives and roadmaps, or the creation of Alpine-wide harmonised databases.
	Project 5 / AG 9 Work Plan		Promote Smart grid activities and projects in the member regions with joint project activities and cross-sectoral exchange between the EUSALP regions
	Project 6 / AG 9 Work Plan		Supporting dialogue regarding the multiple uses of forests in the Alps through joint projects and exchange activities between the regions.
	Project 7 / AG 9 Work Plan		Establishment of a network for the promotion of local and regional energy planning and energy management systems
	Project 8 French Presidency Action Plan / Manifesto (11.f)		Establishment of a task force to develop a strategy and implementation initiatives regarding the roll-out of Green Hydrogen applications in the Alpine region, including research and training activities.
	Project 9 Joint Declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (11.g.)		To encourage the creation of a transnational energy observatory in the Alpine region, a monitoring instrument and decision-making tool for energy planning and policy makers on the regional and macro-regional level; to meet the common 2030 and 2050 energy and emission targets, by promoting green economy innovations as well as intelligent energy and decarbonisation strategies.
	Project 10 French Presidency Action Plan		Promotion of the environmentally friendly production of decentralised renewable energies (e.g. Via Energy Communities), regarding the electricity supply as well as the heat supply, and involve sub-regional authorities and citizens in their management.
	Project 11 Joint declaration Innsbruck / Manifesto (11.c.)		Optimisation of the energetic and environmental footprint of the building sector: stimulation of investments in the renovation and energy efficiency of buildings in the Alpine region, without neglecting the issue of thermal comfort in summer, inter alia by supporting sub-regional authorities, companies and individuals in this respect and for the improvement of indoor air quality; promotion of the construction of passive-energy and low tech buildings using local and renewable materials such as wood from the Alpine region mountains and valleys.
GOV: A sound macro-regional governance	Project 1 2015 Action Plan		Ensure political ownership
	Project 2		Ensure resources are allocated by ministries/regions for implementing the

model for the Region (to improve cooperation and the coordination of action)	2015 Action Plan	Strategy
	Project 3 French Presidency Action Plan / Manifesto (16.d)	Expand synergies between EUSALP and the Alpine Convention
	Project 4 French Presidency Action Plan / Manifesto (16.e.)	Expand synergies with the EU funding programmes
	Project 5 French Presidency Action Plan / Manifesto (16.a.b.)	Prefigure the formation of a team specifically devoted to the EUSALP governance procedure
	Project 6 French Presidency Action Plan / Manifesto (16.c.)	Increase the involvement of territorial communities (cities, metropolises) and civil society organisations.
	Project 7 French Presidency Action Plan / Manifesto (16.c)	Constantly raising awareness; organise publicity and divulgence actions and Create a digital participatory platform to structure debate.
	Project 8 Joint declaration Milan / Tirolean Presidency / French Presidency Action Plan / Manifesto (15.b.-16.c.)	Support the sustainable involvement of young people notably by: <ul style="list-style-type: none"> • Continuing the initiative youth.shaping.EUSALP • Systemically integrate the ideas and proposals of young people into the EUSALP governance • Restart the learning of Alpine languages

Source: EUSALP Monitoring Matrix (September 22, 2021)

4 METHODOLOGY FOR DESIGNING TARGETS AND INDICATORS

A methodology for designing the targets and indicators was developed to take into account various elements and allow for inputs and discussion with the AGs. It is important to underline the **participatory nature** of the exercise to take into consideration the different perspectives and experiences of the stakeholders involved in the macro-regional cooperation.

The methodology comprised several steps:

- **Desk research:** Reviewing of official European Commission policy and programme documents and relevant reports related to EUSALP and the Macro-regional strategies, contents in the EUSALP website (including news and press releases, information related to AG activities) and in the Interreg Alpine Space website, the 2017 COWI study, the UN Agenda 2030 Sustainable Development Goals and their indicators and targets as well as other documents and reports addressing the topic of indicators in transnational cooperation.²⁴
- **Development of the Questionnaire for the AGs:** Ten different questionnaires were developed, one for each Action Group and the GOV cross-sectoral priority (in this case managed by the French Presidency in 2021), based on 1) examples of targets and indicators from the Action Plan²⁵ (2015) for each AG; 2) proposed targets and indicators deriving from the Joint Declarations and Work Programmes and related to

²⁴ For example, presentations from the INTERACT expert group 2021.

²⁵ European Commission (2015), COMMISSION STAFF WORKING DOCUMENT **Action Plan** Accompanying the document COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS concerning the European Union Strategy for the Alpine Region COM(2015) 366 final, Brussels, 28.7.2015, SWD(2015) 147 final

the *projects in the EUSALP Monitoring Matrix*²⁶ (2021); 3) Policy indicators relevant to each AG relating to regional progress cited in the COWI study (2017); 4) Agenda 2030 Sustainable Development Goals (2016)²⁷; and 5) original targets and indicators from the Action Plan (2015) for the Cross-cutting priority. The grid prepared for the AG projects reflected the structure of the Monitoring Matrix and the questionnaires were subsequently revised to reflect feedback from the AGs.

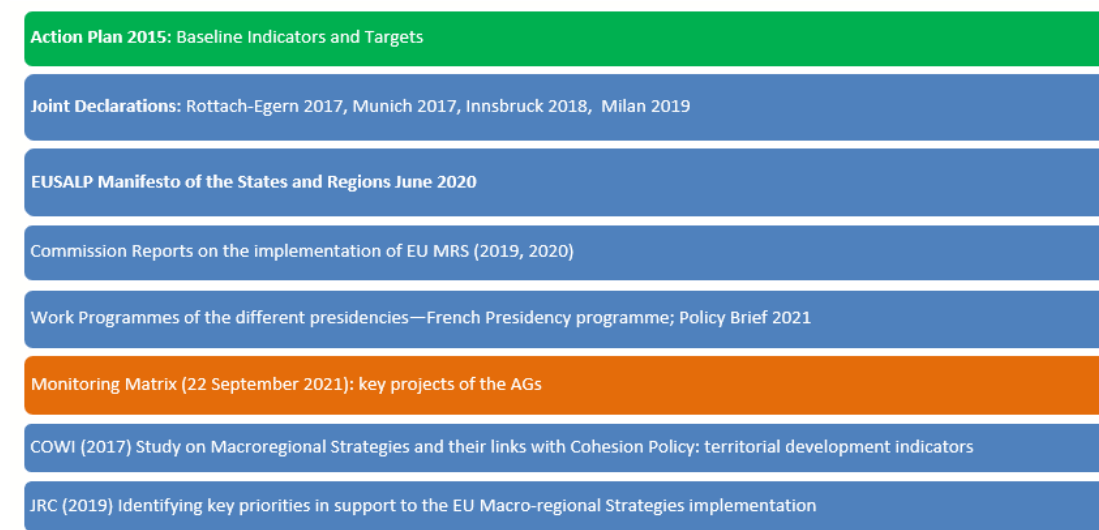
- **Interviews and feedback on questionnaires:** Following the EB-BAGL meeting on 1 July 2021, during which the stakeholder consultation activity was presented by the consultant, the AGs were contacted, and remote interviews were set up and conducted during the period from July to October 2021. Follow-on discussions and exchanges of e-mails were also undertaken, including more in-depth feedback from the client.
- **Preparation of Draft report:** The initial Draft Report was prepared in September-October 2021, while a more advanced version of this Report was developed in November-December 2021 after consultation with the client. The Draft Report was delivered on 11 January 2022 and made available to the EB and AGs for review.
- **Workshop presentation:** A presentation of the Draft Report and a proposal for indicators and targets was made in Bolzano, Italy, on **25 January 2022** during the BAGL meeting, followed by a second presentation at the EB-BAGL meeting. These meetings were held on occasion of the Kick-off event of the Italian Presidency of EUSALP, co-chaired by the Autonomous Provinces of Bolzano and Trento, on 26 January 2022. Due to the continuing health crisis, the workshop was conducted in hybrid mode, facilitating participation of AG and EB members who were unable to participate in person.
- **Template for future indicators/targets:** A template for a monitoring grid that can be tailored to the needs of different AGs/GOV is provided.
- **Final Report:** This Final Report incorporates the feedback and findings from the AG and EB members who participated in the Workshop and reviewed the Draft Final Report. It includes more detailed recommendations, a discussion of the indicators used in the new Interreg Alpine Space 2021-2027 programme, and a Concept for an AG self-assessment report.

Figure 4.1 provides an overview of the main reference documents used in the study.

²⁶ The Monitoring Matrix went through several iterations from May through 22 September 2021. The version of 22 September is considered to be the definitive list of projects and related activities and parameters used in this Study.

²⁷ Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (E/CN.3/2016/2/Rev.1)

Figure 4.1: Main Reference Documents



Source: Nomisma based on official documents and published reports.

The study faced a number of challenges in the process of redesigning the indicators and targets associated mainly with:

- 1) the nature and structure of EUSALP cooperation; and
- 2) the changed understanding of the assignment based on feedback from the AGs and EB.

During the implementation of the stakeholder consultations there were operational challenges due to the fact that practically all interactions took place online and consultations on the indicators and targets were limited to the AG leaders and co-leaders, with limited possibility for further feedback from the larger AG member community.

Regarding the *nature and structure of EUSALP cooperation*, not all participating countries have representatives in all AGs with the risk that the perspectives of some countries and types of stakeholders (such as CSOs) may be missing in some priority areas. This may be an issue concerning “ownership” of the topics as well as the importance that the thematic area has in a specific territory. Lower representativeness could also occur if some AG members are less active than others, playing only a marginal role in the actions in which they are partners.

The AGs operate in a relatively autonomous manner with a significant difference in the level of activities and number of projects (see Figure 3.1 and Table 3.2. above). In this context, the establishment of the BAGL has contributed to improving coherence and horizontal cooperation, as has participation in cross-sectoral projects funded by ARPAF I and II.

Among the main challenges pointed out by the interviewed stakeholders was a **lack of funding** and **staff resources** allowing them to engage in certain project activities, such as **monitoring, evaluation and impact assessment**, even though there is a clear need. Strong concern was expressed regarding future activities beyond June 2022, when the current Interreg Alpine Space programme funding ends, and new funding may not yet be

available due to long timeframes for the application and awarding processes and uncertainty of outcomes.

As the MRS do not have their own dedicated funding (with exception of ARPAF from the European Parliament for EUSALP), it is necessary to mobilise all relevant EU, national and regional funding to support project activities. The main funding source for EUSALP activities is the **Interreg Alpine Space programme (ASP)**, but there is no guarantee that specific AGs' project proposals will be funded, as the programme cannot fund very large projects and is very competitive, open to various actors from throughout the Alpine region. Moreover, it foresees a **co-funding component**, which might be problematic for some **smaller stakeholders**. Some AG members receive direct or indirect support from their relevant territory (or are public authorities with decision-making capacity) or, in the case of the Alpine Convention, have their own allocated funding, meaning that they may be able to do more than AGs that don't benefit from such contributions. In the meantime, the new EU funding programmes have been launched, yet accessing funding from these also requires a certain capacity within the AGs to successfully participate in the application/proposal process.

At the time of finalisation of this report, no structure similar to the **Danube Strategy Point (DSP)** to support coordination and monitoring functions had yet become operational. The **TSS that is currently being established** should facilitate future monitoring of Action Group projects based on the redesigned indicators and targets that are adopted by the AGs and EB. These are the **output and results indicators** that are discussed in the next two chapters in more detail. Furthermore, the TSS should be able to improve the cooperation and coordination among AGs and the capacity to apply for relevant EU funds.

A key challenge is aligning the AGs' tasks/objectives with high-level policy strategies and objectives, such as the **UN Sustainable Development Goals**, the **Paris Agreement** or the **EU's strategic initiatives and objectives** (i.e. decarbonisation and digitalisation objectives). Adding to this, another key challenge is the **absence of a system to monitor the policy impact** of the EUSALP.²⁸ Policy impact reflects achievements that can be measured in the policy context for which specific indicators and targets have been adopted. As spelled out in the Communication establishing EUSALP, "*A strong monitoring and evaluation system will be needed to check whether **implementation of the Strategy is on track**, and to **assess the extent to which the Strategy is delivering on its objectives**. ... The system will be based on a set of regional indicators, which will be collected, validated and shared by Eurostat.*"

²⁸ SWD(2020) 186 final, COMMISSION STAFF WORKING DOCUMENT Accompanying the document REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of EU macro-regional strategies {COM(2020) 578 final}.p. 76.

Indicators and targets in a policy context

Indicators are designed to respond to key policy questions and can support different phases of policy making, from designing policy frameworks to setting targets, and from policy monitoring and evaluation to communicating to policymakers and the public. Indicators can include output and result indicators, descriptive indicators, performance indicators, efficiency indicators, policy effectiveness indicators, and total welfare indicators. A target could refer to a level of renewable energy use or digitalisation, but it could also refer to the outreach of communication or geographical distribution of cooperation initiatives relevant to the Macro-strategy. The 2015 EUSALP Action Plan outlines a variety of “examples” of indicators and targets that derive from priorities related to the three core policy areas (**economic growth & innovation, mobility & connectivity, energy & environment**) and the **cross-cutting policy area**. Yet in the evolving policy landscape, it is also becoming important to consider indicators and targets for **diversity, social inclusion, and gender balance** as well as the indicators and targets proposed by the UN’s **Agenda 2030 17 Sustainable Development Goals (SDGs)**.

This leads to the *changes in the understanding of the assignment*. The task specifications specifically mentioned the **COWI study** (2017) and its indicators that refer to the larger overall policy setting and provide a means to measure the progress/impact achieved in the EUSALP Region, even though the **context statistics** (Eurostat, DESI, etc.) **may not necessarily be the direct outcome of the activities of the AGs**. It would require a concerted effort to collect data and monitor the changes related to the selected indicators. The AGs underlined that they neither had the tools nor the internal capacity to collect the data associated with the regional indicators provided by Eurostat (or other relevant sources), nor is it always possible to measure impacts over a short time period or on a cross-border basis.

Another challenge concerns the **Action Plan** (2015), which is considered to remain valid for EUSALP activities in general and was the starting point for the redesigning of the indicators and targets. Yet there are questions about the validity of the “examples of indicators and targets” provided for the Action Groups and the cross-cutting priority. Many Action Plan targets are broadly formulated or are not mentioned at all. Furthermore, the Action Plan indicators and targets are a *mix of policy and cooperation indicators*—some of which are difficult to measure or monitor. For this reason, there were **some questions regarding the possible revision of the Action Plan**.

Based on feedback from the AGs and the French Presidency, as the exercise evolved the approach had to be revised given the *immediate needs linked to the parallel exercise to develop the Monitoring Matrix*. The Monitoring Matrix was developed as an extended reporting tool as part of a detailed monitoring system that needs to look to the future, must be easy to use and require low effort to update. In other words, rather than focusing on policy impacts and longer-term goals for EUSALP, there was a *shift toward an approach limited to the indicators and targets directly linked to the 64 projects* covered in the Monitoring Matrix. The designed indicators and targets were to be strictly **project-linked** and **reflect the cooperation initiatives** without necessarily directly referring to the larger policy context. For some of the AGs interviewed, it was not 100% clear what to do with the

indicators, but that the indicators should be something that they could influence directly, taking into account that the AGs don't have extensive resources to address the collection of data.

Given the evolution of the tasks to be undertaken, *developing the indicators and targets for policy impact was considered to be outside the scope of this assignment*, but will have to be considered in the future in the context of an **impact assessment** which is a necessary aspect of EU programmes and policy implementation.

5 THE ACTION PLAN, THE COWI STUDY, INTERREG INDICATORS AND DEVELOPMENT OF INDICATORS AND TARGETS FOR THE EUSALP MACRO-REGION

This Chapter presents an overview of the key documents and other elements that were reviewed in the context of this Study, providing the basis for the development of the common set of indicators for the EUSALP Macro-region applied in Chapter 6 and the conclusions and recommendations in Chapter 7.

5.1 Action Plan

Various examples of indicators and targets were proposed in the original EUSALP **Action Plan**²⁹ in 2015 and no new official ones have been defined to date. *It is important to underline the fact (and this was pointed out by several AG Leaders) that these are “examples of indicators and targets” and for many of the “example” targets, no values had yet been set at the time of the publishing of the Action Plan.*

Since 2015 important policies have been introduced which need to be considered in the context of the 2021-2027 programming period. Under the different Macro-Regional Strategy Presidencies' Work Programmes (rolling Work Programme) different objectives have been established and various strategic implementation initiatives were launched.

According to the 2020 Report of the Commission on the implementation of the Macro-Regional strategies, within EUSALP the EB and the AGs are in charge of monitoring and evaluation. While **some AGs engage in their own monitoring, a real monitoring system adapted to monitor the complexity of an MRS had not been established at the time the Commission Report was written in 2020, though this is currently being developed.** *“Apart from individual examples of indicators and targets included in the action plans, no list of common indicators has been agreed upon yet, nor do baselines exist to measure progress towards targets. Currently, the AGL's annual reports are the main source*

²⁹ European Commission (2015), COMMISSION STAFF WORKING DOCUMENT **Action Plan** Accompanying the document COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS concerning the European Union Strategy for the Alpine Region COM(2015) 366 final, Brussels, 28.7.2015, SWD(2015) 147 final.

*of information, reporting on activities, achievements, results and challenges encountered during the year”.*³⁰

On the other hand, the examples of indicators and targets in the Action Plan do provide an overview of the thinking at the time on the expected outputs and results of the transnational cooperation (though in some cases the targets are not clear—“to be discussed”). With the evolving policy context and ongoing socio-economic, demographic, climate and technological developments in the Macro-region and the implementation of the strategic projects³¹ presented in the new **Monitoring Matrix**, it has been necessary to assess whether the Action Plan targets and indicators are still relevant and whether and how they need to be changed and new ones added. Also, it is useful to indicate where **time-based targets** should be introduced (for example, 3 cooperation networks set up by 2027) looking forward in a 2021-2027 perspective or even toward 2030.

Indicators and targets are used to illustrate the performance of actions with a view toward reaching objectives. In the context of transregional and cross-border cooperation such as conducted in EUSALP such indicators can be results or cooperation indicators and policy indicators, while targets refer to quantitative or qualitative achievement of the goals of an intervention, usually within defined timeframe.

- **Results Indicators**³²: measure the cooperation dimension and changes in the way partners cooperate, i.e. coordinate EU and domestic policies/instruments across the Alpine Region. They can be measured quantitatively or qualitatively.
- **Results or cooperation targets** derive from the Action Plan and Work Programmes and particular objectives and activities of the projects.
- **Policy Indicators**: capture the policy dimension and changes in the governance, socio-economic and environmental situation in the Alpine Region (affected by cooperation).
- **Policy targets** derive from European policies, strategies and priorities, and regional objectives and priorities.

³⁰ SWD(2020) 186 final, COMMISSION STAFF WORKING DOCUMENT Accompanying the document REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of EU macro-regional strategies {COM(2020) 578 final}.p. 69

³¹ A mix of past, ongoing and future projects

³² Also can be denoted as “cooperation indicators”

Figure 5.1: Indicators & targets: illustrate performance of actions with a view toward reaching objectives



Source: Nomisma based on Action Plan (2015) and other sources

5.2 The COWI Study and its indicators

The COWI Study (2017) “*Macro-regional strategies and their links with Cohesion Policy*” was explicitly referenced in the Task Specifications in the sense that “The set of targets and indicators shall be based on the **findings and recommendations** from the reports published by the European Commission (ie. The 2019 and 2020 reports on the Implementation of the EU macro-regional strategies) and the COWI Study.”

The COWI Study states that each of the quantitative and qualitative indicators identified as best describing the socio-economic context, integration, as well as the competitiveness, institutional and governance situation of the four EU macro-regions (including EUSALP) was subject of an assessment against the **RACER** framework, i.e. “**Relevant, Acceptable, Credible, Easy, Robust**” and enables a judgement on each indicator’s properties and qualities.

The indicators covered in the COWI Study include **macroeconomic indicators, macro-regional economic integration indicators, competitiveness indicators and political, institutional and governance indicators**. In addition to unitary indicators (such as GDP growth, renewable energy use, etc.), composite indices are used, i.e. Human Development Index, Environmental Sustainability Index, Regional Innovation Scoreboard, and the Digital Economy and Society Index (DESI). The indicators are used to measure the EU’s principal policy for Economic-, Social-, and Territorial Cohesion.

The indicators covered in the COWI Study could provide a **baseline for the identification of common indicators** for the Macro-region as a whole, whereas the updated policy framework suggests identification of **revised policy targets and related indicators**, adapted to the territorial context and the specific initiatives.

The COWI indicators are so-called “**Policy indicators**” that are commonly used to *monitor and track socio-economic, political and infrastructural development and measure impact over time*. For each AG, a selection of COWI indicators relevant to the AGs’ thematic areas was presented in the questionnaire. However, several of the AGLs responded that these indicators could not be used to monitor the progress of the AGs’ work, as ***these were areas that could not be directly influenced or necessarily monitored and measured by the AGs***. Consequently, the message from the AGs was to focus on indicators and targets directly linked to the projects included in the **Monitoring Matrix**.

Regarding the COWI indicators, while they were not considered to be directly applicable to the current task, such indicators could be eventually tracked in a systematic and concerted way at the central level by the future TSS in order to understand the development progress in the Alpine Macro-region during the period of implementation of various projects and initiatives. Indeed, in the Work Plans 2020-2022 for AG1³³, AG4, AG6 and AG8 references are made to the COWI model and/or indicators.

Table 5.1 was prepared with reference to the policy indicators that were covered in the *Study on Macroregional Strategies and their Links with Cohesion Policy* (COWI, 2017). As mentioned above, according to the Strategy, such indicators (or at least some of them that are tracked by Eurostat) will have to be monitored in order to understand the trends and progress since the EUSALP was introduced, and “... *more refined indicators must also be developed urgently. These should be able to capture the changes that the Strategy is expected to bring about.*” The policy indicators in Table 5.1 could be useful for future initiatives to monitor and assess the trends and progress reported in the region—whether or not they were directly influenced by the activities of the AGs (except indicator 9. Transnational Cooperation, which is directly related).

³³ P. 10

Table 5.1: Policy indicators covered in the COWI Study

Types of Policy indicators	Indicators	Source: How to measure	Relevance to AGs
Macro-economic indicators	1. Economic Performance Index = regional GDP/capita (at PPP); --Real GDP growth rate; and --Labour Productivity (Regional Growth Value Added GVA per employee);	Eurostat: Statistics of the overall macro-region context, generally at the NUTS-2 level OECD	Generally, AG2 and AG3
	2. Employment (composite indicator) 3. Social Progress Index (composite indicator—53 different indicators)	Eurostat Social Progress Index published by Social Progress Imperative (custom version for regions)	Generally, AG2 and AG3
Macro-regional economic integration indicators	4. Labour Integration 5. Trade Integration 6. Capital Integration 7. Energy Integration 8. Accessibility Potential 9. Transnational Cooperation	World Bank, COMTRADE Database of UN Eurostat (FDI) country level Eurostat, country level Composite—ESPON INTERREG IVB (to be updated)	AG3 AG2 AG2 AG9 AG4 All/GOV
Competitiveness indicators	10. <i>EU Regional Competitiveness Index (RCI)</i> 11. <i>Regional Innovation Scoreboard</i> 12. <i>EU Digitalisation Index (DESI)</i> 13. <i>Education</i> 14. <i>Net business population growth</i> 15. <i>Share of SMEs in industry, trade and services</i> 16. <i>Completion Composite TEN-T (road, rail, water)</i> 17. <i>Logistics Performance Index (LPI)</i> 18. <i>Arrivals at tourist accommodation establishments</i> 19. <i>Energy Efficiency</i> 20. <i>Energy intensity</i> 21. <i>Renewable Energy Use</i> 22. <i>Climate Change: Adaptation</i> 23. <i>Climate Change: Mitigation</i> 24. <i>Environment: Air Quality</i> 25. <i>Environment: Air Pollution</i> 26. <i>Environment: River Status</i> 27. <i>Biodiversity: Natura 2000</i> 28. <i>Diversity of Land Cover</i> 29. <i>Eco-Innovation Scoreboard</i> 30. <i>Resource Efficiency (composite of Eco Innovation Scoreboard)</i> 31. <i>Soil erosion by water</i> 32. <i>Gross Nutrient Balance</i> 33. <i>Share of Wooded Area in total area</i> 34. <i>Forestry</i>	EU Regional competitiveness index (EC) 2019, Regional Innovation Scoreboard (EC) 2021, DESI (EC), national composite, 2020, Eurostat Eurostat DG GROW SME Performance Review 2020-2021 EU Transport Scoreboard 2016 World Bank Eurostat Composite Eurostat, Odysee-Mure Eurostat Composite Eurostat + OECD ESPON Climate Project World Bank WDI database (CO2 emissions) EEA AirBase OECD Carbon Monoxide Water Framework Directive—water quality Natura 2000 Barometer Shannon Evenness Index—LUCAS Survey Eco-Innovation Index (Eco-IS) Composite of 4 indicators Eurostat EEA Eurostat Eurostat	AG1, AG2 AG1, AG2 AG5 AG3 AG2 AG2 AG4 AG4 AG2 AG9 AG9 AG9 AG6, AG7, AG8 AG4, AG9 AG4, AG9 AG4, AG9 AG6, AG7 AG6, AG7 AG6, AG7 AG1, AG2, AG9 AG9 AG6, AG8 AG6 AG6 AG6, AG8
Political, institutional & governance indicators	35. Governance 36. Public Institutions 37. Voice and Accountability 38. Human Trafficking 39. Number of Drug Seizures	World Bank (WGI) Part of WEF Global Competitiveness Index World Bank (WGI) Eurostat Eurostat	GOV GOV GOV N/A N/A

Source: Nomisma, based on COWI 2017 and feedback from AGs.

The above table was developed mainly for reference and in the perspective of future monitoring and evaluation activities that might be undertaken by the EUSALP **Technical Support Structure (TSS)** in the context of an update of the study undertaken by COWI.

Furthermore, **AG6** pointed out that the **Alpine Climate Target System** adopted by the **Ministerial Conference of the Parties to the Alpine Convention (Alpine Conference)** sets **concrete targets for 2050 in twelve sectors**, ranging from spatial planning to energy, transport, tourism or research and development. The Alpine Conference provides recommendations to achieve the objectives, with a strong emphasis on cooperation and communication with relevant public and private stakeholders and civil society (which is also seen in some of the projects of the Action Groups). These targets will need to be taken into consideration in a broader assessment of trends and progress in the Alpine Macro-region over the long term.

Agenda 2030 and indicators associated with the Sustainable Development Goals (SDGs)

With regard to overall development impact, another set of indicators and targets could be associated with the 17 SDGs proposed by the UN in 2016. As was done for the COWI indicators, indicators related to the SDGs were proposed to the AGs for consideration, but it was also determined that these were well beyond the scope of the current assignment and better left to an impact assessment to be conducted in the future. AG6 underlined the fact that their work programme activities are dedicated to addressing the relevant SDGs.

5.3 Indicators used in European Programmes

The European Regional Development Fund (ERDF), the Cohesion Fund (CF) and the Just Transition Fund (JTF) for the period 2021-2027 have adopted a common set of indicators described in the *Commission Staff Working Document on Performance, monitoring and evaluation of the European Regional Development Fund, the Cohesion Fund and the Just Transition Fund in 2021-2027 SWD(2021) 198 final*. These indicators are applied to the Interreg Alpine Space Programme and need to be considered in any future monitoring effort.

As mentioned above in Chapter 1, the **Final Draft of the Interreg Alpine Space Programme 2021-2027** provides references to indicators, measurement units, milestones and targets which can be considered useful to this exercise. With regard to the indicators, the programme takes into account both **Output indicators** and **Results indicators**:

- **Output indicators (RCO)**: these regard what the programme has done—its activities-- and include:
 - **“Pilot actions developed jointly and implemented in projects”** (RCO84)—measured by “*number of pilot actions*” with a numerical target;
 - **“Jointly developed solutions”** (RCO116) measured by “*number of jointly developed solutions*” with a numerical target;
 - **“Organisations cooperating for the multi-level governance of macro-regional strategies”** (RCO 118) measured by “*number of organisations cooperating for the multi-level governance of macro-regional strategies*” with a numerical target.

- **Results indicators (RCR):** these regard what the programme has achieved—its effects-- and include:
 - “**Solutions taken up or up-scaled by organisations**” (RCR 104) — measured by “*number of solutions taken up*” with a numerical target;
 - “**Organisations with increased institutional capacities due to their participation in cooperation activities across borders**” (RCR Interact/Interreg³⁴) measured by “*number of organisations*” with a numerical target.

The above indicators fall in the category of **Results or Cooperation Indicators** mentioned in the Action Plan that relate strictly to the activities and direct outputs and results of the projects and cooperation. These are quite different from the **Policy Indicators** that refer to developments that can be measured over time in the wider socio-economic-environmental context and require the collection of data and monitoring of statistics.

Another feature of the Interreg Alpine Space programme is the inclusion in the indicator tables of a **milestone** for 2024 for the output indicators and a **final target** for 2029 for the output and results indicators. Indeed, when monitoring various projects and initiatives, the *use of milestones allows determining whether adequate progress has been made or not at an intermediate stage*. The inclusion of milestones to measure the interim progress towards the targets will be a necessary element for future strategic initiatives of the Action Groups.

The table below provides an overview of not only the **five types of common indicators** used in the **Interreg Alpine Space programme**, but also **indicators used in other Interreg programmes** which could be relevant for the cooperation projects within the Alpine Region.

³⁴ programme specific result indicator Alpine Space

Table 5.2: Output and result indicators used in Interreg Alpine Space and other Interreg programmes

ID	Indicator	Measurement unit	Milestone (2024)	Final target (2029)
	<i>Output Indicators</i>			
RCO 83*	Strategies and action plans jointly developed	Strategy/ action plan		
RCO 84	Pilot actions developed jointly and implemented in projects	Pilot actions		
RCO 87*	Organisations cooperating across borders	Organisation		
RCO 116	Jointly developed solutions	Solution		
RCO118	Organisations cooperating for the multi-level governance of macro-regional strategies	Organisation		
RCO 120*	Projects supporting cooperation across borders to develop urban-rural linkages	Project		
	<i>Results Indicators</i>			
RCR 79*	Joint strategies and action plans taken up by organisations	Joint strategy/ action plan		
RCR 84*	Organisations cooperating across borders after project completion	Organisation		
RCR 104	Solutions taken up or up-scaled by organisations	Solution		
RCR Interact/ Interreg/PSR 1**	Organisations with increased institutional capacity due to their participation in cooperation activities across borders	Organisations		

In bold—the five types of indicators used by Interreg Alpine Space in its new programming

* Indicators from other Interreg programmes

**Programme specific result indicator Alpine Space

Sources: *Interreg Alpine Space programme and Manual, Interreg Europe and Central Europe.*

Other considerations that can be monitored through indicators are the involvement of target groups and the planned use of programme funding resources—indeed, the use of resources from different funding sources with Interreg Alpine Space *in primis*, but also resources from ARPAF, contributions from regional and national authorities and other European funding programmes (especially LIFE, CEF, Horizon Europe, Erasmus+, ESF, Digital Europe Programme, as well as other Interreg programmes—Interreg Europe, Central Europe, URBACT, and CBC programmes) need to be taken into account. Indeed, **financial indicators** can provide useful information on the progress of a project or initiative.

5.4 Developing the common indicators

As mentioned above, while the COWI study indicators (policy indicators) were explicitly referenced in the Task Specifications, it was considered to be very challenging in terms of resources required and extremely difficult due to time lag of statistics for the AGs to measure the direct impact of the activities of the AGs/projects on the overall policy context.

In this sense, the indicators and targets designed for the projects of the Action Groups have to be directly related to the activities (**Relevant**), something that the AGs can influence and agree upon (**Acceptable**), verify (**Credible**) and can easily monitor and measure (**Easy**) and which are unambiguous and can measure change (**Robust**). Table 5.3. applies the

RACER concept, according to the *European Commission’s Better Regulation Toolbox #43*, to the context of this exercise.³⁵

Table 5.3: Better Regulation Toolbox: Applying RACER

Characteristic	What this means for the indicators and targets to be defined
Relevant	Should be closely linked to the objectives to be reached. Should not be overambitious and should measure the right thing. In this case, the indicator should be directly relevant to the aim of the project being monitored
Acceptable	Must be readily understood and should be accepted by all the stakeholders. The role and responsibilities for the indicator need to be well defined --in this case, the activities of the AGs and their members
Credible	For non-experts, unambiguous and easy to interpret. Indicators should be simple and robust as possible
Easy	Easy to monitor (e.g. data collection should be possible at low cost). It should be possible to collect the data with available resources, based on the principle of “proportionate analysis”.
Robust	Robust against manipulation and sensitive enough to monitor changes

Source: Nomisma based on *Better Regulation Toolbox #43*, November 2021

What we propose here is a set of tools that will allow the monitoring and measuring of outputs and results and direct effects of the projects/strategic initiatives that will allow understanding the effectiveness of the interventions. Thus, we are focussing on results indicators or cooperation indicators that relate to the cooperation actions. The indicators are directly linked to set targets and activities.

While the **measurement of impact** is important from the political perspective (Policy indicators), as mentioned above, it is considered to be beyond the scope of this assignment. In other words, the developed indicators and targets will not directly measure the achievement or progress toward the three key objectives and governance objective of the EUSALP, but rather the **achievement of project outputs and results that can be directly affected by the AGs** (rather than by socio-economic and environmental conditions overall) and that contribute to the objectives. However, it is important to underline that at a certain point such an assessment will be necessary (an update of the 2017 COWI study) to evaluate the overall value of the Macro-regional strategy in realising the objectives. Indeed such an activity is foreseen in the Commission Staff Working Document SWD(2021) 198 final for the monitoring of the programmes funded by the ERDF (including Interreg Alpine Space).

In order to define a **set of common indicators** for all of the Action Groups and GOV, once a definitive version of the Monitoring Matrix became available, first of all the information concerning the **key projects** and their activities was examined, given that these projects are the basis of the exercise. This was complemented by information published in the **EUSALP website**, the **2019 and 2020 implementation reports**, and the **EUSALP Policy Brief** and the **Work Plan 2020-2022** for the AGs. The impact models contributed by AG5 were also helpful as they spelled out the different types of indicators related to implementation, outputs and outcomes and impacts. The **indicators that were proposed can relate to outputs, results, ongoing activities, or types of participants in activities as well as to their geographic location**. Here, it must be underlined that EUSALP

³⁵ Also European Commission, **GUIDELINES NO 6 | Integrating the environment and climate change into EU international cooperation and development**

operates at many different levels and involves a wide variety of stakeholders, also within the individual AGs. While supporting the achievement of the key objectives (desired outcomes and impacts) of the nine Action Groups (and GOV), the projects and activities go about this in different ways, using different approaches and tools aimed at a variety of outputs and results and targets.

To facilitate the understanding of the indicators and targets proposed for the AGs and GOV in Chapter 6 the following conditions need to be taken into account:

- The proposed **indicators** are directly linked to the projects listed in the Monitoring Matrix; therefore, while **financial indicators** relating to expenditure are covered in European Structural and Investment Funds (ESIF) Interreg B programming, they are not included below since the Monitoring Matrix (version of 22.09.2021) does not provide information on project budgets and expenditures. However, with the introduction of the **financial dialogue networks** under the French Presidency in 2021, financial indicators relating to success in applications to European funding programmes could be a further indicator to be included for the future.
- The **units** are related to the **outputs** (activities or products of the supported interventions) or **results** (direct results or outcomes) associated with the projects;
- **Target values** can reflect the **quantitative value** of the outputs or results; for example, number of initiatives or participants or communities involved.
- Target values may also refer to **qualitative results** such as the **geographical coverage** of an activity or action or the engagement of different **types of stakeholders**, including CSOs and citizens.
- **Targets** may refer to the setting up of a **network** or availability of an **Agenda** or **Strategy**.
- A “**Yes/No**” **option** refers to whether an output or result is achieved or established. Where there is a “Yes/No” option for the unit, generally “Yes” is the target—referring to 1 result/output, unless higher numbers are indicated—or “No” may refer to something where a negative result is the desired outcome.

The various types of information contained in the Monitoring Matrix were analysed in detail. After reviewing the projects in the Monitoring Matrix, conferring with the AGs and the French Presidency as well as consulting relevant documents and reports³⁶, **13 common types of indicators** were proposed. These indicators group the various types of activities and outputs that can be found across the nine Action Groups and GOV and which could be used to monitor progress or to identify the **aspects of cooperation** or **project implementation** that may be missing.

³⁶ Such as BBSR (2019), which proposes an indicator system for Transnational Cooperation in the 2021-2027 period. While this study reflects the results of research support for the development of indicator systems for future transnational cooperation programmes (Interreg B) with German participation (i.e. also including the Alpine Space), it provides insights that inspired the suggested common results indicators covered below. These were programme specific output indicators grouped into *strategies, tools, knowledge transfer, and structures*; result indicators grouped into *capacity (of target groups), cooperation, implementation, and governance*.

The indicators can be mainly measured in quantitative terms, but also qualitative parameters can be used—for example, derived from participant feedback on conferences or training activities. Most projects imply more than one indicator. It is proposed that the common types of indicators be used to classify the individual indicators related to the activities and outputs of the projects that are implemented.

As the current exercise refers for the most part to completed or *in itinere* activities (most projects end in June 2022 and there was no information on milestones in the Monitoring Matrix), **milestones** were not included in the developed indicators and targets presented below, but they should be incorporated into the adopted set of indicators for the intermediate outputs by 2024.

Targets, on the other hand, need to relate to achievement of the objectives or provide evidence of progress toward to their achievement. They should be measurable and achievable (or at least show progress toward the objectives) during the relevant time period. In the context of this exercise, the **targets need to be determined by the AGs in close consultation with the EB.**

The idea behind the indicators proposed in Table 5.4 was to develop a more simplified taxonomy of indicators that would be useful across different types of projects and would reflect various types of outputs and results. They could also be useful in the classification and characterisation of projects.

Table 5.4: Proposed Common Output and Results indicators for Strategic Projects














Types of results indicators/ Common indicators	Specific Indicators related to projects (results/outputs/activities)	How to measure/units	Target group	Comments
1) Awareness-raising / communication (ARC) 	<ul style="list-style-type: none"> Events, Forums Newsletters, Social Media campaigns, Storytelling Dedicated Website 	<ul style="list-style-type: none"> N° of events and activities N° of participants/stakeholders/ recipients N° of views, Geographic location of events/targets 	General public, interested public, relevant stakeholders, AGs	Aimed mainly at external audience but also within and among AGs—from project to audience. one-way flow of information
2) Stakeholder participatory engagement (SPE) 	<ul style="list-style-type: none"> Discussion forums/dialogue events Brainstorming Active exchanges Joint formulation of concepts 	<ul style="list-style-type: none"> N° of participants/stakeholders Types of participants/stakeholders (inclusiveness, relevance...) Geographic Location of participants/stakeholders 	Relevant stakeholders, esp. policy authorities, CSOs, youth, businesses, farmers, etc.	Sharing of views and opinions with external stakeholders, two-way flow of ideas and information.
3) Knowledge Building & Transfer (KBT) 	<ul style="list-style-type: none"> Studies, surveys, mapping, data collection Good practices/Case studies Knowledge networks/ Think tanks / Observatories Thematic workshops/conferences 	<ul style="list-style-type: none"> N° of studies/surveys/ mapping N° of good practices/Cases N° / type of participants in network/workshops/conference N° of workshops/conferences 	AG participants, experts, relevant stakeholders and policy authorities	Improving knowledge, mostly of internal stakeholders (involved in AGs), but also relevant external stakeholders and PAs
4) Capacity-building (CB) 	<ul style="list-style-type: none"> Training programmes & activities Mentoring/peer exchanges Skills workshops/Labs Mobility, exchanges, Study tours Application of new business models and methodologies Innovation transfers Toolkits/tools 	<ul style="list-style-type: none"> training programme set up: Yes/No? N° of activities, workshops, exchanges, labs N° of participants N° of business models N° of innovations transferred N° of tools shared 	Students, employees, businesses, education and training institutions, AG members	Target groups—beneficiaries of the activities or methods to improve capacity
5) Transnational cooperation & coordination (TNCC) 	<ul style="list-style-type: none"> (ongoing/permanent) Transnational networks & working groups Joint proposal & project development Common methodologies adopted Alignment & coordination measures applied Thematic Cooperation platforms set up 	<ul style="list-style-type: none"> N° of relevant types of stakeholders participating from different countries N° and type of projects/networks N° of Joint Applications to EU Funding Programmes within thematic area 	AGs, experts, relevant stakeholders	Normal activity of the AGs which could be further developed in the context of 2021-2027 Funding programmes
6) Trans-sectoral cooperation & coordination (TSCC) 	<ul style="list-style-type: none"> (ongoing/permanent) Cooperation btw different AGs Joint proposal & project development Common methodologies adopted Alignment & coordination measures applied Trans-sectoral network or cooperation initiative 	<ul style="list-style-type: none"> Trans-sectoral Task Force (i.e..TF MFSUT) set up: Yes/No? N° and type of projects/networks N° of Joint Applications to EU Funding Programmes across thematic areas 	AGs, experts, relevant stakeholders	Developed under ARPAP Projects and Alpine Space projects. could be further developed in context of 2021-2027 Funding programmes

Table 5.4: Proposed Common Output and Results indicators for Strategic Projects

Types of results indicators/ Common indicators	Specific Indicators related to projects (results/outputs/activities)	How to measure/units	Target group	Comments
7) Information/Knowledge Platform (IKP) 	<ul style="list-style-type: none"> Information/knowledge platform Digital exchange platform Structure for information/knowledge sharing 	<ul style="list-style-type: none"> Status of implementation of the platform N° and types of users 	AGs, experts, relevant stakeholders Interested public	Features of the platform, quality and thematic coverage of the information and knowledge resources; Permanent platform as an information resource
8) Political Commitment (PC) 	<ul style="list-style-type: none"> Political agreements Policy Declarations Political letters of intent Political representation during events 	<ul style="list-style-type: none"> Proposals/Drafts/Final texts for political commitments Adoption/adherence by relevant political authorities N° of territories adopting/adhering N° and types of political representation 	Polymakers and political authorities,	Polymakers and political authorities commit to a specific action or policy
9) Policy Recommendations & Guidelines (PRG) 	<ul style="list-style-type: none"> Policy recommendations Policy guidelines 	<ul style="list-style-type: none"> N° of recommendations and/or guidelines provided to policy makers and political authorities 	Polymakers and political authorities,	Provided to the political level – which can choose to apply or not
10) Strategic Framework/Planning (SFP) 	<ul style="list-style-type: none"> Strategic Agenda/Roadmap Thematic Guidelines Master plan 	<ul style="list-style-type: none"> Strategic framework/planning document available 	AGs, experts, Polymakers, relevant stakeholders	Planning support tool—a way to realise the policy recommendations
11) Common Framework for recognition/certification / standardisation/code of ethics/quality label (CF) 	<ul style="list-style-type: none"> Common Framework promoted for thematic area (for recognition/certification/standardisation/code of ethics/code of conduct/ quality label) 	<ul style="list-style-type: none"> common framework applied or adopted: Yes/No N° of territories applying or adopting framework 	Authorities and institutions, business and category associations	Could be applied to different sectors (i.e energy efficiency, vocational education, digitalisation –i.e interoperability – European Interoperability Framework) or recognitions such as UNESCO intangible heritage
12) Testing and Piloting (TP) 	<ul style="list-style-type: none"> concept tested (i.e. Smart villages, Smart Buildings, Smart Regions) Test areas/pilot activities 	<ul style="list-style-type: none"> N° of participants N° of locations of activities 	Relevant stakeholders, local and regional authorities, businesses	Target group involved
13) Embedding and programming (EP) 	<ul style="list-style-type: none"> Joint programming activities with Managing Authorities/intermediary bodies conducted Dialogue with the Commission Funding programmes 	<ul style="list-style-type: none"> N° of shared priorities identified Ongoing dialogue and exchanges conducted Inputs to EU and Regional Funding (ROPs) 	AGs-BAGL-EB, EU Programme Authorities, Regional Authorities (in some cases national authorities)	Milan Declaration

Source: developed by Nomisma based on desk research and feedback from AGs and the French Presidency

Among the key outputs of this exercise is a **template for future indicators/targets** that the AGs and the rotating Presidency can use in their monitoring efforts. These elements can be integrated with the Monitoring Matrix to provide a useful tool for project monitoring and proposal development. The proposed template integrates elements from three sources:

- The **Monitoring Matrix** (extract shown in Table 3.2 in Chapter 3): provides the **AG NUMBER**, the **PROJECT NUMBER and TITLE**. Here we do not include the “Policy source” but this, too, could be provided. It also provides the **ACTIVITIES** that are to be undertaken during the project which are shown as ACTIVITIES TO REACH THIS GOAL in the Monitoring Matrix. The **ACTUAL OUTPUT AND RESULT INDICATOR(S)** are based on the ACTIVITIES and related to the performance of the project. The **UNIT** is related to the **INDICATOR** in the column to the left that is to be measured. Further to the right of the table, there is the **FINAL TARGET VALUE(S)** which is what you are trying to achieve for each of the **ACTUAL OUTPUT AND RESULT INDICATORS** during the period covered by **TIMING**, which comes from the Monitoring Matrix column **START/END DATE**.
- The **Proposed Common Output and Results indicators for Strategic Projects in Table 5.4.**: In the same column as the OUTPUT AND RESULT INDICATORS, we have a further classification into the 13 Common types of OUTPUT AND RESULT INDICATORS which use two or three-letter **abbreviations** and **colours** to make them easier to identify.
- The **Output and result indicators (INTERREG RCO and INTERREG RCR) used in Interreg Alpine Space and other Interreg programmes in Table 5.2**: If the (future) project in question is an Interreg Alpine Space project, then it will have to incorporate the INTERREG RCO/RCR indicators that are foreseen in the programme. These are somewhat generic and do not necessarily pertain to all activities that are covered and outputs and results that a project may aim to achieve, but in some cases, they can be related to the Common types. The Interreg Programmes (not just Alpine Space, but also others, such as Interreg Europe and Central Europe, with which there could be an overlap) use a **MILESTONE 2024** and **TARGET 2029**, even though these may not necessarily be applicable to the projects that are eventually launched. Indeed, the latter two parameters are not relevant for the projects in the Monitoring Matrix that have a 2022 end date. These parameters allow establishing a direct link to the INTERREG monitoring methodology. For example, RCO84 “Pilot actions developed jointly and implemented in projects” corresponds to TP Testing & Piloting.
- Finally, a column for financial indicators has been included, covering both BUDGET (total financial resources available for the project) and EXPENDITURE, which will change over time, allowing to see what share of the budget has been spent. As the Monitoring Matrix (in the 22.09.2021 version on which this exercise was based) does not include financial indicators, this is only a suggestion.

Table 5.5: Proposed template for future projects through 2030

AG N°	PROJECT NUMBER, TITLE	ACTIVITIES	ACTUAL OUTPUT & RESULT INDICATOR(S)	UNIT	INTER-REG RCO	MILESTONE 2024	TARGET 2029	FINAL TARGET VALUE(S)	TIMING	BUDGET
			INDICATOR COMMON TYPE (13 TYPEs)		INTER-REG RCR					EXPENDITURE

6 PROPOSED INDICATORS AND TARGETS RELATED TO THE STRATEGIC INITIATIVES OF THE AGS

This chapter presents the results of the exercise to define proposed indicators and targets relevant to the strategic initiatives/projects in the Monitoring Matrix of the EUSALP Action Groups and GOV. This chapter is divided into 10 sections and reflect the information presented in 2015 Action Plan, the Monitoring Matrix (22.09.2021 version) and feedback from the Action Groups and the French Presidency, which was in charge of the Cross-cutting policy area during most of the time of implementation of the study.

The format of the first table for each AG reflects the Action Plan, and AGs were also asked to indicate the relevance of the Action Plan indicators and targets. The second table reflects the Monitoring Matrix with columns added for indicators, units, target value, and monitoring mechanism. Timing reflects the column START / END DATE. Under target value, some AGs inserted specific quantities, whereas in other cases they did not, leaving X, XX, Y or Z highlighted in yellow where numeric targets can be inserted later. For the INDICATORS, the actual indicator was classified according to one of the 13 common types and its field was colour coded according to the scheme shown in Table 5.3 in Chapter 5.

6.1 Action Group 1: To develop an effective research and innovation ecosystem

The overall goal of Action Group 1 is to develop an effective research and innovation ecosystem for the Alpine Region. It seeks to capitalise on the results of previous years, aiming to elaborate the common research and innovation agenda, improving relationships and networking activities, and promote the alignment and coordination of R&I initiatives and measures.

This Action Group is led by the Lombardy Region through the State University of Milan UNIMONT-- Mountain university (Edolo campus) (IT) and includes universities and research organisations, national and regional public authorities as well as an association of chambers of commerce and an association of towns and communities from six countries (excluding Liechtenstein). Indeed, one of the main objectives concerns promoting active collaboration across the quadruple-helix ecosystem. The AG leader UNIMONT does not have a decision-

making capacity for the Lombardy Region. What AG1 does also has relevance for the other AGs in terms of research and innovation in those thematic areas. Many members of the AG have no control over funding resources, though some regional and national authorities are involved (Slovenia, Italy, Austria) which have budgets that could be made available.

Cooperation structures and initiatives include:

- Platform of Knowledge (PoK)
- Alpine S3 Lab (to be set up) (A-RING)
- Alpine Region Universities Network (to be set up)³⁷
- EUSALP Innovation Facility (to be set up)

Cross-sectoral Cooperation takes place in the Smart Villages Working Group and network with AG5 and in the Innovation Hub for Green Business Models with AG2.

Regarding the indicators and targets for Action Group 1, within the 2015 Action Plan two indicators were introduced, whereas only one target was set.

Table 6.1.1: Baseline Targets and indicators from the 2015 Action Plan for Action Group 1 (AG1)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG1	Joint EUSALP research and innovation agenda (1.1)	N° of Agendas	1 by 2020	5
AG1	Joint Alpine region research actions related to specific Alpine development fields (1.2)	N° of Research actions/research projects relevant for the AG	Baseline and source to be defined	4

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The Monitoring Matrix presented three projects which reflect the indicators in the Action Plan. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

³⁷ A key step toward setting up this network took place on 19 January 2022, when AG1 organised a meeting involving 26 universities from 6 EUSALP countries to promote **collaboration** between the universities of the **Alpine Region** for the identification of **strategic actions in research and training** to facilitate the **ecological transition** of the **Alpine area**.

Table 6.1.2. Proposed indicators and targets related to projects in the Monitoring Matrix (AG1)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ³⁸	TIMING
AG1	Project 1. Establish a transnational research and innovation network in the Alpine Region Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	Promotion of network of Alpine Universities, establishment of Alpine S3 Lab & Seed Lab to be carried out w/in Interreg Alpine Space A- Ring Project;	KBT: Alpine Region Transnational research & innovation network established	--Transnational R&I network set up: Yes/No? --N° of universities/ research centres involved	--Yes --X universities/ research centres involved		2019-2022
		Promotion of capacity building aimed at fostering new business models & innovation transfers btw urban and peripheral areas (e.g. through 100%Local ARPAF Project), btw SMEs, start-ups & academia (e.g. through Be-Readi Alps Interreg B project);	CB: Capacity building and innovation support activities conducted	--N° of capacity building and innovation support activities conducted -- N° of participants from SMEs, start-ups & academia involved	--XX capacity-building and innovation support activities conducted --Y participants from SMEs, start-ups & academia		
AG1	Project 2. Elaborate a Research and Innovation Agenda for the Alpine Region Action Plan , Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	Analysis of S3 priorities for Alpine Region (A-RING project); Foresight Study for the elaboration of a blueprint for the R&I Agenda; Elaboration of a common R&I Agenda for the Alpine Region	--KBT: Foresight Study and S3 analysis conducted	- Foresight Study & S3 analysis available: Yes/No?	--Yes		2019-2022
			--SFP: Joint Research and Innovation Agenda based on S3 priorities and foresight findings elaborated	--Joint Research and Innovation Agenda adopted by the regions involved in EUSALP: Yes/No?	--Yes		
AG1	Project 3. Promotion of the alignment and coordination of R&I initiatives/measures both at national and regional levels Joint declarations Munich - Milan-Innsbruck / Manifesto (11.d.)	Exploring how to foster & promote alignment + coordination of R&I initiatives / measures, at national & regional level, i.e. through developing joint/ complementary calls on specific topics of AR relevance in close connection with Interreg Alpine Space Ardia-NET project	--EP: Activities promoting alignment & coordination of R&I initiatives/ measures dedicated to specific Alpine Region topics	--N° of joint/complementary calls for proposals elaborated and launched --N° of public authorities with R&I mandates participating in calls	X joint/ complementary calls for proposals XX public authorities participating		2019-2022
AG1	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project</i>	Financial Dialogue Network on digital technology led by the Lombardy Region and the	--TNCC: Joint proposal and project development for EU funds within thematic area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous		2022-2027

³⁸ Document or report that provides evidence of achievement of the target/activity

	2 under GOV)	Bourgogne-Franche Comté Region	--TSSC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	period X applications for Interreg Alpine Space, Interreg Europe, CBC, Horizon Europe, CEF, LIFE+, Digital Europe Programme --XX euro/% Increase in EU funding requested		
AG1	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	To be filled in by AGs	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N°. of cooperation initiatives with other MRS including alignment and coordination	At least 3 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 3 by 2027		

6.2 Action Group 2: To increase the economic potential of strategic sectors

The overall goal of Action Group 2 is to increase the economic potential of strategic sectors for the Alpine Region. It seeks to develop new or better value chains in strategic sectors, which show potential within the distinctive conditions in the region; to bridge the gap of disconnected value chains or parts of it; to move higher up value chains or adapt products and services to the green economy; to bridge different policies and efforts to stimulate the transformation of the industrial structure and drive job creation and growth; and to support innovation by making better use of cluster initiatives. Key activities for the 2020-2022 period focus on SMEs resilience in the Alpine space; the role of digitalisation and clusters; circular economy in Alpine SMEs; assessment of sustainability and resilience potential of supply chains important for the Alpine Region; wood labelling; and the Network of mountain resorts

The Region Auvergne Rhône-Alpes (AURA)(FR) co-chairs Action Group 2 together with the Piedmont Region (IT) and it involves members from six countries (excluding Liechtenstein) including national and regional authorities and one university.

AG2 operates an **Innovation Hub for Green Business** comprising four different Sub-groups dedicated to Digital Industry, Bioeconomy, Wood and Health Tourism. Within this initiative it also cooperates with AG1 and AG3 as well as AG5.

Members of the Sub-Group on Wood are full members of the **Task Force Multifunctional Forests and Sustainable Use of Timber (TF MFSUT)**, fully participating in its work and making proposals and cooperating with other AGs such as AG9. AG2 also participates in the cross-sectoral initiative on Hydrogen with AG4 and AG9 and in the cross-sectoral initiative on Wood and Forests with AG9.

Regarding the indicators and targets for Action Group 2, within the 2015 Action Plan three indicators were introduced, whereas target, baseline, deadline and source are to be defined for all three. Of particular note is the indicator for youth entrepreneurship, given the emphasis on youth in the French Presidency's Work Programme, a focus that is continued within the Italian Presidency beginning in 2022.

Table 6.2.1 Baseline Targets and indicators from the 2015 Action Plan for Action Group 2 (AG2)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG2	Support to trans-border cooperation structures aiming to enhance the innovation capacity of SMEs (2.1)	No. SMEs receiving support	Target, baseline, deadline and source to be defined	1
AG2	Established Alpine Region brands (2.2)	N° of Brands	Target, baseline, deadline and source to be defined	0
AG2	Youth entrepreneurship -- individual business owners younger than 30 years (2.3)	share of youth entrepreneurs	Target, baseline, deadline and source to be defined	0

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The Monitoring Matrix presented seven projects. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.2.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG2)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ³⁹	TIMING
AG2	Project 1. Propose new tools including bioeconomy in the value chain among SMEs Joint declarations Munich / Innsbruck / Milan	Testing and further developing the Value Chain Generator to develop new value chains	CB --New tools for SMEs, including bioeconomy in the value chain, proposed	--N° of transnational bio-based/circular economy initiatives introduced --N° of new tools for SMEs proposed	-1 transnational bioeconomy value chain by 2023 --1 new tool available		2021-2024
			TP —SMEs testing the new tool	--N° of SMEs requesting to test and use the new tool	10 SMEs requesting to test and use tools		
AG2	Project 2: Promote digitalisation as a source of innovation in SMEs Innovation Hub Policy Area / Manifesto (7-11d-13-14b)	World Manufacturing Forum 2021 - EUSALP Workshop on Digital Industry	KBT —Innovative digital solutions for SMEs promoted	--N° of digitalisation initiatives promoted --N° of SMEs participating in workshop	--X digitalisation initiatives --XX SMEs		2021-2024
AG2	Project 3. Create a survey on mountain resorts network French Presidency Action Plan / Manifesto (13.c)	Project TRANSTAT (Survey on alpine ski resorts engaged in the transition)	KBT --Mountain resorts network survey conducted	--Survey on mountain resorts network conducted: Yes/No? --N° of mountain resorts surveyed --Geographic distribution of surveyed resorts	--Yes --1 survey --XX mountain resorts surveyed --covering at least 10 regions in <u>6 EUSALP countries</u>		2021-2024
AG2	Project 4. Draft a sustainable ski stations charter French Presidency Action Plan / Manifesto (13.c. e.g)	Project TRANSTAT (Survey on alpine ski resorts engaged in the transition)	SFP --Sustainable ski stations charter drafted	Sustainable ski stations charter drafted: Yes/No?	Yes, 1 charter		2021
AG2	Project 5. Develop health tourism in Alpine Region resorts Joint declarations Munich - Innsbruck - Milan / French	Project HEALPS (Final Conference - Bad Hofgastein - AT)	ARC --Activities to promote health tourism in Alpine Region resorts	--- Establishment of a transnational communications and promotion strategy: Yes/No?	---Yes, 1 transnational communications and promotion strategy		2021-2024

³⁹ Document or report that provides evidence of achievement of the target/activity

	Presidency action plan / Manifesto (13. c.e.g)		KBT: Alpine Spa thematic network	--Establishment of transnational network of Alpine Spas: Yes/No? --N° of resorts involved --Geographic distribution of health resorts in network	--Yes, 1 transnational Network-set up --XX resorts participating covering at least 15 regions in <u>6 EUSALP countries</u>		
			SFP --Health tourism plan for Alpine resorts developed	Health tourism plan available: Yes/No?	Yes, 1 Health tourism plan		
AG2	Project 6 Promote local exploitation, transformation and consumption of wood. Joint declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (14.b.c.)	Task Force on Multifunctionality of the Forests - Project REDIAFOR	ARC --Activities to promote the development of the wood value chain and economy	--N° of wood promotion initiatives (including using wood label) --Coverage of the entire Alpine Arc	--XX wood promotion initiatives --covering at least 8 regions in 6 EUSALP countries		2021-2024
AG2	Project 7. Promote regional and quality labels and brands to add value to the agricultural products of the Alpine region French Presidency Action Plan / Manifesto (14. d.e.f)	Survey on Wood Labelling in the Alps	-- ARC: Activities to increase awareness of Alpine agricultural product labels and brands -	--N° of promotion initiatives --N° of different agricultural products promoted (including wood) -- Coverage of the entire Alpine Arc	--X promotion initiatives --XXX different agricultural products promoted		2021-2024
			-- CF- Application of regional and quality labels and brands	N° of regional and quality labels promoted (including wood label) -- Coverage of the entire Alpine Arc	--XX regional and quality labels promoted --covering at least 8 regions in 6 EUSALP countries		
AG2	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	Financial Dialogue Network on energy transition and specifically hydrogen, led by the Auvergne-Rhône-Alpes Region	-- TNCC: Joint proposal and project development for EU funds within thematic area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period -X applications for Interreg Alpine Space, Interreg Europe, CBC, Horizon Europe, CEF, LIFE+, Digital Europe Programme		2022-2027
			-- TSCC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	--XX euro/% Increase in EU funding requested		

AG2	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	To be filled in by AGs	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N°. of cooperation initiatives with other MRS including alignment and coordination	At least 3 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 3 by 2027		

6.3 Action Group 3: To improve the adequacy of labour market, education and training in strategic sectors

The overall goal of AG3 is to improve the adequacy of the labour market, education and training in strategic sectors. It works to improve the quality of dual education, to create a common macro-regional educational area in which professions and their certificates are mutually recognised. AG3 aims to establish a Common Alpine space for dual vocational education through the creation of a knowledge network based on existing systems, and to identify its strengths, develop further and foster existing – and possibly initiate new, innovative and successful initiatives in this field in order to improve the number and quality of skilled workers, support the transition from school to work and reduce unemployment among young people in the EUSALP. There is a particular emphasis on the skills and knowledge required in mountain professions linked to alpine agriculture, forestry and tourism linked activities. The focus in the period 2020 - 2022 will be on three main themes of **dual training, skills and competences** and **labour market**, with a specific focus on **digital and green jobs**.

This Action Group is led by the Autonomous Province of Trento & the Regional Agency of Trentino Sviluppo (IT) and comprises members from five countries (no DE and FL), including national and regional authorities, a university, various institutes dedicated to research, entrepreneurship, training and education, and an association of local authorities.

The most important cooperation structures and initiatives include:

- A knowledge network based on existing systems
- Annual Forum on Dual Education in the Alpine Region
- Cooperation with AG1 in improving relations and networking activities between the actors of the R&I ecosystem of the Alpine Region through promotion of the Network of Alpine Universities
- Cooperation with **Smart Villages** initiative, **Innovation Hub for Green Businesses** and **the EUSALP Innovation Facility**.

Within the 2015 Action Plan two indicators were introduced for AG3, and for both of them the target, baseline, deadline and source are to be defined.

Table 6.3.1. Baseline Targets and indicators from the 2015 Action Plan for Action Group 3 (AG3)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG3	Joint Alpine Region job-centres (3.1)	N°. Online platforms	Target, baseline, deadline and source to be defined	
AG3	Joint Alpine Region training sessions provided (or participants in these sessions) related to specific Alpine development fields (3.2)	N°. Training sessions (or participants)	Target, baseline, deadline and source to be defined	

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The monitoring matrix originally presented three projects, later revised to five projects. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.3.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG3)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ⁴⁰	TIMING
AG3	<p>Project 1: Establish a transnational educational space for dual vocational training Joint declaration Munich / Manifesto (15.j.)</p>	<p>1. Drafting of a reference practice according to CWA - UNI method and a dedicated section on the ethical code for host companies and students/trainees; 2. modelling of soft skills – WBL; 3. Digital skills within the DAC 2022; 4. recognition of certifications and skills, - student exchange programmes, - creation of an international technical diploma with a focus on the tourism sector.</p>	<p>--CF: Establishment of Transnational educational space for dual vocational training including a reference practice framework and agreement on skills recognition and certification</p>	<p>-- Reference practice framework for dual vocational training drafted: Yes/No? --Transnational agreement on skills recognition and certification: Yes/No?</p>	<p>Yes 1 reference practice framework Yes, 1 transnational agreement involving at least 5 States represented in the AG 3</p>		<p>December 2019 – June 2022</p>
AG3	<p>Project 2: Establishing a transnational educational space in line with the goals of the new ERASMUS+ programme, both for an overall growth of competencies and knowledge and for dual professional training in the Alpine Region Joint declarations Innsbruck - Milan / Manifesto (15.j.)</p>	<p>1st workshop MountErasmus</p>	<p>--KBT: Activities to establish a transnational educational space for growth of competences, knowledge and dual professional training</p>	<p>--Network of agriculture and forestry schools in EUSALP set up (knowledge network based on existing systems): Yes/No --N° of networking, mobility and international exchanges for students and teachers</p>	<p>Yes 1 networking, mobility and international exchange 1 best practice exchanged</p>		<p>10 October 2017</p>

⁴⁰ Document or report that provides evidence of achievement of the target/activity

				--N° of best practices exchanged among territories			
AG3	<p>Project 3: To encourage the mobility of young people, both university students and students in vocational and technical training, especially those engaged in mountain professions, and young people in non-formal education.</p> <p>French Presidency Action Plan / Manifesto (15.c.)</p>	<p>The main message of the 4th AG 3 Forum "How I Met...My Future Job", realised on 28th January 2021, was to encourage people to stay or to move on mountain areas and to engage in mountain professions.</p>	<p>--ARC: Awareness activities to promote mobility of young people in the EUSALP region including cross-border</p>	<p>--N° of awareness actions --N° of students and young people involved in exchanges --N° of cross-border education experiences, stages and apprenticeships for students and young people presented</p>	<p>1 awareness action --Almost 1000 people online students and young people involved (participants, views) -3 cross-border experiences for students and young people</p>		<p>28 January 2021</p>
AG3	<p>Project 4: To organise awareness of mountain industries for secondary-school and sixth-form pupils:</p> <ul style="list-style-type: none"> - The increase time spent by schoolchildren, persons in vocational education and students discovering mountain businesses, professions and green jobs; - The promotion of dual education among young people, with a special focus to those job sectors that offer future job opportunities in the Alpine region; - The use of the extraordinary 	<p>1. Forum "How I Met...My Future Job", realised on 28th January 2021, to encourage people to stay or to move on mountain areas and to engage in mountain professions. 2. Event "Training of trainers" on 11th November 2021</p>	<p>--ARC: Activities promoting awareness of mountain industries and green jobs for secondary-school and sixth-form pupils:</p>	<p>--N° of study visits to mountain industries & business activities --N° of activities promoting dual education in promising job sectors addressed by AG2:⁴¹ --N° of young</p>	<p>--(online forum- <i>rok & aquafil</i>) study visits --700 young people reached by awareness activities --2 activities promoting dual education in promising job sectors -</p>		<p>1. 28th January 2021; 2. 11 November 2021</p>

⁴¹ sustainable & health tourism; mountain food products; bio-economy/circularity; Wood/forestry; digitalisation

	potential of our schools, universities, universities of applied science and research organisations to lead in this education process and connect with society to involve them in citizen-science type projects thereby increasing the engagement with the Alpine Region and its challenges; - The exploration, together with young people living in cities, on how to learn about the mountain culture; French Presidency Action Plan / Manifesto (15.f.g.h.i.)			people reached by awareness activities			
			--SPE: Stakeholder participatory engagement of schools, universities, universities of applied science and research organisations	-N° of schools, universities, universities of applied science and research organisations engaged	17 schools, 5 universities, 2+ universities of applied science and 4 research organisations engaged		
			--CB: Training of Trainers in schools, universities, universities of applied science and research organisations	--N° of trainers trained	5 trainers trained (considering the States represented in AG 3)		
AG3	Project 5: Promote any sustainable policy, program, action and activity to reduce the depopulation of the internal and peripheral areas and in reverse to increase the revitalisation of them. Manifesto (15.k)	1. Forum "How I Met...My Future Job", realised on 28th January 2021, to encourage people to stay or to move on mountain areas and to engage in mountain professions. 2. High level courses for non-academic students on sustainable and mountain tourism	ARC: Activities in support of sustainable development policies and initiatives to counteract depopulation and promote revitalisation of mountain areas	--N° of awareness activities --Courses focused on sustainable activities and opportunities in remote mountain areas developed: Yes/No?	4 awareness activities Yes 25 young people engaged in 5 regions (together with AG2)		1. 28th January 2021; 2. first semester 2022
			CB: Training on sustainable and mountain tourism	--N° of young people involved in activities/ courses	25-30 young people engaged in 5 regions (together with AG2)		
AG3	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	It is considered an activity to be carried out with the support of the TSS, the Presidency and the involvement of the 3 levels of EUSALP governance	--TNCC: Joint proposal and project development for EU funds within thematic area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/		2022-2027

			--TSCC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	Erasmus+, Digital Europe Programme -XX euro/% Increase in EU funding requested		
AG3	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	with DG REGIO and INTERACT support for parallel activities of the different governance levels of the 4 MRS; joint events; sort of "twinning" between the different groups dealing with similar issues for an exchange of best practices; joint events between the different National Coordinators of the 4 MRS.	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N° of cooperation initiatives with other MRS including alignment and coordination	At least 2 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 2 by 2027		

6.4 Action Group 4: To promote inter-modality and interoperability in passenger and freight transport

The main goal of AG4 is to address the need for sustainable mobility solutions by promoting intermodality and interoperability in passenger and freight transport. The three priorities are: Implementation of modal shift policies with a focus on toll systems; promoting infrastructure for sustainable transport; and facilitating Interconnecting public transport systems. For the 2020-2022 period the main thematic areas are smart clean logistics and combined transport to support modal shift; accessibility on local and regional transport links on the secondary network; and smart and low-carbon mobility & innovative public transport solutions

Since 2019 the European Region Tyrol-South Tyrol-Trentino (AT-IT), under the lead of Tyrol, shares the AG4 lead with the Region Sud Provence-Alpes-Côte d'Azur (SUD-PACA) (FR) as co-leader. It comprises members from all seven EUSALP countries, represented by both national and regional authorities. Many of the members have decision-making capacities. Furthermore, the Central European Initiative, CIPRA International, the CIPRA Youth Council and EUROCHAMBERS play an advisory role.

Important cooperation initiatives and structures include:

- Alpine Platform of Knowledge (PoK) for Mobility and Transport
- iMONITRAF! Network
- Alpine Convention Working Group Transport
- Links to formal cooperation platform of the Ministers of Transport of the Alpine countries—the Suivi de Zurich PProcess
- ArgeAlp
- *Collaboration with other AGs within the Strategic Policy Area “Spatial Planning”, cooperation with AG9 on **Green Hydrogen networks in the Alpine Region**, cooperation with AG5 in the ARPAF project “Cross-border Mobility in the Alpine Region”*

Within the 2015 Action Plan 14 indicators were introduced for AG4, whereas no targets were defined. These indicators are for the most part policy indicators, over which the AG effectively has no direct control.

Table 6.4.1 Baseline Targets and indicators from the 2015 Action Plan for Action Group 4 (AG4)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG4	Internal and external connectivity in the Region including travel time (km of railway lines complying with TEN-T criteria and guidelines) (4.1)	km		1
AG4	Strengthening regional transport systems by linking peripheral regions to TEN-T networks and secondary (4.2)	N° of passengers using public transport/train services; availability of last-mile infrastructure		1
AG4	Streamlining of connections - n° of identified bottlenecks eliminated through small-scale interventions (4.3)	N° of identified bottlenecks (infrastructure, capacity)		5

AG4	improvement of the interoperability procedures of rail public transport at transnational and cross border level (4.4)	infrastructure utilisation rate		1
AG4	Promoting resource-efficient use of infrastructure (4.5)	Emissions (PM, NOx, SO2). Availability of refuelling infrastructures for alternative fuels		2
AG4	Use of public transport compared to private means (4.6)	Ratio and trends		1
AG4	Common management, ticketing and information systems (4.7)	N° of schemes developed for use of common management systems		4
AG4	Optimal interconnection of national transport networks (4.8)	Border waiting time		1
AG4	Annual use of main networks of collective passenger transport at cross-border level (4.9)	N° of users, border waiting time		1
AG4	Increase potential capacity trains/day, reduction of travel time (4.10)	N° of trains -- % of increase mean travel time by sections		1
AG4	Tons of goods loaded/unloaded in interchange nodes (4.11)	Ratio out of total transported goods		1
AG4	Rail passenger traffic generated by ports, logistic centres and airports (4.12)	(n° of passengers)		1
AG4	Coverage of basic services (medical, postal, grocery) for local communities (4.13)	% of communities covered		1
AG4	Quality of transport (4.14)	Transport time, mean speed, frequency, parking availability for freight, road safety		1

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The updated monitoring matrix (22.09) presented **five** projects, some of which imply more than one indicator. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.4.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG4)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ⁴²	TIMING
AG4	<p>Project 1: Promote the different initiatives to favour a modal shift in goods transport from road to rail, including intermodal and innovative solutions</p> <p>Joint declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (12.a.)</p>	<p>AG4 Work Plan 2020-2022: activities "Strategic framework: Policy measures to support modal shift (with special focus on Combined Transport)" and "Masterplan ports and inland terminals"</p>	--ARC: Awareness-raising and communications initiatives on shift to rail and combined transport	---N° of awareness-raising and communications initiatives on shift to rail and combined transport -- EUSALP conference or workshop on shift to rail and combined transport Yes/No?	--YY awareness-raising/communications initiatives in ZZ regions by 2027X territories --Yes, 1 joint event every year		30/06/2022
			--SFP: Adoption of a Strategic framework for policy measures favouring a modal shift to rail for goods transport and combined transport	--Strategic framework adopted: Yes/No? --Masterplan ports and inland terminals available?:yes/no?	Yes, 1 Strategic framework Yes, 1 Masterplan		
			--PC: Political commitment to promote modal shift to rail for goods transport	--Yes, 1 political declaration --N° of territories that adopt initiatives that promote a modal shift to rail for goods transport	--Yes, 1 political declaration XX policy measures adopted in 7 countries by 2027		
			--KBT: Combined transport best practices exchanged in EUSALP regions	N° of best practices exchanged between regions	Y best practices exchanged between YY regions		
AG4	<p>Project 2: Develop a EUSALP-wide travel information and ticketing platform: establishment of a transnational information and and ticketing system for passenger mobility, respecting, integrating and linking existing information and ticketing systems that are well-used by passengers</p> <p>Joint declaration Milan / Manifesto (12. c.)</p>	<p>AG4 Work Plan 2020-2022 : activities "Innovative forms of public transport, real-time passenger information and ticketing" and "Mobility and lifestyle, dynamic data collection"</p>	--IKP: EUSALP-wide travel information and ticketing platform integrating well-used systems set up	--Transnational travel information and ticketing platform set up: Yes/No --N° of existing national/regional travel information & ticketing systems that are integrated and linked	Yes,1 platform set up by 2027 --X existing travel information & ticketing systems integrated and linked		30/06/2022
			--PC: Political commitment on transnational travel &	--Commitment by X regions to adhere to transnational travel information and ticketing	--15 regions by 2027		

⁴² Document or report that provides evidence of achievement of the target/activity

AG4	<p><i>Project 3: Promote cross-border commuting with sustainable and innovative & smart mobility solutions and services in the entire Alpine Region for enhanced connectivity and a more sustainable mobility system; by assessing good practices, implementing new approaches in selected areas, strengthening cross-border cooperation in mobility and spatial planning, and identifying funds to expand public transport.</i></p> <p>Joint declaration Milan / Manifesto (12.d)</p>	<p>AG4 Work Plan 2020-2022: activity "Strategic initiative on cross-border mobility with possible focus on commuters and data collection"</p>	<p>ticketing</p> <p>--ARC: Awareness-raising and communications events</p>	<p>platform</p> <p>N° of awareness-raising and stakeholder dialog events and workshops on cross-border cooperation in mobility and spatial planning</p>	<p>Z cross-border workshops and events</p>	30/06/2022
			<p>--KBT: Good practices identified and assessed</p>	<p>--N° of good practices in X crossborder areas</p>	<p>Y° good practices in X crossborder areas</p>	
			<p>--PRG: policy recommendations based on good practices</p>	<p>N° of policy recommendations</p>	<p>X policy recommendations</p>	
			<p>TP: Initiatives and pilots for sustainable, innovative and smart cross-border mobility solutions and services promoted</p>	<p>N° of EUSALP areas participating in piloting new approaches</p>	<p>YY pilot areas by 2027</p>	
			<p>-PC:-Improved cross-border political cooperation on mobility planning and funding</p>	<p>--N° cross-border agreements on mobility and spatial planning; --N° and types of funds for expanding public transport identified</p>	<p>--ZZ cross-border agreements by 2027 --XXX funds identified</p>	
AG4	<p><i>Project 4. Identification of missing links in the Trans-European Transport Network in order to better connect the secondary network, taking into account the role of sustainable infrastructure networks and cross-border public transport as drivers for development, under full consideration of the Alpine Convention.</i></p> <p>Common implementation priorities IT 2019 / French Presidency Action Plan / Manifesto (12.e.f.)</p>	<p>AG4 Work Plan 2020-2022: activity "Masterplan for secondary infrastructure"</p>	<p>--KBT: Activities to identify missing links in the TEN-T Network to support planning for sustainable secondary infrastructure networks and cross-border public transport</p>	<p>-TEN-T missing links identified and mapped with project labels: Yes/No?</p>	<p>Yes, X missing links identified</p>	30/06/2022
			<p>--SFP: Masterplan for secondary networks</p>		<p>-Masterplan for secondary networks available: Yes/No?</p>	
AG4	<p><i>Project 5: The implementation of a coordinated strategy of the Alpine Region and the convergence of policies for decarbonised and clean mobility, both in passenger and freight</i></p>	<p>AG4 Work Plan 2020-2022: activity "Innovative propulsion systems and fuels" :</p>	<p>SFP: Coordinated Alpine Region strategy and policy convergence for sustainable mobility and common roadmap for</p>	<p>--Coordinated decarbonisation and clean mobility strategy and roadmap available: Yes/No?</p>	<p>--Yes, 1 strategy including a roadmap for decarbonised fuels for mobility</p>	30/06/2022

	<i>transport, by supporting the promotion of alternative propulsion systems as well as stimulating investments and projects for climate-neutral conversion across the Alpine Region Manifesto (12.b)</i>	<ul style="list-style-type: none"> - study on alternative fuels networks in the Alpine Region - EUSALP common roadmap for decarbonised fuels for mobility - contribution to Strategic Policy Area "Climate ambition" and Cross-sectoral strategic initiative on hydrogen 	<p>decarbonised fuels</p> <p>ARC: Alternative propulsion systems and climate-neutral investments and projects promoted</p> <p>KBT: study on alternative fuels network</p> <p>CB: application of new models for decarbonisation of mobility</p>	<p>--N° of-AG4 labelled initiatives for alternative propulsion</p> <p>--N° of events/communication actions promoting cross border or interregional initiatives for climate neutral conversion</p> <p>Study on alternative fuels network available? Yes/no?</p> <p>--N° of charging and refuelling facilities compared to the AFID⁴³ targets</p> <p>--Number of projects implemented for local production of green fuels for mobility (with XX amount of eq. KW power threshold)</p>	<p>--X initiatives in Y cross-border areas with AG4 labels</p> <p>--N° of participants and types of stakeholders reached</p> <p>Yes, 1 study available</p> <p>-X charging and refuelling facilities compared to AFID targets.</p> <p>--Y projects implemented by 2027</p>		
AG4	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	Financial Dialogue Network on sustainable mobility led by the Provence-Alpes-Côte d'Azur Region	<p>--TNCC: Joint proposal and project development for EU funds within thematic area</p> <p>--TSCC: Joint proposal and project development for EU funds in cross-sectoral area</p>	<p>--N° of joint applications for EU funding</p> <p>--Amount of EU funds requested in proposals</p> <p>--N° of joint applications for EU funding</p> <p>--Amount of EU funds requested in proposals</p>	<p>-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/ URBACT, LIFE+, CEF-</p> <p>-XX euro/% Increase in EU funding requested</p>		2022-2027

⁴³ AFID: Alternative Fuels Infrastructure Directive.

AG4	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	To be filled in by AGs	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N°. of cooperation initiatives with other MRS including alignment and coordination	At least 3 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 3 by 2027		

6.5 Action Group 5: To connect people electronically and promote accessibility to public services

Action Group 5 aims to make the Alps the forerunners of digitalisation in Europe and is working to improve e-connectivity and accessibility to services of general interest (SGI) in the Alpine Area. In the period 2020 – 2022, AG5 is structuring itself into a more flexible organisation, focused on areas of interest with a wider stakeholder involvement. The six “thematic groups” are coordinated at the AG5 level and focus on Digital Infrastructures in the Alps, Smart Villages, Crossborder mobility, Open Data and Big Data, and the Alpine Think Tank on services of general interest.

AG5 is co-led by the Swiss Center for Mountain Regions (Schweizerische Arbeitsgemeinschaft für die Berggebiete, SAB) (CH) and the Autonomous Region of Valle d’Aosta (IT). Its members come from all seven EUSALP countries and include national and regional authorities, regional agencies, and a university, while the Think Tank on SGI has a wider membership with other types of stakeholders. Among Observers are DG Regio and DG CNECT and the Alpine Space Programme.

Important cooperation initiatives and structures include:

- Smart Villages with AG 1, AG2 and AG4
- Alpine Think Tank on services of general interest
- Crossborder mobility in cooperation with AG4
- **Innovation Hub for Green Business Models** with AG1, AG2 and AG3.
- Green Hydrogen for the Alps with AG9
- Alpine Future Foundation

Within the 2015 Action Plan 11 indicators were introduced for AG5, with targets for two of them, whereas for nine of them no targets, baseline, deadline and source were defined. These particular indicators are for the most part policy indicators, over which the AG effectively has no direct control.

Table 6.5.1 Baseline Targets and indicators from the 2015 Action Plan for Action Group 5 (AG5)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG5	Coverage of households by broadband with minimum 30 Mbps download speed (5.1)	% of households	100% by 2020	
AG5	Coverage of households by broadband with minimum 30 Mbps download speed in most remote areas (5.2)	% of households	100% by 2020	
AG5	Coverage of enterprises and public buildings covered by broadband with minimum 30 Mbps download speed (5.3)	% of enterprises and public buildings		
AG5	Rate of e-health users (5.4)	%		
AG5	Rate of e-commerce users (5.5)	%		
AG5	Rate of e-government users (5.6)	%		
AG5	Rate of population close to minimum	%		

	services (less than 20 min. drive) (5.7)			
AG5	N° of developed innovating cross-border services solutions (cross-border and e-services) (5.8)	N°		
AG5	Percentage of people using Internet (5.9)	%		
AG5	Building of a composite indicator for assessing/comparing the quality of e-services of general interest (5.10)	1 indicator		
AG5	Use of the common 112 dial emergency number (5.11)	N° of uses		

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The updated monitoring matrix (22.09) presented 10 projects. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.5.2: Proposed indicators and targets related to projects in the Monitoring Matrix (AG5)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM 44	TIMING
AG5	Project 1: Supporting public services with a three-dimensional digital landscape model of the entire Alpine Region ⁴⁵ Joint declaration Munich / Workplan AG5 TO BE ELIMINATED	<i>Drafting of a project, putting together a consortium, search for funds. (Project abandoned due to lack of appropriate funding)</i>	--KBT-- <i>3D digital landscape model set up to support public services</i>	-- 3D digital landscape model set up: Yes/No? --N° of public services supported	<i>Yes, 1 3D digital landscape model by 202X</i> -X-types of public services supported (mobility, tourism, environment, rescue/landscape security, agriculture/forestry, biodiversity)		2016- 2018 <i>Comment: The project was stopped due to difficulty in accessing EU funding from different programmes.</i>
AG5	Project 2: Carrying out a feasibility study on a cross border digital backbone Joint declaration Innsbruck / Workplan AG5	Elaboration of a feasibility study on cross-border connectivity in the Alpine Region <i>Presentation of the study in the workshop "Future-proof digital infrastructures and platforms for the Alpine area" during the Digital Alps Conference 2021</i> <i>All material published on EUSALP Website</i>	--KBT-- -Feasibility study on CBC in Alpine region carried out. --Thematic workshop --ARC website materials	--Feasibility study on cross-border connectivity carried out: <i>Yes/No?</i> --Thematic workshop conducted; yes/no --N° of dissemination events:1 -- materials published on website: Yes/No?	<i>Yes, 1 feasibility study by 2020 (published on 27 September 2019)</i> --Yes, 1 workshop <i>--1 dissemination event</i> <i>--yes, published in EUSALP website</i>		2016 – 2021 <i>Completed – preparatory activity for Project 8</i>
AG5+AG4	Project 3: Analysing the scope of cross border commuting in the entire Alpine Region, collecting good practices and implementing new approaches in selected areas	--Statistical and cartographic analysis of cross-border commuting in the alpine area --Collection of existing good practises and formulation of ideas for new approaches --Elaboration of a toolbox for	--KBT-- Analysis, good practices, toolbox for enterprises provided	--Crossborder Commuting Analysis carried out: Yes/No? --Good practices collected and new approaches formulated: Yes/No? -Toolbox available for businesses: Yes/No?	Yes Yes Yes		01/2018 - 12/2019 <i>Completed – for the moment (potential for</i>

⁴⁴ Document or report that provides evidence of achievement of the target/activity

⁴⁵ This reflects the Monitoring Matrix as of 22 September 2021. In the meantime, one project (Project 1) was eliminated by AG5 in further feedback provided, since it was never implemented due to lack of funding. However, since it was covered in the version of the Monitoring Matrix that is the basis of this Study, it was counted in the analysis.

	Joint declaration Innsbruck / Workplan AG5	enterprises -Discussion of solutions in key border areas with local stakeholders --Formulation of policy recommendations <i>All material published on EUSALP-Website</i> <i>Presentation of results at Annual Fora 2018 and 2019</i> <i>Article in "Schweizer Jahrbuch der Verkehrswirtschaft 2020"</i> <i>Discussion rounds in Dornbirn (AT), Le Locle (CH), Bioggio (CH), Basel (CH)</i> <i>Presentation at the European Week of Regions 2020</i> <i>Presentation at the Expert Workshop on crossborder mobility (DG Regio, June 2021)</i>	--SPE--Discussions with stakeholders conducted	Stakeholders engaged: Yes/No?	Yes		update) Goal: Improved understanding of cross-border commuting dynamics, good practices and proposed new approaches.
			--PRG—Policy recommendations formulated	Policy recommendations available: Yes/No?	Yes		
			--ARC—Communication and dissemination activities	-- Online dissemination and presentation at events: Yes/No?	Yes-- Outputs disseminated on website, publications and presented at various events		
AG5	Project 4: Implement the Smart-villages-approach in the Alpine Region, to ensure digital connectivity as well as balanced living and economic development opportunities between rural and metropolitan areas Joint declarations Innsbruck - Milan / Manifesto / Workplan AG5	--Elaboration of a common understanding and methodology for Smart villages in the Alpine area --Implementing the Smart villages approach in 11 pilot areas --Development of the Digital Exchange Platform --Formulation of Policy recommendations --Laying the basis for further activities of AG5 / EUSALP <i>All material published on EUSALP- and dedicated Website.</i> <i>Final Conference: 29 April 2021 (online)</i>	--SPE: Smart villages common approach and methodology developed in participatory approach	-Smart villages common concept available: Yes/No? --N° of municipal & regional authorities involved in initiative	--Yes, 1 common concept --11 municipal & regional authorities participating -		04/2018 - 10/2021 completed
			--KBT: Smart Villages Toolbox provided	--N° of tools provided	--1 toolbox by 2021		
			--TP activities—Smart villages approach piloted	--N° villages piloting smart villages approach	--11 pilot areas by 2021		
			--IKP-Digital exchange-platform developed	--Digital exchange platform set up? Yes/No?	Yes, 1 Digital exchange platform		
			--PRG—policy recommendations formulated	--Policy recommendations available? Yes/No? --N° of Policy instruments making special reference to SV	----Smart villages approach integrated into existing and future strategies and policies at all levels		

			--ARC—awareness raising/dissemination activities conducted	--dedicated website and conference presentations available: Yes/No? -N° of participants/viewers (Smart Villages conference) ⁴⁶	Yes, dissemination and communication online and at Final Conference (181 participants/ viewers Final Conference)		
AG5 with contributions from AG1, 2, 3, 4,	Project 5: SMART Village cross-sectoral initiative at EUSALP level (led by AG5) Smart villages EUSALP cross sectoral initiatives / Workplan AG5	--Survey on existing Smart villages in the Alpine area --Survey on existing financial support schemes --Publication and dissemination of promotional material --Launch of the Network of Alpine Smart villages and regions (SMART ALPS) <i>All material published on EUSALP-Website.</i> <i>Presentation at Digital Alps Conference 2021</i>	--KBT: Survey on existing smart villages, Survey on financial support schemes conducted; Concept for network set up	-- Surveys relevant to Smart villages and financial support schemes published: Yes/No? --N° of villages and regions participating in Smart villages and Regions network --N° of networking and experience exchanges (SMART ALPS Network)	Yes, 2 surveys available --30 municipal and regional authorities involved in Network by 2022 --50 villages/regions undertaking smart villages transformation process by 2027 --6 networking and experience exchanges by 2027		01/2020 - 06-2022 Builds on Project 4, future beyond 2022 depends on access to additional funding
			--ARC: promotional materials + presentation disseminated	--materials disseminated in various modes: Yes/No --N° of publications mentioning SV --N° of participants/viewers in DAC 2021 and 2022	--2 publications by end 2022 --200 participants in DAC 2021 and 2022		
AG5 with contributions from AG2 and 3	Project 6: Analyse the potentials of digitalisation for SMEs in the natural fibre-based value chains. SMART SMEs / Workplan AG5 / AG3 / AG2	--Analysis of the actual use of digitalisation in natural fibre-based value chains --Identification of tools --Conceptualise new approaches --Build a Road map to improve the use of the potentials of digitalisation --Elaboration of policy recommendations --Building up of a nucleus of a network to continue the work <i>All material presented on EUSALP-Website</i> <i>Final Conference held during the</i>	--KBT: Feasibility study; Development of a network concept	-Feasibility study for digitalisation of SMEs in natural fibre-based value chains: Yes/No? --N° of value chains assessed	Yes, covering 7 value chains		08/2019 - 05-2021 Completed (Input for AG2 bioeconomy & value chains)
			--CB activities: New approaches and tools identified	--Description of new approaches and tools available: Yes/No?	--Yes, 1 description of new approaches and tools		
			--SFP activities: Roadmap for improving use of potentials of digitalisation provided	--Roadmap for digitalisation available: Yes/No?	--Yes, 1 Roadmap by 2021		
			--PRG: Policy recommendations made	--Policy recommendations available: Yes/No?	--Yes, 1 set of policy recommendations		

⁴⁶ Conference 'Smart Villages for Green, Digital and Resilient Europe' in Brestanica, Slovenia October 2021

		<i>Digital Alps Conference 27/28 May 2021</i> <i>Conference "Alpine Policy Forum" on 19/02/2021 together with the project AlpLinksBioEco (online)</i>	ARC: Awareness raising/dissemination activities conducted	-- Online dissemination and presentation at events: Yes/No?	--Yes, EUSALP website, 2 Conferences		
AG5	<i>Project 7: Improve the access to Public Services in the Alpine area</i> <i>Joint declaration Milan / Workplan AG5</i>	Think Tank composed of 16 experts from all Alpine countries, active since 2016. Regular meetings (normally 2 per year) <i>-All material published on EUSALP- and dedicated Website.</i> <i>-Publication of Thesis paper in 2019, Best practises on E-Health in 2020, Best practises on 5G and SGI in 2021</i>	--KBT: --active Think Tank meetings --sharing of knowledge and best practices	--Think tank meetings ongoing: Yes/No? --N° of best practices presented and shared	Yes, 2 per year 12 best practices		01/2016 – Recurring event, which requires financial support to continue beyond 2022
			--ARC: Communications activities conducted	--Materials published on line: Yes/No? --Dedicated website set up and updated? Yes/No?	Yes Yes		
AG5	<i>Project 8: Develop an EUSALP roadmap for future-proof digital infrastructures and platforms</i> <i>Digital infrastructure and platforms roadmap / Workplan AG5</i>	First discussion at Digital Alps Conference 2021 <i>First discussion in the workshop "Future-proof digital infrastructures and platforms for the Alpine area" during the Digital Alps Conference 2021</i>	--KBT: thematic workshop and discussions	--N° of workshops and discussions held	--1 workshop held by 2021, 2 by 2022		May 2021 – June 2022 (Builds on project 2 , providing inputs for the future work plan 2022-2024)
			--SFP: Roadmap for Digital Infrastructures in the Alpine area	--Roadmap available: Yes/No?	--Yes, 1 Roadmap available by 2022		
			--PRG: Policy Recommendations to improve supranational, national & regional broadband strategies	--Policy Recommendations available? Yes/ No?	--Yes, 1 policy recommendation by 2022		
AG5	<i>Project 9: Study on open data and common vision / Workplan AG5.</i>	First discussion at Digital Alps Conference 2021 --Conducting an Open Data study for the Alpine Region <i>First discussion in the workshop "The potentials of Open Data for the Alpine area" during the Digital Alps Conference 2021</i>	--KBT: Thematic workshop and discussions; Study on Open Data for the Alpine Region/capacity building and training activities	--N° of training workshops and discussions held --Availability of a Study on Open Data for the Alpine Region: Yes/No?	2 workshops and discussions by 2022 --Yes, 1 study on Open Data by June 2022		May 2021 – June 2022
			--SPE: stakeholder engagement conducted	--Relevant stakeholders engaged: Yes/No?	--50 stakeholders engaged at dissemination events by 2022 --5 types of stakeholders (Regional Public Authority, National Public Authority, Sectoral Agency, Higher		

					Education and Research, Infrastructure and Public Service Provider)		
			--SFP: Open Data Roadmap and Action Plan elaborated	--Availability of an Open Data Roadmap and Action Plan: Yes/No?	--Yes, 1 Roadmap and Action Plan		
			ARC: Conference presentations	--Dissemination and communication activities conducted	--Yes, presentations at 2 Digital Alps conferences (2021-2022)		
AG5	<i>Project 10: Yearly conference starting from 2021 to bring together all activities in the Alpine area which strive to unleash the potentials of digitalisation</i> Workplan AG5.	Yearly conference. First conference held on 27-28 May 2021 (online). Next conference planned for 3-4 May 2022 in Trieste. <i>Website: www.digitalalps.eu</i>	KBT: thematic conference and workshop sessions conducted	Conference planned on an ongoing annual basis: Yes/No?	-1 conference per year through 2027 (1 held in May 2021, 1 planned for May 2022)		May 2021 - (end date open) (Preparatory work started in September 2020) Continuation of activity depends on funding
			ARC: Website and communications	--Dedicated website available and updated: Yes/No?	--1 website set up		
AG5	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	Financial Dialogue Network on digital technology led by the Lombardy Region and the Bourgogne-Franche Comté Region Possible submission to the next ASP call on Smart Villages approach and other trending topics	--TNCC: Joint proposal and project development for EU funds within thematic area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/ URBACT, LIFE+, CEF, Digital Europe Programme -XX euro/% Increase in EU funding requested		2022-2027 Possible joint project on Smart Communities
			--TSCC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals			
AG5	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	Joint workshop with Danube Strategy and Adriatic Strategy on Smart Villages approach and other common topics related to digitalisation	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N°. of cooperation initiatives with other MRS including alignment and coordination	At least 3 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 3 by 2027		

6.6 Action Group 6: To preserve and valorise natural resources, including water and cultural resources

Action Group 6 aims at preserving and sustainably valorising the Alpine natural and cultural heritage and at balancing environmental protection and economic development in order to sustain the Alpine Region as a unique living space for people and nature as well as economic area. AG6 seeks to provide valuable contributions to an Alpine strategic framework that allows the establishment of sustainable and balanced models of resource management and production. There is a clear link of AG6’s activities to the Agenda 2030 SDGs, but its small operating budget does not allow a significant increase in activities which would be required for a more detailed monitoring and impact analysis at the territorial level. In the period 2020-2022 AG6 will address the overarching topic “Cooperating for landscapes in times of climate crisis”.

AG6 is co-led by the Regional Government of Carinthia (AT) and the Permanent Secretariat of the Alpine Convention (INT), an international organisation which is supported by its Contracting States and the EU. Adherence to the Alpine Convention is binding under international law. The Alpine Convention has been engaged in the EUSALP since the beginning—something that is recognised in one of the projects under the GOV-cross-cutting policy area. In addition to its other roles, the Alpine Convention publishes studies and reports such as “*The State of the Alps*”—focusing on different key topics such as air quality, tourism, and provides concrete figures and recommendations. This could be very important in future evaluations aimed at impact assessment. Besides the Alpine Convention, AG6 members come from all seven EUSALP countries and include national ministries, regional administrations, non-governmental organisations and CSOs as well as research and education institutions.

Important cooperation initiatives and structures include:

- *Collaboration with other AGs within the Strategic Policy Area “Spatial Planning”,*
- Task Force Multifunctional Forests and Sustainable Use of Timber (TF MFSUT) co-led by two members of AG6 and cooperating with AG2, AG7, AG8 and AG9.
- “Innovation facility” with the objective of exploring the feasibility and potential framework for mobilising further funding sources for EUSALP implementation.

Within the 2015 Action Plan seven indicators were introduced for AG6, with targets for two of them, whereas for nine of them no targets, baseline, deadline and source were defined. Some of these indicators are policy indicators, whereas others are cooperation indicators, meaning that the AG has direct control over some of them.

Table 6.6.1. Baseline Targets and indicators from the 2015 Action Plan for Action Group 6 (AG6)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG6	Unlocking creative potential in the development of products and services, building on natural and cultural resources through the development of an 'Alpine innovation label' for products from the	N° of products	Development of label and award of this label to at least 150 products or services over 5 years	2-3

	green economy sector building on natural and cultural resources including bio-based products in the bio-economy sector (Alpine products and services) (6.1)			
AG6	Improved valorisation of the Alpine resources at an international level through improved representation of the Alpine Sites within the UNESCO world list (Alpine UNESCO Sites) ⁴⁷ (6.2)	N° of nominations	2 new nominations of UNESCO World heritage sites by UN (especially of trans-boundary and serial transnational sites)	2-3
AG6	Guaranteed long-term access to drinking water through public water supply is (completely) organised by public institutions in order to ensure equal accessibility (Public Water Access) (6.3)	percent of Regions/States	100% of drinking water supply under state supervision	1
AG6	Watershed management systems are established at transnational and cross-sectorial level through the establishment of an international stakeholders' network for integrated water management for the Alpine Region (Alpine watershed management network) (6.4)	Yes/No	Network established with relevant public institutions from all EUSALP countries represented	3
AG6	Joint integrated 'identity' plan for a sustainable development and attractiveness of the Alpine Region based on richness of different natural, bio-based, cultural values and typical products (Joint Alpine sustainable development plan) (6.5)	Yes/No	Joint plan developed	1
AG6	Investments in valorisation of cultural and natural heritage, in ecosystem services and green infrastructures (Valorisation investments) (6.6)	N° of enterprises	200 enterprises involved in investments	1
AG6	Protect and enhance agricultural and forestry systems of high natural value (High value protected agricultural and forestry areas) (6.7)	Percent of agricultural and forestry area	Increase in the percentage of the surface of agricultural and forestry areas under commitments supporting biodiversity in line with the EU Biodiversity Strategy, the EU Forest Strategy and the EU Rural Development Policy as laid down in the Rural Development Programmes	4

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The Monitoring Matrix presented eight projects. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

⁴⁷ Ancient and Primeval Beech Forest of the Carpathians and other Regions of Europe (includes parts of IT, FR, CH)/Alps 2017; Frontiers of the Roman Empire—Danube Limes (nomination 2020/2021); Great Spas of Europe AT, DE (nomination 2020/2021); Colline di Prosecco –Veneto 2018; Caves & Ice Art in the Schwabian Jura (2017)

Table 6.6.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG6)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM 48	TIMING
AG6	Project 1: Next Generation – Address the needs and ideas of the young generation for a good future of Alpine farming Joint declaration Munich	1) Two expert workshops 2) Ten moderated exchanges with representatives of the young generation in mountain farming in DE, FR, IT, AT, CH and SI 3) Elaboration of a study	--KBT: Good practices and innovative approaches for future Alpine agriculture identified	--N° of good practices and innovative approaches identified --Survey of young Alpine farmers to collect needs & ideas: Yes/No? --N° of Transnational expert workshops	-- 10 innovative approaches --Yes, 1 survey --2 transnational expert workshops		October 2017 - November 2019
			--SPE: Active exchanges aimed at identifying the needs and ideas of young Alpine farmers	--N° of moderated exchanges for young Alpine farmers	--10 moderated exchanges with young farmers		
AG6	Project 2: Reducing land consumption, fostering soil protection and the implementation of sustainable land use and soil protection Joint declarations Munich - Innsbruck / Milan / Manifesto (10.d.)	1) Political Declaration on sustainable land use and soil protection 2) Awareness raising series on sustainable land use and soil protection 3) Project Impuls4Action (toolbox for stakeholders at municipal level)	--PC: Political commitment to sustainable land use and soil protection in EUSALP territories	--Political declaration: yes/no?	--Yes, 1 political declaration on sustainable land use and soil protection		1 May 2017 - December 2018 2 January 2017 - June 2022 3 August 2019 - May 2021
			--ARC: Activities to increase awareness on sustainable land use and soil protection	--N° of awareness actions in different EUSALP territories	--at least 8 awareness actions in at least 4 territories		
			--CB: Capacity building tools promoted	--N° of capacity building tools promoted	--1 toolbox for stakeholders at municipal level available on the internet (Impulse4Action)		
AG6	Project 3: Strengthen the value of cultural landscapes Joint declaration Milan / Manifesto (13.g.)	1) Study on and mapping of landscapes in times of climate crisis 2) EUSALP landscape conference 3) Meeting with FAO representatives on implementation in the Alpine Region of FAO programme on Globally Important Agricultural Heritage Systems (GIAHS)	--ARC: Awareness-raising and communications activities to promote cultural landscapes	--N° of events/conferences promoting awareness of cultural landscapes	<i>1 conference promoting cultural landscape awareness</i>		1) April 2021 - October 2021 2) July 2021 - February 2022 3) July 2021 - October 2021
			--KBT: Activities to improve knowledge and understanding of value of Alpine cultural landscapes for global agriculture and quality of life	--Study/mapping of role of cultural landscapes in EUSALP: Yes/No	<i>Yes, 1 Study/Mapping</i>		
			--CF: Activities promoting a common framework for recognition	-- N° of meetings promoting international recognition --N° international recognitions promoted	<i>--1 meeting on recognition of FAO GIAHS</i>		

⁴⁸ Document or report that provides evidence of achievement of the target/activity

AG6	Project 4: Promotion of sustainable forest management Manifesto (10.g.) / French Presidency Action Plan	1 Activities of the EUSALP Task Force "Multifunctional forests and sustainable use of timber" according to its mandate 2020-2022 2 Project REDIAFOR	--ARC: Awareness-raising and communications activities	--N° and type of activities promoting awareness of sustainable forest management	3 workshops on Annual Fora		February 2019 - June 2022
			--SPE: Stakeholder dialogue/discussion on sustainable forest management issues	--N° of active exchanges and dialogue events with stakeholders	1 dialogue event		
			--KBT: Survey on conflict & risks in multifunctional use of forests	Survey conducted: Yes/No?	1 Survey conducted		
			--CB: Capacity building training and tool provided	--N° of training sessions	At least 1 training session		
AG6	Project 5 Contribute to elaborating a joint spatial development perspective for the Alpine Region AlpGov 2 Strategic Priority Policy Area / Manifesto (7)	Regular contributions to the elaboration of a Joint Paper on Spatial Planning	--KBT: Knowledge exchange activities contributing to elaboration of a joint spatial development perspective	-- N° of written/oral contributions to a joint spatial development perspective -- Joint spatial development perspective available? Yes/No	--4 contributions of AG6 delivered --Yes, 1 joint spatial development perspective elaborated		January 2020 June 2022
AG6	Project 6 Promote the inclusion of Alpine food in the UNESCO list of intangible heritage Joint Declaration Milan / French Presidency Action Plan / Manifesto (14.g.)	1) Contributions to nomination dossier 2) Promotion of Alpine agropastoral economy 3) Project 100%Local	--ARC: Activities to promote the awareness and inclusion of Alpine food in the UNESCO list of intangible heritage	--N° of promotion and awareness activities in Alpine Region	3 promotion and awareness activities		1 and 2 January 2020 June 2022 3 August 2019 - January 2021
			--CF: Support for application under common framework of recognition	--Support in preparation of dossier for UNESCO nomination: Yes/No?	Yes, submission of UNESCO application on the way:		
AG6	Project 7 Awareness raising for the use of territorial brands and geographical indications by improving value chains linking producers and consumers in the Alpine Region as an important element for keeping sustainable Alpine land use alive French Presidency Action Plan / Manifesto (14.f)	1) International conferences on territorial brands in the Alpine Region 2 Mapping of territorial brands in the Alpine Region	ARC: Activities to promote awareness of the role of territorial brands and geographical indications in maintaining sustainable Alpine land use	--N° of public relations and awareness activities	--2 events on Territorial Brands with large international participation carried out		1 January 2019 - June 2021 2 January 2019 - June 2022
			KBT: Activities to gain knowledge on the location and types of territorial brands	--Mapping of territorial brands and geographical indications in the Alpine Region conducted: Yes/No?	--Yes, 1 map of territorial brands available		

AG6	Project 8: Improve sustainable and integrated water management Joint Declaration Innsbruck / Manifesto (10.c)	1) Study on governance mechanisms in field of water management 2) Collection of good practices and recommendations on "Green infrastructure solutions for an integrated and sustainable water management" 3) Report on water demand and supply management in case of droughts and/or peaks of demand 4) Consideration of water issues in activities regarding landscapes	KBT: Activities to improve knowledge and exchange good practices and recommendations on integrated water management	--Study on water management Governance mechanisms: Yes/No? --Good practices and recommendations available: Yes/No? --Report on water demand and supply management delivered Yes/No?	Yes, 1 Study on water management Governance mechanisms: --Yes, Good practices and recommendations collected Yes, report delivered 4) See project 3		June 2016 - February 2021
AG6	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	5 ARPAF projects with participation of AG6 member institutions	-- TNCC: Joint proposal and project development for EU funds within thematic area -- TSCC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals --N° of joint applications for EU funding --Amount of EU funds requested in proposals	5 ARPAF projects with participation of AG6 member institutions -Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/ URBACT, LIFE+, CEF, Digital Europe -XX euro/% Increase in EU funding requested		2016-June 2021 2022-2027
AG6	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	1 conference of EUSDR on water issues with involvement of AG6	-- TNCC: Cooperation activities with other Macro-Regional Strategies KBT: Knowledge exchange with other MRS	-- N°. of cooperation initiatives with other MRS including alignment and coordination (for example, Cooperation with EUSDR on Biodiversity) --N° workshops, conferences, best practice exchanges	At least 3 by 2027 1 conference of EUSDR on water issues with involvement of AG6 At least 3 by 2027		

6.7 Action Group 7: To develop ecological connectivity in the whole EUSALP territory

Action Group 7 focuses on developing ecological connectivity within a multifunctional Green Infrastructure (GI) network of natural and semi-natural areas connecting rural and urban areas. AG7's core mission is "Making the Alpine region a model region for Green Infrastructure", promoting Green Infrastructure (GI) as a basis for life of present and future generations in the Alpine Region in providing multiple benefits for nature, people and economy (e.g. biodiversity, attractive landscapes, climate change mitigation, natural hazard prevention, new business opportunities). Key fields of activity for 2020-2022 include the Alpine GI cities network/Linking urban and (inner-)Alpine GI (LUIGI); the GI goes Business Award; the Alpine Peatland Roadmap; the Orchard meadows initiative; Alpine River Governance; Multifunctional forests and opening an intergenerational dialogue.

AG7 is co-led by the Bavarian State Ministry of the Environment and Consumer Protection (DE) and the Institute of the Republic of Slovenia for Nature Conservation (SI). It comprises members that are public authorities with decision-making capacity representing five Alpine states (Austria, Germany, Italy, Slovenia, Switzerland) and nine regions (Burgenland, Region Sud-Provence Alpes Côte d'Azur, Auvergne-Rhône-Alpes, Baden-Württemberg, Bavaria, Lombardy, Piedmont, Province of Trento, Liguria). The public members with decision-making capacity unanimously decided to involve (non-public) key stakeholders in the implementation process including IUCN, Alpine Network of Protected Areas-ALPARC, CAA-Club Arc Alpin, Alpine Metropolises Network, ISCAR, CIPRA, and WWF. DG ENV also attends AG meetings and the AGL is invited to the EU Working Group on GI.

Important cooperation initiatives and structures include:

- The EUSALP Innovation Facility, which is being coordinated by the AG7 co-leader the Bavarian State Ministry of the Environment and Consumer Protection and will involve all AGs once it is set up.
- With the "GI goes business award" and the membership in the Task Force on Multifunctional Forests and Sustainable Use of Timber (TF MFSUT) (cooperating with AG2, AG5, AG6, AG 8 and AG9) AG7 also contributes to the "Innovation Hub for Green Business Models".

Within the 2015 Action Plan five indicators were introduced for AG7 and five targets were set. As mentioned above, the AG7 Co-leader underlined that the Action Plan indicators and targets were not binding, but rather are examples.

Table 6.7.1 Baseline Targets and indicators from the 2015 Action Plan for Action Group 7 (AG7)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG7	Alpine States and Regions are sharing cross-border harmonised information and methods on ecological connectivity through the implementation of an Alpine-wide standardised publicly accessible software tool (7.1)	Yes/No	Alpine-wide standardised software is available	
AG7	Alpine States and Regions are sharing cross-border harmonised information and methods through a joint monitoring of landscape fragmentation using European-wide indicators e.g. effective mesh size, effective mesh density, weighted urban sprawl, indicator species) and implementation of results into other monitoring systems (e.g. biodiversity monitoring or monitoring of sustainable development (7.2)	Yes/No	Joint monitoring system established	
AG7	Development of a trans-sectorial strategic landscape vision to improve ecological connectivity between and outside protected areas and between surrounding mountainous regions (7.3)	Yes/No	Strategic vision developed on an Alpine level and officially endorsed by all EUSALP countries	
AG7	Connectivity is integrated into spatial planning and coordinated with all relevant sectors through consideration of the trans-sectorial strategic landscape vision in regional and national spatial planning instruments (7.4)	Number of planning instruments referring to landscape vision	50% of States and Regions referring in their planning instruments to the Alpine landscape vision	
AG7	Adoption of plans and/or programmes exploiting synergies at international level between protected areas, such as the NATURA 2000 or Emerald network sites, in view of improving ecological connectivity in the whole Alpine Region (7.5)	Number of plans adopted	additional concept per region per year.	

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The monitoring matrix presented four projects for AG7. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.7.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG7)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT(S)	TARGET VALUE	MONITORING MECHANISM	TIMING	
AG7	Project 1: Establishing a trans-Alpine Green Infrastructure network Joint declarations Munich - Innsbruck / Manifesto (10.a.b.)	Steps toward making Alpine region a model region for GI: 1st conference of environmental ministers & political declaration "Alpine GI - Joining forces for nature, people and the economy". Projects LUIGI, INNsieme, REDIAFOR or Impuls4Action initiated to bring forward the implementation of political goals.	KBT: Active Trans-Alpine GI network set up	-- Active GI network set up and supported by a political declaration on GI: Yes/No? -- N° of good practices exchanged between territories	Yes --4 good practices --4 projects	Project final report	ongoing since 2017	
--PC: GI network supported by a political declaration on GI:	--N° of territories adhering to political declaration	--Y territories adhering to political declaration	Workshops report	August 2019 to May 2021 (Impuls4Action); AG7 breakout group continuously working				
--TNCC: Trans-Alpine GI network set up	--N° of joint applications to EU funding programmes	--4 projects						
AG7	Project 2: GI for climate mitigation and biodiversity - The Alpine peatland roadmap Joint declaration Munich, AG Work Plan	ARPAF "Impuls4Action" on sustainable land use. Additional regional funds from Bavaria - synthesis of available data elaborated and a network of Alpine experts and stakeholders created in regional workshops (focussed on local ideas + demands). Findings compiled into an Alpine peatland roadmap and baseline built for a large-scale follow-up project e.g. under LIFE.	--KBT: Improved knowledge and data on the role of Alpine peatlands as Green Infrastructure for climate mitigation and biodiversity	-N° of workshops for sharing / discussing Alpine peatland roadmap and GI concepts	Yes --3 workshops	Workshops report	August 2019 to May 2021 (Impuls4Action); AG7 breakout group continuously working	
--TNCC: Joint GI project proposals for EU funding	-N° of GI project proposals building on peatland roadmap developed for EU funding	--1 project application	Workshops report	August 2019 to May 2021 (Impuls4Action); AG7 breakout group continuously working				
--SPE: Engagement of stakeholders in Peatlands in the Alps	--N° of participants/stakeholders	-- 3 workshops -- 90 participants			Workshops report			August 2019 to May 2021 (Impuls4Action); AG7 breakout group continuously working
--IKP: platform of knowledge (soil conservation)	--Status of implementation of the platform --N° and types of users	implemented						

⁴⁹ Document or report that provides evidence of achievement of the target/activity

			--SFP: Alpine Peatland Roadmap	--availability of Alpine Peatland Roadmap: Yes/No?	Yes, 1 Alpine Peatland Roadmap		
AG7	Project 3: Showcase GI maintenance as business model - "GI goes business award" <i>Joint declaration Munich, AG Work Plan</i>	Collaborating with LUIGI-project, AG7 intends to make GI a business model, stimulate PPPs and trigger innovative GI-supporting businesses. "Green Infrastructure Business Award" winners to receive coaching to support ideas to become real business case.	--ARC: Activities to promote and increase awareness of innovative business ideas for Green Infrastructure maintenance	--GI goes business award promoted through awareness and communications activities; Yes/No --N° of Applicants	Yes --40 applications		preparation and application since 2019; financial support since September 2021
			--CB: coaching to support green business development	--N° of green infrastructure business idea winners	6 applicants receiving coaching		
AG7	Project 4: Young experts viewpoints: Entering into an intergenerational dialogue <i>Joint declaration Munich, AG Work Plan, French Presidency Action Plan</i>	At IUCN World Conservation Congress ALPARC + AG7 presented EUSALP in a session "Connecting protected areas and beyond to safeguard mountainous ecosystem services and adapt to climate change - An intergenerational dialogue". Young experts network and young ideas entry point set up (TY+FR). Operational Contribution "Multifunctional Forests: Nature Based Solutions as Tools for a Holistic Resilience of Alpine Territories" initiated by French EUSALP Presidency was presented.	--SPE: Intergenerational dialogue on green infrastructure and nature-based solutions promoted through platform and events	--N° of young experts engaged in dialogue --N° of contributions from young experts in AG7 events	4 young experts engaged in dialogue		ongoing since 2019
			--IKP: Establishment of a platform Digital Entry Point	-- Platform for intergenerational dialogue established: Yes/no?	Yes 1 Platform for intergenerational dialogue	https://eusalp-youth.eu/home-digital-entry-point/	
AG7	<i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i>	Activities to support embedding process of EUSALP AG7 goals into other financial	--TNCC: Joint proposal and project development for EU funds within thematic	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous		2022-2027

		mechanisms.	area		period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/ URBACT, LIFE+, CEF, Digital Europe -XX euro/% Increase in EU funding requested		
			--TSCC: Joint proposal and project development for EU funds in cross-sectoral area	--N° of joint applications for EU funding --Amount of EU funds requested in proposals			
AG7	<i>Enhanced cooperation with other Macro-Regional Strategies</i>	Members of AG7 will participate at events of other Macro-Regional Strategies or events of projects run under other MRS (Adriatic-Ionian, Danube area, Central Europe)	--TNCC: Cooperation activities with other Macro-Regional Strategies	-- N°. of cooperation initiatives with other MRS incl. alignment and coordination (i.e. cooperation with EUSDR on Biodiversity)	At least 3 by 2027		
			KBT: Knowledge exchange with other MRS	--N° workshops, conferences, best practice exchanges	At least 3 by 2027		

6.8 Action Group 8: To improve risk management and to better manage climate change, including major natural risks prevention

The overall objective of AG 8 is to improve and enhance tailored governance mechanisms for promoting sustainable development of the Alpine region. AG8 aims at finding sustainable and effective policy and management solutions in the areas of both climate change adaptation and natural hazard risk management. This encompasses stocktaking of relevant actors and interests as well as mapping, analysing and comparing governance structures and processes in the policy fields of risk/hazard management and climate adaptation. Moreover, Action Group 8 aims at improving risk governance and adaptation governance mechanisms in the EUSALP region by enhancing, valorising and leveraging the existing cooperation structures and by better coordinating policies and actions among stakeholders, levels, sectors and countries. Exchange of best practices plays a key role in all activities.

AG8 is co-led by the Austrian Federal Ministry of Agriculture, Regions & Tourism (AT) and the Bavarian State Ministry of the Environment and Consumer Protection (DE) includes members from all seven EUSALP countries, including mainly public authorities at the national and regional levels as well as research institutions, one university and the WWF and DG REGIO. The profiles of members are particularly oriented toward environmental issues, civil protection, natural hazard management, sustainable development and climate change adaptation.

Important cooperation initiatives and structures include:

- EUSALP Innovation Facility
- Platform of Knowledge (PoK)
- Task Force Multifunctional Forests and Sustainable Use of Timber (TF MFSUT) with AG6, AG2, AG7, and AG9.
- Strategic Priority Policy Area “Spatial Planning”
- Climate Change Adaptation Platform (CAPA)
- Continued cooperation with Alpine Convention (exchange between AG8 and PLANALP through back-to-back planning of meetings or workshops open for both groups, etc.)

Within the 2015 Action Plan five indicators were introduced for AG8 and five targets were set.

Table 6.8.1 Baseline Targets and indicators from the 2015 Action Plan for Action Group 8 (AG8)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG8	Development of a strategy for observation and modelling of climate change impact and vulnerability assessments (8.1).	Creation of an Alpine network of climate change observatories (Yes/No)	Yes (strategy available in regularly updated version)	2
AG8	Creation of an Alpine network of climate change observatories (8.2)	Yes/No	Creation of observatory with all EUSALP countries	3

			participating	
AG8	Development of an Alpine adaptation strategy and accompanying action plan based on a comprehensive vulnerability assessment and in line with the existing national adaptation strategies (8.3)	An Alpine adaptation strategy exists (Yes/No) Action Plan exists (Yes/No) Number of implementing actions according to AP	Yes (1 Alpine adaptation strategy available in regularly updated version) Continuously increasing number	3
AG8	Implementation of risk management information systems and early warning systems (EAS) at regional level (8.4)	Percent of regions	Percent of regions having risk management information systems and EAS implemented. Information available to stakeholders.	4
AG8	Coordination mechanisms between disaster risk management and climate change adaptation established (8.5)	Percent of regions	Percent of regions having coordination mechanisms in place	4

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

The monitoring matrix presented **three** projects for AG8. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

Table 6.8.2 Proposed indicators and targets related to projects in the Monitoring Matrix (AG8)

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ⁵⁰	TIMING
AG8	<p>Project 1. Promotion of protective forest management French Presidency Action Plan / Manifesto (10.g.)</p>	<p>a) white paper on forest fire in the Alps b) operational contribution on biodiversity, natural risks and forests c) collaboration with Task Force Multifunctional Forests and Sustainable Use of Timber</p>	-TP: Application of protective forest management concepts	--N° of territories applying protective forest management concepts	-- X territories applying protective forest management concepts	Reports of AG	<p>a) 10/2018 - 02/2020 b) 07/2020 - ongoing c) 2019 - 06/2022</p>
			-KBT: Activities promoting the knowledge and understanding of protective forest management in the EUSALP Region	--N° of knowledge transfers and experience exchanges between territories --N° of meetings/projects with Task Force Multifunctional Forests and Sustainable Use of Timber --N° of studies on sustainable forest management	--XX knowledge transfers and experience exchanges between EUSALP territories --XX meetings/projects within TF MFSUT -X studies on sustainable forest management		
AG8	<p>Project 2. Further development of integrated management of natural risks Joint Declarations Rottach-Egern - Munich - Innsbruck - Milan / Manifesto (10.e.f.)</p>	<p>a) study about and construction of a physical natural hazard simulation model b) implementation of an EUSALP Roadshow Stop c) analysis in the field of climate resilient spatial planning (CLISP)</p>	--KBT: Study to support natural hazard simulation model	Study and model for natural hazard simulation available: Yes/No?	Yes, 1 study and model		<p>a) 09/2020 - 09/2021 b) 06/2022 c) 01/2021 - 06/2022</p>
			-- ARC: Activities to increase awareness of and availability of tools for natural hazard management	- N° of events at which tools are presented -N° of territories where Roadshow stops	X events in Y territories		
			--CB New tools for integrated management of natural risks presented	--N° of new tools for integrated management of natural risks (natural hazard models)	X tools available		

⁵⁰ Document or report that provides evidence of achievement of the target/activity

AG8	<p><i>Project 3. To form a network of territories involved in efforts in favour of the integrated management of natural risks</i></p> <p>French Presidency Action Plan / Manifesto (10.e.f.)</p>	<p>a) climate change adaptation platform for the Alps (CAPA)</p>	<p>--KBT: Active territorial network for integrated management of natural risks</p>	<p>--Territorial network established: Yes/No? --N° of regions participating in exchange of coordination mechanisms for CCA & DRR --N° of events/ workshops</p>	<p>Yes --1 territorial network --XX regions participating in network</p>		<p>a) AlpGov I: 08/2017 - 06/2019, AlpGov II: 01/2020 - 03/2021</p>		
AG8	<p><i>Increasing joint applications for European Funding among EUSALP partners (9f) (see Project 2 under GOV)</i></p>	<p>Financial Dialogue Network on prevention and management of natural risks</p>	<p>--TNCC: Joint proposal and project development for EU funds within thematic area</p>	<p>--N° of joint applications for EU funding --Amount of EU funds requested in proposals</p>	<p>-Joint applications for EU Funding among EUSALP partners increased in 2021-2027 compared to previous period to Interreg Alpine Space, Interreg Europe, CBC/Horizon Europe/ URBACT, LIFE+, CEF, Digital Europe -XX euro/% Increase in EU funding requested</p>		<p>2022-2027</p>		
<p>--TSSC: Joint proposal and project development for EU funds in cross-sectoral area</p>	<p>--N° of joint applications for EU funding --Amount of EU funds requested in proposals</p>	AG8	<p><i>Enhanced cooperation with other Macro-Regional Strategies</i></p>	<p>To be filled in by AGs</p>		<p>--TNCC: Cooperation activities with other Macro-Regional Strategies</p>	<p>-- N°. of cooperation initiatives with other MRS incl. alignment & coordination (i.e., Cooperation with EUSDR on Biodiversity)</p>	<p>At least 3 by 2027</p>	
<p>KBT: Knowledge exchange with other MRS</p>	<p>--N° workshops, conferences, best practice exchanges</p>	<p>At least 3 by 2027</p>							

6.9 Action Group 9: To make the territory a model region for energy efficiency and renewable energy

Action Group 9 aims to “make the Alpine region a model region for energy efficiency and renewable energy” contributing to the development of “A Low Carbon Alpine Region” and implementation of the decarbonisation objectives of the European Green Deal and EU energy, environmental and transport policies.

The activities of Action Group 9 focus on:

- Making the Alpine building sector more energy efficient and sustainable;
- Promotion of renewable energies in line with environmental and landscape protection;
- Promotion of smart grids;
- Supporting the Alpine economy to reduce energy demand
- Collection of reliable energy data and the monitoring of energy demand and production of the macro region through a multi-level approach.

To address the above areas the AG set up four thematic sub-groups dedicated to: Energy policy strategies, Energy efficiency, Renewable energies, and Smart grids. Important outputs include the annual **EUSALP Energy conference** and the **EUSALP Energy Survey**. Indeed, this latter output, covering data from the entire EUSALP territory can be an important element in a policy impact assessment that will have to be undertaken in the future.

For the period 2020-2022 one of the important new cross-sectoral topics covered by the AG is *Green Hydrogen for the Alps*. Other major areas of focus include developing common energy objectives for a low-carbon Alpine region, the EUSALP Energy Observatory to be set up, enhancing energy efficiency, and an update of the Energy Survey, promotion of local energy management systems, setting up a EUSALP energy collaboration platform and compiling an overview of smart grid activities.

Since 2019, AG 9 is co-led by two energy agencies: Energy Agency South Tyrol – CasaClima (IT) and Auvergne Rhône-Alpes Energie Environnement (FR). The AG membership from six countries (excluding Liechtenstein) includes various public authorities representing EUSALP States and regions as well as experts from universities, science and research and sectoral environmental and energy agencies. Among the observers are DG Regio and DG Energy as well as the Alpine Convention, CIPRA international and the Interreg Alpine Space Programme and others.

Important cooperation initiatives and structures include:

- **EUSALP Innovation Facility**
- Task Force Multifunctional Forests and Sustainable Use of Timber (TF MFSUT) with AG6, AG2, AG7, and AG8.
- Innovation Hub for Green Business
- Policy Area “Carbon-neutral Alpine Region”
- “Smart Villages”
- *cooperation with AG4 on **Green Hydrogen networks in the Alpine Region***

Within the 2015 Action Plan nine indicators were introduced for AG9 and eight targets were set.

Table 6.9.1. Baseline Targets and indicators from the 2015 Action Plan for Action Group 9 (AG9)

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
AG9	Establishment of a cluster on Alpine Energy Efficiency (e.g. for buildings) (9.1)	N° of stakeholders in the cluster	At least 200 stakeholders involved in the cluster representing all EUSALP countries	5
AG9	Renewable energy production in the Alps (9.2)	TWh, in total and by RES source	Increasing RES production in whole EUSALP territory in proportion to EU RES target for each State and Region, in particular by improving efficiency of existing power plants	4
AG9	'Greening the Alpine infrastructure' through the development and implementation of joint energy efficiency indicators (9.3)	Set of Alpine-wide indicators is developed or implemented (Yes / No);	Yes	3
		N° of admin. procedures ⁵¹ incl. joint Energy Efficiency Indicators for Alpine infrastructure on different levels (int'l, national, regional)	1 administrative procedure per State/Region	
AG9	Organisation of a continuous energy dialogue with the public (9.4)	Number of participants in dialogue	120 participants involved in energy dialogue annually, with all EUSALP countries represented	5
AG9	Development of a set of sustainability criteria for electricity grids (9.5)	Development of a set of sustainability criteria for electricity grids	Development of a set of sustainability criteria for electricity grids	0--Delete
AG9	Strengthen transnational cooperation when planning and evaluating energy infrastructure (9.6)	Number of transnational agreements	N/A	4
AG9	Development of smart energy monitoring and management systems (9.7)	Number of smart energy monitoring platforms	N° of municipalities that have shared and adopted smart energy management systems	4
AG9	Set up of sustainable bioenergy supply chains (9.8)	Tonnes of woody biomass used for energy purposes	Amount of biomass used according to sustainable approaches/ schemes (PEFC, FSC, LCA, certified by biomass sustainability standards)	4
AG9	Integrated plans for local waste management for energy use (9.9)	<i>KWh produced from different local waste sources (domestic organic waste, manure etc.)</i>	<i>Number of municipalities adopting the plans</i>	<i>0--Delete</i>

Source: European Commission, Action Plan 2015; feedback from AG leaders and co-leaders

Based on the projects in the Monitoring Matrix and feedback from the AG9 11+2 indicators were introduced. Two further activities regarding joint applications for European funding among EUSALP partners and enhanced cooperation with other Macro-regional Strategies were proposed.

⁵¹ approval procedures, funding schemes, public procurement law

Table 6.9.2. Proposed indicators and targets related to projects in the Monitoring Matrix (AG9)

ACTIO N GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ⁵²	TIMING
AG9	<i>Project 1: Development of a concept and implementation of an annual EUSALP energy conference</i> Joint declaration Munich	Annual Energy conference each year in autumn. Hosting region generally coincides with rotating presidency. events attended by ave. of 100+ participants each, incl. stakeholders from energy sector, interest groups, industry, politics and general public. Since 2017	--ARC: Communication and promotion actions for conference conducted	-- N° and types of communication and promotion actions	-X press releases for print media, online media, social media, EUSALP and AG organisation websites		since 2017, no end date RECURRING ACTIVITY
			KBT: Annual EUSALP Energy Conference concept developed and implemented	-Conference concept developed: Yes/No? --N° of dialogue events annually	Yes, 1 dialogue concept		
			-SPE: Relevant stakeholder engagement and participation in dialogue	--N° and types of participants in dialogue --N° EUSALP countries represented	--120 participants involved in energy dialogue annually, with all 7 EUSALP countries represented ⁵³ -- Involvement of stakeholders from energy sector, interest groups, industry, politics & general public		
AG9	<i>Project 2: Setting up of a macro-regional energy efficiency network for improving efficiency in SMEs, with the aim of supporting enterprises throughout the energy transition</i>	Building on previous activities 21-22/03/2019: Strategic Event "Energy Efficiency in Enterprises in the EUSALP-MRS", Bozen/Bolzano. 05/2019: ARPAP project proposal with AG2 "Strategic Economy Sectors". Project CAESAR (Capacitating energy efficiency in small Alpine enterprises) 08/2019-05/2021.End 2019-Mid 2021:	-ARC: Communication actions for network conducted	N° and types of communication actions	- X communications actions in social media, EUSALP and AG partner websites		2019 - 2021. Further activities not yet defined. ONGOING ACTIVITY
			--KBT: Active macro-regional energy efficiency network for supporting energy transition in SMEs	Energy efficiency network for SMEs set up: Yes/No? --N° of stakeholders in EE network --N° of best practices exchanged	Yes, 1 macro-regional EE network set up -at least 50 stakeholders in network across all countries		

⁵² Document or report that provides evidence of achievement of the target/activity

⁵³ The target value may be reached not only by the annual Energy Conference, but also other dialogue activities: other workshops and events, EUSALP Roadshow. The movement of events to online environment has actually made it easier to involve more participants in the dialogue—a hybrid model (in person/ online) mode could be applied in the future.

	Joint declaration Milan / Manifesto (11.d.)	Network to promote energy efficiency in enterprises via the CAESAR project		--N° of joint meetings and/or activities	-X best practices exchanged -XX joint meetings and/or activities per year		
AG9	Project 3: Strengthening of the cooperation between the EU macro-strategies in the field of energy policy Joint declaration Milan	02.-03.04/2019: Meeting of macro-regional coordinators in the field of energy policies, Vienna 06/2018: EUSALP AG led commissioned comparative study on governance of energy policies in 4 MRS to CEPS with the goal to exploit ways of collaboration between the MRS (finalised in 06/2019).	-ARC: Communication actions conducted	--N° and types of communication actions disseminated via EUSALP communication channels and partners' own networks	-- XX press releases / inputs for newsletter disseminated via EUSALP communication channels and partners' own networks		ONGOING ACTIVITY
--TNCC: Reinforced cooperation with other MRS in energy policy			--N° and types of cooperation actions implemented with other MRS (i.e. conferences, exchanges of good practices)	--3 cooperation initiatives per XXX focused on: 1) energy data monitoring 2) clean hydrogen			
--KBT: Comparative study on governance of energy policies in 4 MRS conducted			--Comparative study on energy policy governance in MRS available: yes/no?	--Yes, 1 comparative study			
AG9	Project 4: Promotion of joint actions towards achieving the goal of "A carbon-neutral Alpine Region", such as for example the definition of common objectives and roadmaps, or the creation of Alpine-wide harmonised databases. A carbon-neutral Alpine Region Policy Area / Manifesto	31.09.2020: Thematic Workshop "Energy objectives for the Alpine Region" at 4th EUSALP Energy Conference. Definition of synergies and common ground with ongoing activities across the Alps and with different networks, such as Alpine Climate Board, ALPACA. Concept for project proposal under elaboration for the set-up of the Alpine Energy Observatory.	--KBT: Joint actions for knowledge building and exchange	--N° thematic workshops conducted --Concept for Alpine Energy Observatory developed: yes/no?	-X joint actions promoted --Yes, 1 Energy Observatory concept		2020 - 2022 (end of AlpGov 2 - Cross sectoral strategic implementation initiative) ONGOING ACTIVITY
--IKP—Information and knowledge platform set up			--Alpine-wide harmonised database for indicators created: Yes/No?	1 Alpine-wide harmonised energy database set up			
--SFP--Common objectives and roadmaps defined			--Common objectives and roadmaps defined: Yes/No?	-XX common objectives and roadmaps defined			

AG9	<p>Project 5: Promote Smart grid activities and projects in the member regions with joint project activities and cross-sectoral exchange between the EUSALP regions AG 9 Work Plan</p>	<p><i>Involvement in Smart Villages project (Alpine Space) and Smart villages Cross-sectoral strategic implementation initiative. Further activities to be developed, with particular focus on cross-border energy communities.</i></p>	<p>TSCC: Joint actions and cross-sectoral exchanges promoting Smart Grid activities between EUSALP regions</p>	<p>--N°. of cross-sectoral exchanges on smart grids (workshops, conferences, study visits) --N° of joint projects and cross-border energy communities launched</p>	<p>--X cross-sectoral exchanges with AG5 --XX joint Smart grid and energy community projects</p>		<p>from 2018 ONGOING ACTIVITY</p>
AG9	<p>Project 6: Supporting dialogue regarding the multiple uses of forests in the Alps through joint projects and exchange activities between the regions. AG 9 Work Plan</p>	<p><i>TF MFSUT mandate renewed in 2021. 05/2019: elaboration of ARPAF project proposal. Project REDIAFOR 08/2019-05/2021. November 2019 (EUSALP annual forum): "EUSALP meets Alpine forestry" – starting dialogue between AGs and key actors</i></p>	<p>TSCC: Joint projects promoting multiple uses of forest between EUSALP regions</p>	<p><i>N°. of joint project proposals involving AGs 2,6,7,8, 9</i></p>	<p>--At least 2 joint activities per year involving XX regions</p>		<p>ONGOING ACTIVITY (though ARPAF funding ended 05/2021)</p>
AG9	<p>Project 7: Establishment of a network for the promotion of local and regional energy planning and energy management systems AG 9 Work Plan</p>	<p>AG 9 members to collect Good Practices in energy management systems in the Alps. workshop with key stakeholders to take place at AG9 event. - Active promotion of Good Practices by AG9 members in their regions and through municipality networks and channels - Active promotion of integration of "one-stop-shops" at regional levels - Development of political recommendations by AG9 to decision-makers of the regions and</p>	<p>SPE: Active Stakeholder Network for promoting local and regional energy planning and energy management systems between EUSALP regions set up</p>	<p>-Energy planning & management network set up: Yes/No? --N° of local and regional stakeholders involved --N° of key stakeholder workshops</p>	<p>--1 Network of regional energy coordinators set up --Y stakeholders from XX regions and Z municipalities --X stakeholder workshops</p>	<p>Common procedures</p>	<p>to be initiated (aimed at being ONGOING ACTIVITY)</p>
			<p>KBT: Good practices promoted</p>	<p>N° of good practices shared, including "one-stop-shop" concept</p>	<p>--X energy planning and management initiatives promoted</p>		
			<p>CB: Capacity building through peer-to-peer learning</p>	<p>--N° of inter-municipal meetings and learning visits organised</p>	<p>X meetings and learning visits organised</p>		

		states of the EUSALP to promote EMS on local levels with a focus on small municipalities - Organise inter-municipal meetings and excursions in the Alpine regions to enhance peer-to-peer learning, e.g. by facilitating deepening of contacts between existing programmes and through the collection of good practices	PRG: Policy Recommendations on developed for regions and states	-Political recommendation on cooperation and good practices exchange adopted: Yes/No?	--Yes, 1 transnational agreement/project per year		
AG9	Project 8. Establishment of a task force to develop a strategy and implementation initiatives regarding the roll-out of Green Hydrogen applications in the Alpine region, including research and training activities French Presidency Action Plan / Manifesto (11.f)	Thematic workshop on potential cooperation projects in field of H2, on 30.09.2020 during 4th EUSALP Energy Conference. Call for MOIs from Regions to join task force--9 regions from IT, FR, signed letter of intent in 1st semester 2021. Several meetings of H2 task force (03.03.2021, 07.06.2021, 20.09.2021) to advance technical cooperation and discuss concrete steps, with goal to present joint project proposal for funding (infrastructure for H2 mobility).	TNCC: --Green Hydrogen task force established --Joint cooperation and implementation initiatives proposed	--Task force established: Yes/No? (YES) --N° joint projects proposed	--task force set up --XX Green H2 projects proposed		2020- ONGOING
			PC: Political commitment of Regions to cooperate on Green H2	--N. of MOIs to cooperate on Green H2 formalised --N° of regions from 7 Alpine Region States	XX transnational cooperation agreements --Y regions from 7 Alpine Region States		
			SFP: Green H2 Strategy developed	--Green H2 Strategy formulated: Yes/No?	--Yes, 1 strategy developed		
AG9	Project 9: To encourage the creation of a transnational energy observatory in the Alpine region, a monitoring instrument and	2017 + 2019: EUSALP Energy Survey carried out by EURAC Research with AlpGov funding 2018: 3 Experts' Workshops "EUSALP Energy Observatory" with experts on energy data collection and processing in Bolzano, Innsbruck and St. Gallen 2019: presentation of project	KBT: Alpine Region Transnational Energy Observatory set up	--Transnational Energy Observatory established: Yes/No? Intermediate steps: - joint project application for Observatory: Yes/No? - "business model" for the observatory: Yes/No?	- Yes, 1 EUSALP Energy Observatory (Permanent structure) set up --Yes, 1 Network of regional energy coordinators set up (also see Project 7)		from 2017 - new date pending financing ONGOING

	<p>decision-making tool for energy planning and policy makers on the regional and macro-regional level; to meet the common 2030 and 2050 energy and emission targets, by promoting green economy innovations as well as intelligent energy and decarbonisation strategies.</p> <p>Joint Declarations Munich - Innsbruck - Milan / French Presidency Action Plan / Manifesto (11.g.)</p>	<p>proposal to finance the establishment of the observatory, Alpine Space Call: Alp_En_Data ARPAF III project proposal to set up the EUSALP Energy Observatory (2nd semester 2021)</p>	<p>IKP Monitoring instrument and decision-making tool for energy planning and policy making available</p>	<p>- Instrument for the collection and monitoring of energy data developed: Yes/No? - Decision-making tool developed: Yes/No?</p>	<p>-Yes, 1 Monitoring instrument for collection and monitoring of energy data available -Yes, 1 Decision-making tool for energy planning and policy makers available (also see project 4)</p>		
AG9	<p>Project 10: Promotion of the environmentally friendly production of decentralised renewable energies (e.g. via Energy Communities), regarding the electricity supply as well as the heat supply, and involve sub-regional authorities and citizens in their management.</p> <p>French Presidency Action Plan</p>	<p>Explore synergies with current projects (AlpGrids, Prospect2030). Facilitate and organise exchange opportunities: e.g. Webinar on Energy Communities in the 5th EUSALP Energy Conference on 17.11.2021. Further activities to be defined.</p>	<p>ARC: Events and Initiatives to promote awareness of environmentally friendly production of decentralised renewable energies through energy communities</p> <p>SPE: Stakeholder engagement and dialogue activities to promote development of RES-based energy communities in the Alpine Region</p>	<p>--Events and initiatives promoting awareness of RES-based energy communities conducted: Yes/No? --N° and types of events and initiatives</p> <p>--N° of moderated discussions to set up Energy Communities conducted --N° and types of stakeholders engaged --Geographic location of sub-regional authorities engaged</p>	<p>--Yes --X events and initiatives promoted online and on location in XX territories</p> <p>--XX moderated discussions conducted --at least XX sub-regional authorities and Y citizens --Sub-regional authorities in at least ZZ regions</p>		2021-

AG9	<p>Project 11: Optimisation of the energetic and environmental footprint of the building sector: stimulation of investments in the renovation and energy efficiency of buildings in the Alpine region, without neglecting the issue of thermal comfort in summer, inter alia by supporting sub-regional authorities, companies and individuals in this respect and for the improvement of indoor air quality; promotion of the construction of passive-energy and low tech buildings using local and renewable materials such as wood from the Alpine region mountains and valleys. Joint declaration Innsbruck / Manifesto (11.c.)</p>	<p>Study "Life-cycle analysis of residential buildings" carried out and published in 2017. Report "EUSALP Performance Indicators for buildings" carried out and published in 2018. RETRO+ project proposal elaborated in 2019, rejected for Alpine Space funding (4th call). Further activities to be defined.</p>	<p>SPE: Engagement of stakeholders in Initiatives to promote optimisation of the energetic and environmental footprint of the building sector</p>	<p>--N° of dialogue events focused on energy performance of building sector --N° and types of stakeholders engaged --Geographic location of sub-regional authorities and businesses engaged</p>	<p>--XX events --at least XX sub-regional authorities, businesses and individuals --Sub-regional authorities and businesses in at least ZZ regions</p>		2021-
			<p>KBT: Studies increasing knowledge of energy performance of buildings conducted</p>	<p>--N°. of expert studies and/or joint projects supporting building renovation and EE</p>	<p>--X expert studies and projects implemented</p>		
			<p>PC: Local authorities political commitments to promoting investments in improving energy performance of buildings, including using local renewable materials</p>	<p>--N° of municipalities adopting harmonised quality assurance systems; --Adoption of policy instruments to promote construction and renovation of passive-energy and low-tech buildings using local renewable materials: Yes/No? --N° of policy instruments adopted</p>	<p>XX municipalities adopting harmonised quality assurance systems at local level. -Yes --XXX policy instruments adopted to support EE in buildings</p>		
AG9	<p>Increasing joint applications for European Funding among EUSALP partners (9f) (see</p>	<p>Financial Dialogue Network on energy transition and specifically hydrogen, led by the Auvergne-Rhône-Alpes Region</p>	<p>TNCC: Joint applications for European funding in transnational cooperation in same sector</p>	<p>--N° of joint applications for EU funding --Amount of EU funds requested in proposals</p>	<p>--X applications for Interreg Alpine Space, Interreg Europe, CBC, Horizon Europe, CEF, LIFE+</p>		

	<i>Project 2 under GOV)</i>				XX Increase in EU funding requested		
			TSCC: Joint applications for European funding in trans-sectoral cooperation	--N° of joint applications for EU funding --Amount of EU funds requested in proposals	--X applications for Interreg Alpine Space, Interreg Europe, CBC, Horizon Europe, --XX Increase in EU funding requested		

6.10. Cross-cutting Policy Area: Governance, including institutional capacity: A sound macro-regional governance model for the Region (to improve cooperation and the coordination of action)

The Cross-cutting policy area concerns the governance and institutional capacity of EUSALP. During the implementation of this study, the governance task was guided by the French Presidency (2020-2021) and then assumed by the Italian Presidency (as of January 2022). In this policy area, one of the most important initiatives is the Interreg Alpine Space **AlpGov2 project**, which supported the expertise that compiled this report. Building on the previous AlpGov effort, AlpGov2 aims at enhancing EUSALP's governance structures and mechanisms to push the Macro-regional Strategy towards a future of embedding into the mainstream policies for regional development and cohesion. It also provided funding for most of the projects included in the Monitoring Matrix and provided support for the development of the Monitoring Matrix itself.

Within the 2015 Action Plan seven indicators were introduced for GOV and six targets were set.

Table 6.10.1. Baseline Targets and indicators from the 2015 Action Plan for the Cross-cutting policy area

ACTION GROUP	INDICATOR	UNIT	TARGET VALUE	RELEVANCE INDICATED BY AGL
GOV	Organise Alpine ministers meetings on a regular basis (10.1)	N° of ministerial meetings	at least one ministerial meeting/year	
GOV	Deliver a clear mandate and appropriate time and resources to key partners (coordination and implementation level) (10.2)	Resources allocated by ministries/regions for implementing the Strategy	At least one FTE for each State/Region for coordination, one for implementation	
GOV	National Coordinators to ensure sectorial dialogue; plan and organise cross-sectorial meetings (10.3)	N° of cross-sectorial meetings	N° of cross-sectorial meetings leading to improved practices/actions	
GOV	Continuous monitoring of progress. Alert governance body of risks of deviation in targets or the emergence of a problem or a bottleneck (10.4)	N° of recommendations made by coordinators group	N° of recommendations made by coordinators group discussed and solved at ministerial level	
GOV	Providing conflict management mechanisms; providing solutions or procedures to deal with 'competing demands among different areas or actors' (10.5)	N° of recommendations made by coordinators group	N° of recommendations made by coordinators group discussed and solved at ministerial level	
GOV	Ensuring the embedding of EUSALP into the programmes for the 2014-2020 financial cycles and the mobilisation of the relevant EU funds and of other national/regional/local available resources to support the implementation of the Strategy and the achievement of its objectives (10.6).	N° of programmes mobilising funds or selection criteria for EUSALP actions/projects	Target to be defined	
GOV	Constantly raising awareness; organise publicity and divulgence actions; create a	creation of a stakeholders'	1 platform; divulgence actions	

	stakeholders' platform to structure debate (10.7)	platform; N° of divulgence actions organised		
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Source: European Commission, Action Plan 2015; feedback from French Presidency (2021)

It is important to underline that in 2021 the 8 projects in the Monitoring Matrix were all initiatives of the French Presidency and that after January 2022, now that the two Italian autonomous provinces have taken over the Presidency, these are likely to change and will reflect the priorities of the new EUSALP Presidency.

Table 6.10.2. Proposed indicators and targets related to projects in the Monitoring Matrix

ACTION GROUP	PROJECT NUMBER, TITLE AND SOURCES	ACTIVITIES	INDICATOR(S)	UNIT	TARGET VALUE	MONITORING MECHANISM ⁵⁴	Relevance indicated by AGL
GOV	<i>Project 1: Ensure political ownership</i> 2015 Action Plan	<ul style="list-style-type: none"> General Assembly meeting Annual progress report by AGs and the Presidency / update of the Monitoring Matrix 	--SPE: Policy stakeholder involvement in and commitment to EUSALP activities	--N° of ministerial meetings --N° of high-level political stakeholders participating in meetings and conferences --N° of countries/regions represented in ministerial meetings --Report of Actions delivered: Yes/No?	--at least one ministerial meeting/year (General Assembly) (AP) --XX countries/Y% of regions represented in ministerial meetings -Yes, 1 Report of Actions Delivered	- annual progress report by the AGs and the Presidency / update of the MonitoringMatrix	
GOV	<i>Project 2: Ensure resources are allocated by ministries/regions for implementing the Strategy</i> 2015 Action Plan	Activities not indicated in Monitoring Matrix	--CB: Staff resources allocated by ministries/regions for implementing the EUSALP Strategy	--FTE of staff resources dedicated to EUSALP (AP)	At least 1 FTE for each State/Region for coordination, 1 for implementation (AP)		
			--EP: Embedding and programming with national and regional managing authorities	--N° and types of programmes earmarking funds for EUSALP priorities	--at least 1 programme per country and X% of EUSALP regions per country earmarking funds		
GOV	<i>Project 3: Expand synergies between EUSALP and the Alpine Convention</i> French Presidency Action Plan / Manifesto (16.d)	Organisation of joint meetings of working/action groups; <ul style="list-style-type: none"> Ensuring participation in governance bodies; Joint mobilisation on common projects (i.e. Operational Contribution on Multifunctional Forests) 	SPE: Increased engagement of the Alpine Convention in EUSALP governance and activities	-- Alpine Convention participation in joint meetings and governance bodies: Yes/No? --N° of AGs with Alpine Convention participation N° of Joint meetings of working/action groups organised;	Yes, 3 joint meetings involving Alpine Convention --3 AGs with Alpine Convention participation		

⁵⁴ Document or report that provides evidence of achievement of the target/activity

			TNCC: joint initiatives involving EUSALP and the Alpine Convention	- N° of joint initiatives / common projects	--X joint initiatives		
GOV	Project 4: Expand synergies with the EU funding programmes French Presidency Action Plan / Manifesto (16.e.)	Adoption of Manifesto affirming EUSALP priorities for coming years and enabling integration of focuses of the strategy in future programmes to better mobilise funding for implementation of EUSALP; <ul style="list-style-type: none"> • Organisation of events & WG meetings promoting links btw EUSALP actors & organisations responsible for managing funding opportunities to examine possibility to finance projects more easily; • Set up of 1st financial dialogue networks to facilitate link between activities of AGs and available funding. 	EP: Expanded engagement and synergies with the EU funding programmes through events and dialogue	--AGs provided with a mandate to be a permanent platform for the capitalisation, expansion and incubation of projects of the programmes: Yes/No? --N° of EU funding programmes integrating EUSALP aims --N° of meetings gathering EUSALP actors & managing authorities/ intermediary bodies in charge of funds	Yes, 1 mandate to act as permanent platform provided --ongoing Engagement with EU programme officials X EU funding programmes integrating EUSALP aims		
GOV	Project 5: Prefigure the formation of a team specifically devoted to the EUSALP governance procedure French Presidency Action Plan / Manifesto (16.a.b.) (Future TSS)	Creation of 2 positions specifically devoted to EUSALP (1 for governance bodies & partnership animation / 1 for communications & event management) <ul style="list-style-type: none"> • Setting up of Technical Support Structure 	--CB: EUSALP Technical Support Structure Plan	--1 plan for setting up EUSALP governance team: Yes/No --Roles and profiles of team members identified: Yes/No --budget proposal: Yes/No	Yes Yes Yes		

<p>GOV</p>	<p>Project 6: Increase the involvement of territorial communities (cities, metropolises) and civil society organisations French Presidency Action Plan / Manifesto (16.c.)</p>	<ul style="list-style-type: none"> • Meetings with civil society organisations • Inclusion in every event of the Presidency • Encouragement to participate in EUSALP action groups • Redesign of EUSALP website to allow them to participate 	<p>--SPE: Increased engagement and participation of territorial communities and civil society in EUSALP dialogue, events and digital platform</p>	<p>-- Regular dialogue with CSOs established: yes/no? --share of Presidency events including territorial communities and CSOs --N° of AGs involving territorial communities and CSOs</p>	<p>Yes X mountain authorities and elected representatives consulted --X CSOs involved in dialogue --XX AGs involving territorial communities & CSOs/NGOs --XX% events including territorial communities & CSOs</p>		
			<p>--IKP: improved stakeholder access features of EUSALP website</p>	<p>--EUSALP website features</p>	<p>XXX EUSALP website access features for different stakeholders --Y% rate of access of territorial communities & CSOs in digital platform</p>		
<p>GOV</p>	<p>Project 7: Constantly raising awareness; organise publicity and divulgence actions and create a digital participatory platform to structure debate. French Presidency Action Plan / Manifesto (16.c)</p>	<ul style="list-style-type: none"> • Redesign of EUSALP website 	<p>--ARC: Increase awareness raising, communication and opportunities for debate for EUSALP stakeholders and citizens</p>	<p>-N° of awareness raising and communications initiatives</p>	<p>Yes/No --X dedicated sections --Y% rate of participation of territorial communities & CSOs in digital platform</p>		
			<p>--ITK: Permanent digital participatory platform established</p>	<p>-Permanent digital participatory platform established: Yes/No --N° of access features dedicated to different stakeholders (incl. territorial communities and CSOs)</p>	<p>Yes</p>		
<p>GOV</p>	<p>Project 8: Support the sustainable involvement of young people notably by:</p>	<p>Organisation of Pitch Your Project</p> <ul style="list-style-type: none"> • Relaunch of school trips 	<p>SPE: Increased opportunities for young people to contribute</p>	<p>--Youth.shaping EUSALP initiative continued: Yes/No?</p>	<p>Yes X ideas and proposals</p>		

	<ul style="list-style-type: none"> ● Continuing the initiative youth.shaping.EUSALP ● Systemically integrating the ideas and proposals of young people into the EUSALP governance ● Restarting the learning of Alpine languages <p>Joint declaration Milan / Tirolean Presidency / French Presidency Action Plan / Manifesto (15.b.-16.c.)</p>	<p><i>and summer camps for the young</i></p> <ul style="list-style-type: none"> ● <i>Creation of EUSALP Youth Council</i> ● <i>Invitation to participate and take part in each event</i> 	<p>ideas and proposals to EUSALP governance and participate in Alpine events and culture</p>	<p><i>--N° of ideas and proposals of young people integrated into EUSALP governance</i></p> <p><i>- N° of projects related to youth</i></p>	<p><i>involving youth and young people</i></p>		
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7 CONCLUSIONS AND RECOMMENDATIONS

This Report was prepared within the framework of the Interreg Alpine Space project AlpGov2 “*Implementing Alpine Governance Mechanisms of the European Strategy for the Alpine Region*”, which aims at further promoting the policy integration and governance structure of the European Union Strategy for the Alpine Region (EUSALP). It is the final output of the exercise to **redesign the set of policy indicators and targets** to allow measuring the progress made by the strategic implementation initiatives of the EUSALP stakeholders. The strategic implementation initiatives covered in this study are the **64 projects** included in the **Monitoring Matrix**⁵⁵ developed within the French Presidency and agreed with the Executive Board (EB).⁵⁶ As the Monitoring Matrix is a “living document”, also the **indicators and targets will change over time** according to political priorities that lead the Strategy and with the evolving policy context and different challenges and opportunities that emerge.

This Report aims at providing guidance and insights for future exercises that will be undertaken by the EUSALP Action Groups during the 2021-2027 programming period. It provides elements of a **methodological framework** for the monitoring and evaluation of EUSALP projects and proposes a set of **13 Common Output and Results Indicators** that can be used in reference to the activities undertaken and the outputs and results of the projects. Since information on project budgets and spending is not covered in the Monitoring Matrix, **financial indicators are not included**, though they are an important part of project monitoring and evaluation.

The **direct beneficiaries** of the exercise are the **Action Group leaders/co-leaders** and the **members of the Executive Board (EB)** who will play an active role in using the Monitoring Matrix and the indicators and targets that are to be integrated into it. The use of more simplified and easier to use indicators will help EB members gain a better understanding of the types of activities the AGs are conducting, facilitating the **role of the EB in monitoring of EUSALP strategic initiatives**. Furthermore, the adoption of the common indicators can help the EB as well as the European Commission in communication to political representatives and in supporting the embedding process by allowing a classification of different types of outputs and results (i.e, capacity building, stakeholder participatory engagement, testing and piloting, etc.).

The issue of **policy impact** of the Macro-regional Strategy was mentioned by some stakeholders since this has implications at the political level and can affect the availability of resources for activities. Questions regarding policy impact are the following:

- Why is our territory participating in the MRS?
- What is the added value of the Strategy?
- Where do we want to go instead of where we are?

⁵⁵ Version of 22 September 2021.

⁵⁶ This section of the Report was finalised following the integration of feedback and suggestions received following the Workshop conducted on 25 January 2022 with the members of the EB/BAGL and the written comments that were provided to the Draft Final Report.

- Which impact do we want to reach?
- The Strategy has been implemented since 2016—around six years—what difference has it made beyond what would have happened anyway?

These questions are important for **political communication** and can for the most part be addressed with policy indicators and targets: *Policy Indicators are designed to respond to key policy questions and can support different phases of policy making, from designing policy frameworks to setting targets, and from policy monitoring and evaluation to communicating to policymakers and the public.* Indeed, *policy indicators and targets* play an important role in the monitoring and evaluation of the effectiveness and impact of EUSALP at the macro-regional level in terms of economic, environmental and social impacts. Yet while the measurement of such impacts is important from the political perspective, this was considered to be beyond the scope of this assignment. In other words, the developed indicators and targets presented in Chapter 6 will not directly measure the achievement or progress toward the three key objectives and the governance objective of the EUSALP, but rather the achievement of project outputs and results that can be directly affected by the AGs (rather than by socio-economic and environmental conditions overall) and that contribute to the objectives. However, it is important to underline that the development of indicators and targets for **policy impact evaluation** will have to be undertaken at some point in the future, perhaps adopting part of the approach and some of the tools.

Within the scope of this Study, it was necessary to shift the focus to *cooperation indicators and targets* that take into account a variety of factors that can be **effectively influenced by the stakeholders** involved in the strategic implementation initiatives while also respecting the **RACER criteria** (Relevant, Acceptable, Credible, Easy, Robust) of the European Commission’s Better Regulation Toolbox. Therefore, the indicators and targets presented do not directly measure the achievement or progress toward the three key objectives and the governance objective of the EUSALP, rather they represent output and result indicators and targets that can be directly affected and monitored by the Action Groups (AGs), the EB and the relevant Presidency.

The Study on which this Report is based was undertaken from May 2021 through February 2022. It comprised **desk research** on documents (including the COWI Study), information and materials from relevant European Commission, Alpine Region (EUSALP) and Interreg Alpine Space websites and various **stakeholder consultations** conducted with the Action Group leaders/co-leaders or their representatives and the French Presidency in 2021 as well as the Italian Presidency in early 2022. This Report also reflects the comments and feedback provided by the AGs and EB members following the presentation of the Draft Report and proposed indicators on occasion of the launch of the Italian Presidency of EUSALP in January 2022. The timing of the Study coincided with the launch of the European funding programmes for the 2021-2027 period, including Interreg Alpine Space, as well as the introduction of new Funds aimed at addressing the consequences of the ongoing coronavirus pandemic.

7.1 Conclusions

As illustrated in **Chapter 1**, the EU Strategy for the Alpine Region (EUSALP) is the newest of the European Macro-regional Strategies (MRS), involving a territory that comprises 48

Alpine regions in seven EU and non-EU States. EUSALP applies a multi-level governance model and takes an integrated cooperation approach to addressing common environmental, economic and social challenges in a territory with unique features and vulnerabilities. The involvement of stakeholders representing local, regional and national levels is considered to be essential for the success of the Strategy: in particular, the key role of regional authorities in all levels of governance of the Strategy (at the General Assembly, Executive Board and Action Group levels) is one of the unique features of the EUSALP.

Given that the MRS are supported by the European Union under the principle of the “**three nos**” (i.e. no new legislation, no new EU funding and no new institutions), a key objective is to encourage relevant stakeholders to **increase their collaboration through existing policies and funding streams**,⁵⁷ also providing the basis for new forms of governance, cooperation and dialogue within EUSALP. Since 2018 there has been a **strengthening of the embedding process** or alignment of relevant EU policies and priorities for the new 2021-2027 period with the Macro-regional strategies (MRS). This was reinforced by the introduction of the **Financial Dialogue Networks** in 2021 to improve discussions with the Managing Authorities and intermediary bodies of European programmes. This has taken place at the same time as the Alpine Space Interreg Programme (ASP) aims at further strengthening the alignment, synergies and cooperation with EUSALP at different levels.

As described in **Chapter 2**, the main EUSALP thematic policy areas comprise economic growth and innovation, mobility and connectivity and environment and energy, which are further articulated into three objectives and nine Actions that are the focus of the activities of the **Action Groups (AGs)**. The Strategy’s **Action Plan** provides the basis for the strategic initiatives implemented by the **Action Groups** under the guidance of a rotating **Presidency** and overseen by the **Executive Board (EB)**.⁵⁸ The Action Plan represents the point of departure for this Study, as it provides the baseline for the monitoring and evaluation of the implementation of the Strategy’s activities and the development of a revised set of indicators and targets.

Since the adoption of the Strategy and its Action Plan in 2015, there has been an evolution in the **governance** and in the **tools and structures** introduced to facilitate monitoring and evaluation as well as improve the embedding of objectives both at the European programme level and within the Member States. The **Board of Action Group Leaders (BAGL)** was established to serve as an exchange platform between Action Group Leaders to facilitate discussion of cross-sectoral issues and horizontal coherence among AGs. The **EB-BAGL meetings** provide a forum for active interchange between the oversight and implementation levels of EUSALP. Given that the **Executive Board (EB)** engages in the overall horizontal and vertical coordination of the EUSALP Action Plan, this direct link between the Action Groups and the EB is an important element in the ongoing monitoring and evaluation of strategic actions—linking the implementation level to the national and European governance level, thus also facilitating embedding. Governance was also strengthened by the adoption of the **EUSALP Vademecum** in November 2021 which clearly describes the structures for effective governance to ensure stakeholder and implementer empowerment in the Strategy, also providing the governance framework for the use of the

⁵⁷ CEPS (2019).

⁵⁸ Which includes members of the 7 national delegations and observers from the European Commission, the Alpine Convention, the Interreg Alpine Space Programme, and the EUSALP Youth Council.

recently adopted **Monitoring Matrix** and the indicators and targets to be developed. Another important recent development was the hiring of the first staff members for the new **Technical Support Structure (TSS)** which is currently being set up.

As indicated in **Chapter 3**, the Strategy foresees the establishment of a **monitoring and evaluation system** for EUSALP and specifically mentions “... a set of regional indicators, which will be collected, validated and shared by Eurostat.” The Action Plan presents an extensive but not exhaustive series of **examples of indicators and targets for each of the Action Groups and the cross-cutting policy area**, involving *cooperation indicators and targets* as well as *policy indicators and targets*. These examples of indicators and targets were presented in the **Questionnaires for the Action Groups as a starting point for the stakeholder consultation exercise** to redesign the indicators and targets—given that no “official indicators and targets” had yet been agreed upon for EUSALP. These are also presented in the first of the two tables in the sections of Chapter 6 dedicated to the AGs and the GOV cross-cutting policy area.

The **Monitoring Matrix**, introduced under the French Presidency in 2021, was designed to assist the AGs and the governing Presidency in tracking the progress of the strategic initiatives (projects), thus also necessitating the adoption of indicators and targets. The Monitoring Matrix was developed to **better link political declarations/goals to concrete projects implemented in the Alpine Region and thus facilitate evaluation of the impact of EUSALP activities**. It is for these projects that indicators and targets were to be developed. Indeed, **support in the development of indicators and targets for insertion into the Monitoring Matrix was the main task of this Study**. As the Monitoring Matrix is a “living document”, also the **indicators and targets will change over time** according to political priorities that lead the Strategy and with the evolving policy context and different challenges and opportunities that emerge.

At this point, it must be underlined that the indicators and targets that are the focus of this Study refer directly to the **64 projects** and their relevant activities that were presented in the Monitoring Matrix⁵⁹ and not the overall activities and initiatives of EUSALP. These included the **56 projects undertaken by the AGs** and the **eight projects under the cross-cutting policy area**. These projects are not evenly distributed among the AGs, with some AGs having as many as 11 projects and others as few as three projects.

Chapter 4 describes the methodology applied and the challenges faced in the assignment, leading to a change in focus. The main elements of the methodology include:

- Desk research: review of official documents, reports, and information regarding EUSALP activities and cooperation and relevant studies (in particular the COWI Study and the MRS Implementation Reports) and materials;
- Development and revision of the questionnaire for the AGs and GOV based on various elements (examples of indicators and targets in the Action Plan, Joint Declarations and Work Programmes; Monitoring Matrix, COWI Study policy indicators; Agenda 2030 Sustainable Development Goals and indicators);
- Stakeholder consultation via interviews and EB and EB-BAGL meetings and follow-on consultations;

⁵⁹ Version of 22.09.2021

- Presentations of project outputs and results (1 July 2021, 25 January 2022).
- Report drafting: Draft Report and proposed common indicators; Final Report.

From the initial findings of the desk research and stakeholder consultations, several challenges emerged, resulting in a refocusing of the study on **cooperation indicators and targets** which could effectively be monitored by the AGs using the new Monitoring Matrix as a tool.

Based on various documentary sources, **Chapter 5** identifies **different types of indicators** (indicators in the Action Plan, output indicators, results indicators, policy indicators covered in the COWI Study, indicators used in Interreg programmes, including Interreg Alpine Space) and explains the **RACER** concept (Relevant, Acceptable, Credible, Easy, Robust) presented in the European Commission’s Better Regulation Toolbox #43.⁶⁰ The table below summarises some of the main differences between cooperation/results indicators and policy indicators.

Table 7.1: Cooperation output/result indicators vs Policy indicators and targets

Cooperation output/result indicators and targets	Policy indicators and targets
Directly linked to the cooperation initiatives and activity	Determined at a higher level and concern larger areas and broader concepts—policy linked
Used in monitoring and results analysis to assess cooperation value	Used in impact analysis to assess policy value
Linked to project and AG objectives	Linked to EU or Regional/Macro-regional policy objectives
Achievable & measurable over lifetime of the action/short-term	Not always easy to achieve or to measure, some impact only seen after long-term
Easily explained and understood	Can include concepts that are not always well understood or evolving: “sustainability”, “vulnerability” “equity”
Statistics from project monitoring and reporting, reflecting activities and outputs/results	Available statistics (Eurostat and other sources) often incorporate a time lag of two years or more
Project indicators and targets reflect implementation of activities in a more limited project or AG context	COWI indicators provide a good basis for impact analysis in a larger policy context
Cross-border cooperation measured through concrete activities, participants/stakeholder involvement, reports and other outputs	Difficulty to measure policy impact of cross-border cooperation

While the 2015 EUSALP Action Plan is still considered to be relevant for the most part, the majority of the examples of indicators and targets provided in the document was not considered to be appropriate as:

- They did not reflect the RACER criteria
- The AGs actions and activities had no control over most of them
- They were difficult to measure
- There was a lack of resources in the AGs to monitor and collect the data relating to the indicators, especially those with targets reflecting policy impact.










Based on the review of the information in the Monitoring Matrix and various feedbacks and inputs from the AGs and the French Presidency, a **set of 13 common output and results indicators** as shown in Table 7.2 was developed. Ideally, these should be able to capture





⁶⁰ November 2021 version

the different activity outputs and results of the projects undertaken by the nine AGs and under the cross-cutting policy area and allow classification of the projects according to its indicators. The indicators that are in the top part of the table are among those that are most commonly seen in the projects of the Monitoring Matrix. The colour scheme was added to facilitate their identification in an exercise that involves a very large number of projects and indicators. Since information on project budgets and spending is not covered in the Monitoring Matrix, **financial indicators are not included**, though they are an important part of project monitoring and evaluation.

It would be useful, once the AGs and the relevant Presidency have reviewed and accepted the indicators, to develop indicator-based project profiles of the different AGs.

Table 7.2: Summary of the 13 proposed common indicators

Types of results indicators/ Common indicators	Specific Indicators related to projects (results/outputs/activities)
1) Awareness-raising / communication (ARC) 	<ul style="list-style-type: none"> • Events, Forums • Newsletters, Social Media campaigns, Storytelling • Dedicated Website
2) Stakeholder participatory engagement (SPE) 	<ul style="list-style-type: none"> • Discussion forums/dialogue events • Brainstorming • Active exchanges • Joint formulation of concepts
3) Knowledge Building & Transfer (KBT) 	<ul style="list-style-type: none"> • Studies, surveys, mapping, data collection • Good practices/Case studies • Knowledge networks/ Think tanks / Observatories • Thematic workshops/conferences
4) Capacity-building (CB) 	<ul style="list-style-type: none"> • Training programmes & activities • Mentoring/peer exchanges • Skills workshops/Labs • Mobility, exchanges, Study tours • Application of new business models and methodologies • Innovation transfers • Toolkits/tools
5) Transnational cooperation & coordination (TNCC) 	<ul style="list-style-type: none"> • (ongoing/permanent) Transnational networks & working groups • Joint proposal & project development • Common methodologies adopted • Alignment & coordination measures applied • Thematic Cooperation platforms set up
6) Trans-sectoral cooperation & coordination (TSCC) 	<ul style="list-style-type: none"> • (ongoing/permanent) Cooperation btw different AGs • Joint proposal & project development • Common methodologies adopted • Alignment & coordination measures applied • Trans-sectoral network or cooperation initiative
7) Information/Knowledge Platform (IKP) 	<ul style="list-style-type: none"> • Information/knowledge platform • Digital exchange platform • Structure for information/knowledge sharing
8) Political Commitment (PC) 	<ul style="list-style-type: none"> • Political agreements • Policy Declarations • Political letters of intent • Political representation during events
9) Policy Recommendations & Guidelines (PRG) 	<ul style="list-style-type: none"> • Policy recommendations • Policy guidelines
10) Strategic Framework/ Planning (SFP)	<ul style="list-style-type: none"> • Strategic Agenda/Roadmap

	<ul style="list-style-type: none"> • Thematic Guidelines • Master plan
11) Common Framework for recognition/certification/standardisation/code of ethics/quality label (CF) 	<ul style="list-style-type: none"> • Common Framework promoted for thematic area (for recognition/certification/standardisation/code of ethics/code of conduct/ quality label)
12) Testing and Piloting (TP) 	<ul style="list-style-type: none"> • concept tested (i.e. Smart villages, Smart Buildings, Smart Regions) • Test areas/pilot activities
13) Embedding and programming (EP) 	<ul style="list-style-type: none"> • Joint programming activities with Managing Authorities/intermediary bodies conducted • Dialogue with the Commission Funding programmes

Source: Nomisma based on Monitoring Matrix and feedback from AGs and French Presidency

Chapter 6 presents the results of the exercise to define proposed indicators and targets relevant to the strategic initiatives/projects in the Monitoring Matrix of the nine Action Groups and GOV/cross-cutting policy area. This chapter is divided into 10 sections and reflects the information presented in the 2015 Action Plan, the Monitoring Matrix (22.09.2021 version) and feedback from the Action Groups and the French Presidency, which was in charge of the Cross-cutting policy area during most of the time of implementation of the Study. While the first table in each section reflects the expected indicators and targets spelled out in the Action Plan, the indicators, units and target values shown in the second table were based on the activities and information reported for each project in the Monitoring Matrix and also reflect the inputs of the AG leaders/co-leaders or their representatives and the project officer of the French Presidency (who transferred to the Italian Presidency in January 2022). The format of the tables reflects the excel structure of the Monitoring Matrix.

The actual indicators were then classified in terms of the 13 common indicators and shaded in the corresponding colour to make it easier to identify the type of indicator involved in the different projects as well as to gain a better understanding of the AG/GOV activities. The AGs and GOV were then asked to check the indicators and targets for their projects.

The following figures (Figure 7.1, Figure 7.2) provide information about project outputs/results and types of activities of AG1 and AG2. Using an Excel worksheet, inserting and quantifying the 13 indicator types (number of different targets per indicator type), it is possible to create bar graphs that reflect the nature of the projects and the number of targets per type of indicator. Here Knowledge-building & Transfer (KBT) and Awareness-raising/Communications (ARC) stand out. This methodology could be tested to see if it is indeed useful to the AGs and the EB both in understanding the nature of the projects and the complexity of the different indicators involved.

Figure 7.1: AG1 project profile

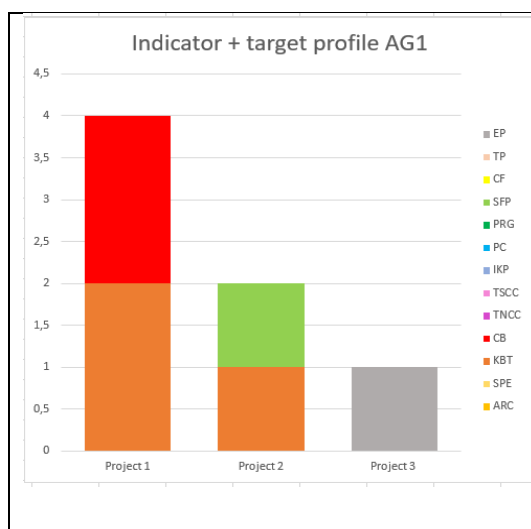
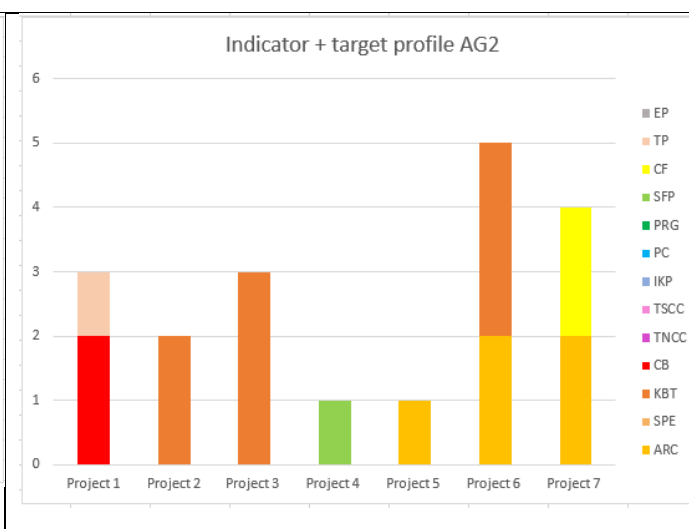


Figure 7.2: AG2 Project profile



Finally, while the measurement of impact (using policy indicators) is important from the political perspective, this was considered to be beyond the scope of this assignment. In other words, the developed indicators and targets presented in Chapter 6 for each of the AGs and GOV will not directly measure the achievement or progress toward the three key objectives and the governance objective of the EUSALP, but rather the achievement of project outputs and results that can be directly affected by the AGs (rather than by socio-economic and environmental conditions overall) and that contribute to the objectives.

However, it is important to underline that at a certain point in the future such an assessment (an update of the 2017 COWI study) will be necessary to evaluate the overall value of the Macro-regional strategy in realising its objectives. An **impact assessment** is a necessary aspect of EU programmes and policy implementation. Not only that, but it can be expected that such an assessment will also need to consider additional indicators and targets for **diversity, social inclusion, and gender balance** as well as the indicators and targets proposed by the UN's **Agenda 2030 17 Sustainable Development Goals (SDGs)**.

7.2 Recommendations

The following recommendations are based on findings from desk research and inputs and feedback gained from stakeholder consultations and suggestions.

Provide ensured funding for ongoing and recurring activities:

While the Monitoring Matrix, and consequently also this study, does not cover financial indicators, one of the key concerns voiced by the interviewed stakeholders regarded the need to obtain **funding for ongoing and recurring activities of EUSALP that may no longer have project-based funding**. Such activities involve annual conferences (i.e. EUSALP Energy Conference), permanent structures (*Platform of Knowledge*) and general cooperation among others. The **EUSALP Innovation Facility** has been indicated as a cooperation structure that will address the search for funding, but it has yet to become fully operational.

Some AG members have secure funding/resources for their activities, due to the nature of their organisation (i.e. public authority with decision making capacity). This allows them to take a longer-term view. However, others are dependent on competitive funding from their respective national or regional authority or on the projects they succeed in getting through the EU programme application process.

Ensure an appropriate internal capacity for monitoring and evaluation:

Another issue that emerged was the **lack of staff resources** of the different AGs to undertake any extensive monitoring and evaluation activities, particularly those that would be necessitated in an eventual policy impact assessment using the indicators provided by the COWI (2017) study. Certainly, this is a function that could be undertaken by the **Technical Support Structure (TSS)**, foreseen under the GOV *Project 4: Prefigure the formation of a team specifically devoted to the EUSALP governance procedure*. With adequate resources, the **TSS** could play a central role in the monitoring and tracking of progress of EUSALP projects and initiatives (the cooperation indicators and targets) and it should be able to ensure direct support to the Action Group Leaders beyond what has been provided under ALPGOV2. One issue that needs to be addressed is whether the TSS will have the staff resources that will also allow them to monitor and track various other indicators that refer to socio-economic and environmental/technical developments and impacts.

Include financial indicators in the Monitoring Matrix:

As noted above, the version of the Monitoring Matrix covered in this Study does not include financial indicators relating to budgets and expenditure allocated to the projects. This particular indicator represents an input that defines the size of a project and a parameter for types of activities and outputs involved. It presents a link between budget and activities and represents an important way of measuring project progress (see Table 5.4 above). With introduction of the **Financial Dialogue Networks**, financial indicators relating to success in applications to European funding programmes could be a **further indicator** to be included for the future.

Extend timing horizon of the Monitoring Matrix to 2030 and add monitoring milestones

Currently most of the projects in the Monitoring Matrix end in June 2022, whereas the issues they address have a longer timeframe. To be compatible with key European policy objectives (Sustainable Europe 2030, the Fit for 55 Climate package) and various European funding programmes (particularly the Alpine Space programme, whose projects will run through 2029) it would be useful to extend the timing horizon of the Monitoring Matrix to 2030. To further support monitoring, it is recommended to add a field for **milestones** (2024 or other relevant year).

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ANNEXES

Annex.1. List of Interviewees/contributors

Action Group/Org	Name	Organisation	Country/Territory	Date(s) of Interview(s)
AG1	Stefano Sala	UNIMONT–Mountain University– Edolo campus of the State University of Milan	Italy/Lombardy	04/08/2021 further feedback in Feb. 2022
AG2	Sylvain Guetaz	Direction des relations internationales, Conseil régional Auvergne Rhône-Alpes / Lyon	France/ Auvergne Rhône-Alpes	feedback 23/07/2021; interview: 14/10/2021; further feedback in Feb. 2022
AG3	Giuliana Cristoforetti Giorgia Borghini	Servizio Minoranze linguistiche locali e audit europeo, Dipartimento Affari e Relazioni Istituzionali, Autonomous Province of Trento	Italy/Autonomous Province of Trento	03/09/2021; 05/10/2021 further feedback in Feb. 2022
AG4	Patrick Skonieczski Chiara Pizzignacco	Europaregion Tirol-Südtirol-Trentino, Amt der Tiroler Landesregierung Abteilung Mobilitätsplanung	Austria & Italy/Tirol-South Tirol-Trentino/ based in Innsbruck	17/09/2021
AG5	Thomas Egger	Swiss Centre for mountain regions, SAB	Switzerland/Bern	14/10/2021 + further feedback in 2022
	Alessio Pastorino	Autonomous Region of Valle d'Aosta	Italy/Valle d'Aosta	14/10/2021
AG6	Wolfger Mayhofer, Alice Beck	Permanent Secretariat of the Alpine Convention, Alpine Convention	Alpine Convention territory/ based in Innsbruck	16/09/2021 + further feedback on 5/11/2021 and 17/02/2022
AG7	Michaela Künzl	Bavarian State Ministry of the Environment & Consumer Protection Cross-border Networks and EU Funding	Germany/Bavaria	03/08/2021
	Nika Debeljak	Institute of the Republic of Slovenia for Nature Conservation, Central Unit	Slovenia/Ljubljana	Further feedback in March 2022
AG8	Killian Heil, Katharina Rieder	Bundesministerium für Landwirtschaft, Regionen und Tourismus, Sektion III - Forstwirtschaft und Nachhaltigkeit, Abteilung III/4 - Wildbach- und Lawinerverbauung und Schutzwaldpolitik	Austria/Federal level, Vienna	09/09/2021 Further feedback on 23/09/2021
AG9	Benjamin Auer (until Nov. 2021)	CasaClima/KlimaHaus Energy Agency South Tyrol	Italy/Autonomous Province of Bolzano	14/07/2021 + extensive feedback in 2021
	Maren Meyer (after December 2021)	CasaClima/KlimaHaus Energy Agency South Tyrol / Italian Presidency		February 2022
GOV	Mathilde Blache	EUSALP French Presidency Policy Officer, National Agency for the Cohesion of Territory (ANCT) Commission for the planning, development and protection of the Alpine massif	France/Grenoble	20/09/2021 + successive feedback starting in December 2021-March 2022
		EUSALP Policy Officer Italian Presidency 2022	Italy/Bolzano/ Bozen	

Annex.2. Further Recommendations

Actively increase participation in EU funding programmes beyond Interreg Alpine Space: With regard to Project 4 “*Expand synergies with the EU funding programmes*” under the GOV Cross-cutting policy area, it is important to underline that besides the obvious option of the Interreg Alpine Space programme, there are various other programmes for which the transnational structure of the AGs is well suited for the type of participation, eligibility and capacity to produce successful proposals and effectively implement projects. In particular, programmes such as Horizon Europe (which covers a wide range of topics not only of interest to AG1), the Connecting Europe Facility (of particular interest to AG4, AG5, and AG9 but not only), Digital Europe Programme (especially AG5, but also AG2 and AG3 and AG4), Creative Europe (AG2, AG3, but also AG5 and AG6), LIFE (AG2, AG6 AG7, AG8, AG9), and ERASMUS+ (particularly AG3 and AG2, but also others, due to the new Green focus). Indeed, within EUSALP territories and among the AG members there are organisations that have been particularly successful in applying to EU funding programmes and could be instrumental in leading and/or supporting project proposals and involving other members of their own or another AG. Also, the possibility to cooperate within **other Interreg strands such as URBACT, CENTRAL EUROPE, Interreg Alpenrhein – Bodensee – Hochrhein, Interreg France – Switzerland, etc.**⁶¹ should be further explored.

Within the interregional context another instrument of potential interest is the new **Interregional Innovation Investment Instrument (I3)** which aims at supporting interregional innovation investments towards commercialisation and scale-up phases. In accordance with the ERDF 2021-2027 Regulation, the current work programme covers: (a) Financial and advisory support for investments in interregional innovation projects in **shared smart specialisation areas** (Strand 1); (b) Financial and advisory support (Strand 2a), and capacity building (Strand 2b) for the development of value chains in less developed regions. In particular, Strand 1 targets well-developed ecosystems and focuses on broad EU priority areas where the interregional approach can contribute to further developing European value chains, in particular where weaknesses or market failures are identified, and a solution could come from the interregional triple/quadruple helix cooperation (representing regional authorities and cities, business, research and civil society)—of particular concern to AG1, AG2 and AG3. On the other hand, Strand 2 targets less developed regions and focuses on reinforcing internally the regional innovation ecosystems, unlocking underutilised capacities which could reinforce EU value chains. This strand also includes capacity-building activities. The thematic priorities for the duration of the work programme for the calls for both Strands 1 and 2a are (1) **digital transition**, (2) **green transition, including climate neutrality, environmental sustainability and circular economy** and (3) **smart manufacturing**.⁶²

Increase cooperation between EU Macro-regional strategies: While only AG9’s Project 3 “Strengthening of the cooperation between the EU macro-strategies in the field of energy policy” specifically addresses the issue of macro-region strategies cooperation on thematic areas of common interest, this is something that should be promoted for all AGs and by the rotating Presidencies. This could involve organising joint conferences or inviting relevant stakeholders from other MRS to participate in events or meetings. It could also mean

⁶¹ https://www.euro-access.eu/regions/eusalp - alpine_region

⁶² ANNEX Multiannual work programme for 2021 - 2022 for the Interregional Innovation Investments instrument https://ec.europa.eu/regional_policy/sources/tender/pdf/official/2021-2022_financing_decision_i3_annex.pdf

encouraging or promoting awareness of access to knowledge resources — for example, the Interreg Alpine Space **Project Output Library** contains an extensive number of interesting and useful contents and knowledge resources that could be valorised and useful in other MRS. Such activities can be facilitated by overlapping memberships between the Macro-region strategies of countries/regions: Austria and Germany (EUSALP and EUSDR), Italy (EUSALP and EUSAIR), and Slovenia (EUSALP, EUSDR and EUSAIR). Non-EUSALP territories in Germany also participate in EUSBR.

It would be opportune to capitalise on the opportunities for **Policy Learning** and **Best Practices** exchanges. Indeed, through the new Interreg Europe 2021-2027⁶³ programme **such activities can be supported. The INTERREG EUROPE 2021-2027** Cooperation Programme document (Final version September 2021) specifically refers to the MRS:

- **1.2.5. Macro-regional strategies and sea-basin strategies where the programme area as a whole or partially is covered by one or more strategies:** Given the pan-European nature of the Interreg Europe programme, it is not opportune to introduce a specific focus on, or give priority to Interregional Cooperation Projects or activities that target a specific macro-regional strategy or a sea-basin strategy (or initiative). However, **proposals for Interregional Cooperation Projects that include issues related to one or more macro-regional strategies and/or sea-basin strategy, as part of the practice sharing and policy learning among regional actors from different parts of Europe, will be welcomed by the programme, as long as the proposal includes a geographical balance in terms of countries represented in the partnership** (p. 14). Topics of common interest to different MRS include: protecting and preserving biodiversity, the decarbonisation of energy and transport, digitalisation, sustainable tourism and the involvement of Youth in macro-regional activities during the Year of Youth 2022.

Increase the involvement of Youth Council and young people in all Action Group activities: Both the 2020-2021 French Presidency and the 2022 Italian Presidency emphasise the importance of engaging young people in EUSALP activities in order to improve their representation and include their perspective in the projects that are undertaken. For this purpose, it would be helpful to ensure that the Youth Council is not only represented at the GA and EB level but also plays a more active role in the AGs. While it may not be possible to have a YC representative or observer in each AG, it could be helpful to ensure that in the AGs involve organisations that are able to ensure the interests and perspectives of the younger generation and to actively involve the Youth Council in selected AGs.

Contribute to the sustainability of the 2026 Winter Olympic and Para-Olympic Games: Presenting both opportunities and challenges for the Alpine Region are the 2026 Winter Olympic and Para-Olympic Games, which will be held in Lombardy, Trentino-South Tyrol and Veneto—in the heart of the Alps. While the events will all be held in northern Italy (with requirements for event infrastructure, accommodations and catering, goods and services

⁶³ At the time of completion of this Report, the programme had just been submitted to the Commission for comments and approval after having been accepted by the 29 partner states (including Switzerland among non-EU states).

(including digital services) and employment, especially of young people who will play a key role in acting as hosts to this geographically dispersed event), since the venues are close to the borders with Switzerland and Austria there are strong implications for cross-border mobility, logistics and transport. Above all, it is an opportunity for young athletes from the Alpine Region countries to represent the best of the Alps as well as an opportunity to communicate and promote awareness of EUSALP to the rest of the world through displays of the EUSALP logo and involvement in events. As such, the event concerns various AGs and requires planning and preparations during the period that goes beyond the June 2022 ending of the AlpGov 2 funding.

There are concerns about crowds and traffic, disturbance to fragile mountain ecosystems, impact on ecological, landscape and cultural values of the territories concerned. Furthermore, it is important to consider the lessons learned from the 2006 Winter Olympic Games held in Piedmont, which had left behind negative environmental and economic results, and oversized and now unused infrastructure. According to its organisers, the upcoming 2026 Winter Olympics will be committed to **sustainability** with a mission to create Olympic Games that are entirely sustainable on an economic, environmental, and social level and over time with a sustainable cultural and infrastructural legacy for future generations. This mission could benefit from the cooperation and inputs of the AGs to ensure that the values and priorities of EUSALP are also reflected in the planning, organisation and implementation of the Olympics. In October 2022 it is planned to hold the EVENT “Sustainable Olympic Games in the Alps” in cooperation with the YC during the “Festival dello Sport”. Topics of particular interest are sustainable mobility and sustainable tourism—topics such as availability of electric charging and efficient and accessible public transportation, the showcasing of local foods and sustainable buildings, training of young people to support the event, ensuring respect for the environment and cultural contexts.

