



COHESIFY

The impact of EU Cohesion Policy
on European Identification

Cohesion policy implementation, performance and communication

Case Study- Andalucía (Spain)

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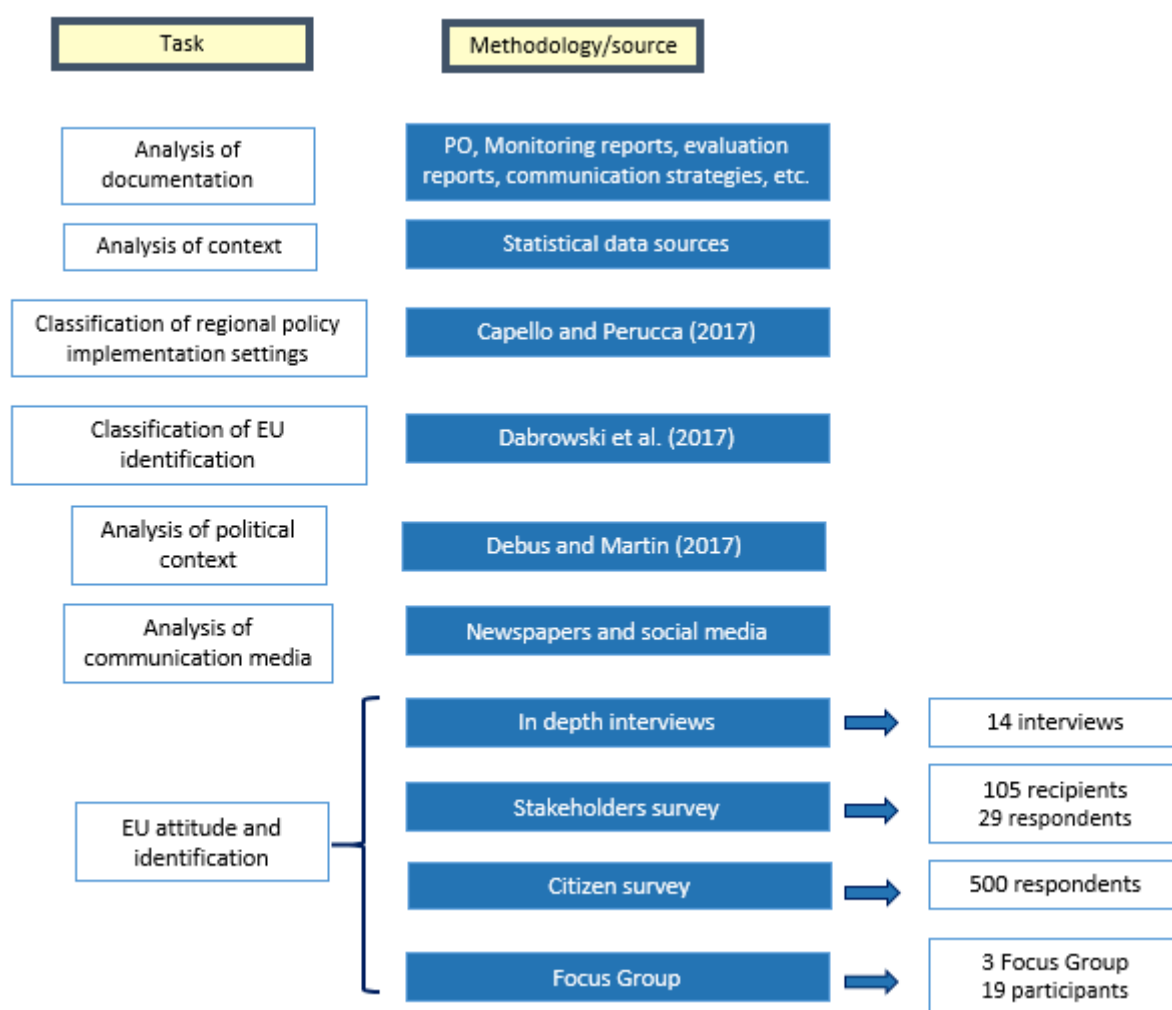
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1 Introduction

Andalucía is the most populous autonomous community in Spain (8,411,207 inhabitants at 1 January 2016)⁴ and the second largest (87,268 km²). It is made up of 8 provinces with administrative capital in Sevilla.

The objective of this case study report is to present evidence collected through field work in Andalucía. The work performed includes the following tasks:

- Analysis of existing documentation related to the ERDF and ESF Operational Programmes, as well as in their monitoring reports, evaluations, communication strategies and additional documentation. This detailed analysis has been carried out for both 2007-2013 and 2014-2020 periods.
- Analysis of the region's context information based on published and available statistics.
- Review of the classification of regional policy implementation settings carried out by Capello and Perucca (2017) in the framework of the Cohesify project.
- Classification of the region on the basis of the EU identification published in Dabrowski et al. (2017) and also developed within the framework of the Cohesify Project.
- Study of the political context based on the analysis of the national and subnational party manifestos made by Debus and Martin (2017).
- Analysis of the media in order to identify the importance that these communication tools give to European intervention in the region.
- In-depth interviews with members of the Funds Management Authorities, members of the Monitoring Committee, local economic and social partners as well as representatives of the local, regional and national government. These interviews were conducted in the summer of 2017.
- Survey of stakeholders on operational programmes and the implementation of European Funds in Castilla y León. A survey was sent to all members of the Monitoring Committees, local authorities, social, environmental and economic agents and other entities related to the European Funds in Castilla y León.
- Citizens' survey: a telephone survey was carried out among 500 citizens of Castile and Leon in order to study their identity with regard to the European Union and their knowledge of Cohesion Policy and its contribution to regional development.
- Focus group: 3 working groups with citizens were held. These working groups, made up of 5 to 8 people, discussed issues of awareness of the European Funds.



2 Context and background

The Cohesify Project has analysed important aspects of the context surrounding each region. In the following sections, the region of Castilla y León is described in the current political, economic and social context.

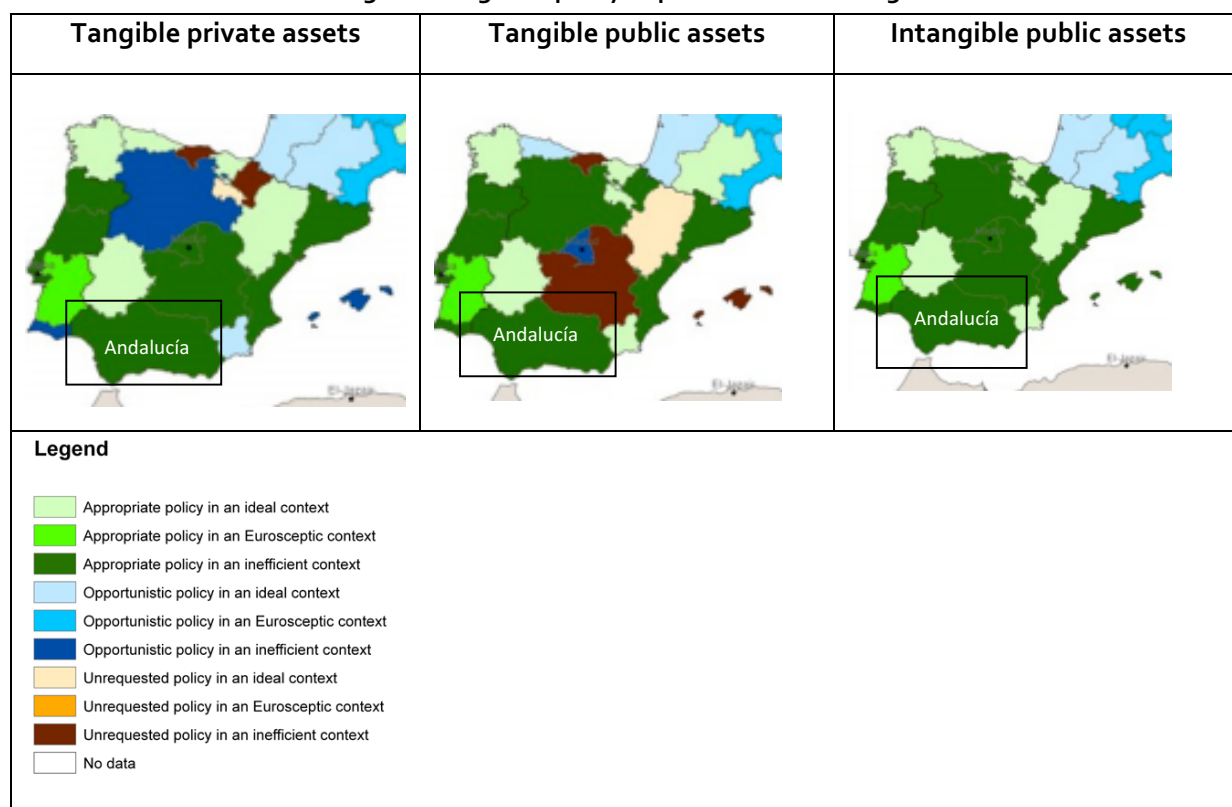
2.1 EU attitudes and identity

The goal of the analysis done in the WP2 of the Cohesify project is therefore to build a conceptual and empirical tool to investigate the relationship between CP and the citizens' support to EU values and institutions. In order to achieve this objective, we defined the policy implementation settings on two main dimensions, keeping into account both real and perceived needs and institutional contexts of EU regions.

The study identified for Andalucía a situation of association between needs and institutional efficiency differentiated according to the type of support policies:

- Tangible private assets (e. g. business support): Policy appropriate in an inefficient context.
- Tangible public assets (e.g., infrastructure): Policy appropriate in an inefficient context.
- Intangible public assets (e.g., social policies): Policy appropriate in an inefficient context.

Figure 1. Regional policy implementation settings



Source: WP2: Output 2.2

Understanding the definition of scenarios as

- Appropriate policy: this situation occurs when the regions shows a clear objective need in a certain policy field, irrespective of the perceived needs of the resident population. Citizens,

in fact, can perceive these policies as urgent or not but, if these actions are among the real needs of the region, their outcome will be positively evaluated by the population, even if in the beginning they were not considering these issues as priorities. Empirically, it is captured by a level of exposure higher than the EU average;

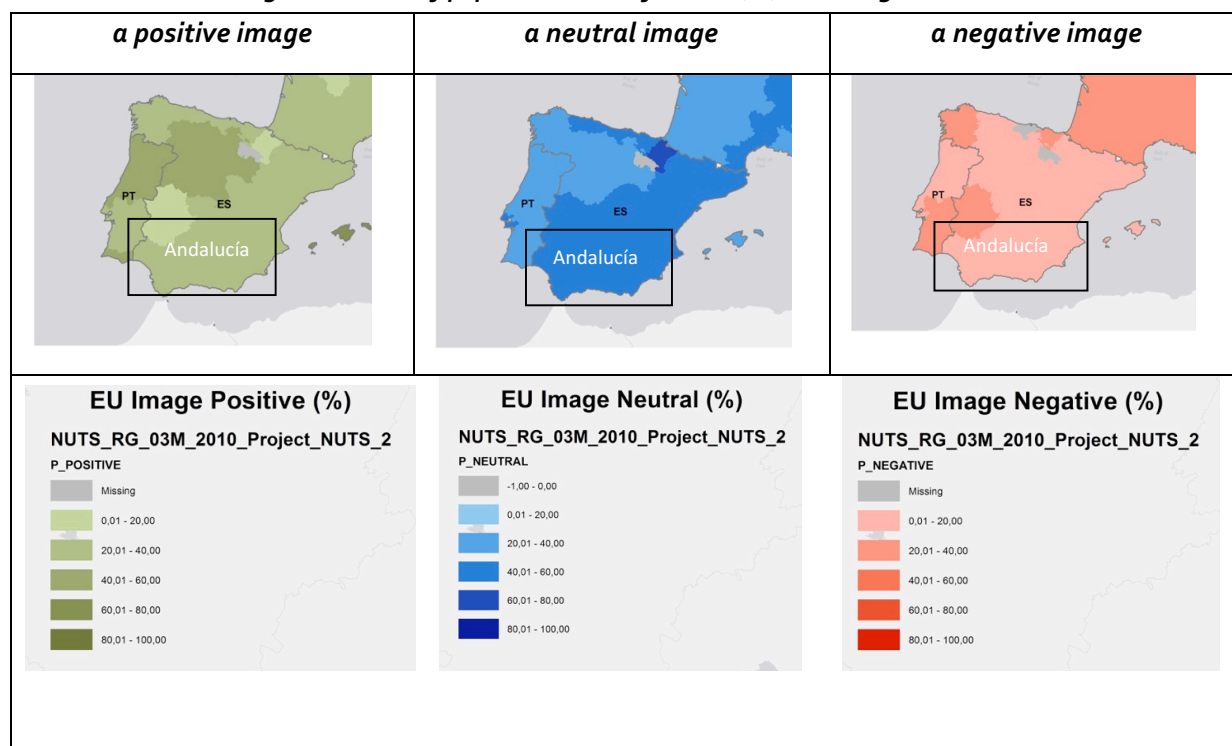
These situations, defined on the basis of sensitivity to Cohesion Policy, are combined with the main typology of institutional context provided by the analysis for Andalucía:

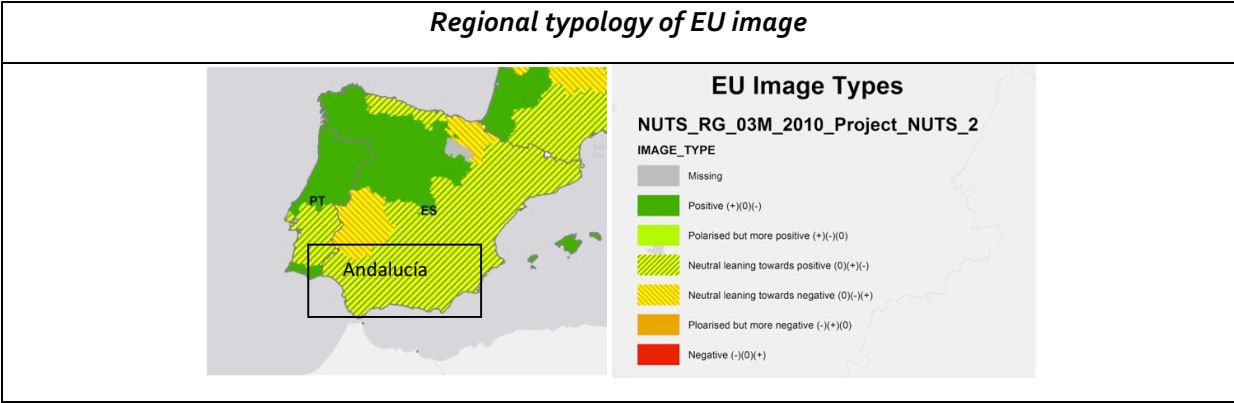
- **Inefficient context:** in this context local governments are not particularly efficient. At the same time, their degree of EU acceptance can be either high or low. The assumption is that, in presence of inefficient local institutions, the support to the EU does not matter in explaining the impact of CP implementation on citizens' perceptions. Empirically, this situation is captured by a level of institutional efficiency lower than the EU average.

Once the main scenario on which public policies operate has been presented, **the identification of the EU in the region** under study has been analysed. Within the framework of the Cohesify project, an attempt has been made to review the territorial characteristics related to EU identities and to develop a territorial typology.

In the Eurobarometer surveys, interviewees are asked (in their local language) to express their current general opinion about EU image in terms of one of the following five options: (i) very positive; (ii) fairly positive; (iii) neutral; (iv) fairly negative; or (v) very negative. Respondents from northern Italy, Sicily, northern Portugal and part of north-west Spain consider that the EU has a more positive image. Some substantial variations in opinions about EU image can be seen across countries such as Germany and Spain. In Spain, a large proportion of survey respondents in Andalucía consider the EU image to be neutral especially when compared to respondents from neighbouring Extremadura where much fewer respondents share a similarly positive view about the EU's image.

Figure 2. Share of population with of the EU (%) at the regional level

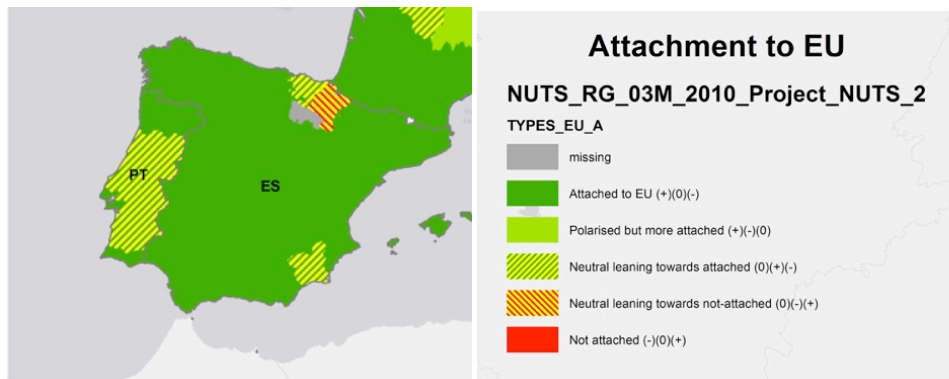




Source: WP2: Output 2.4

Furthermore, in Eurobarometer surveys, interviewees are invited to express their general opinion about their attachment to the European Union in terms of one of the following four options: (i) very attached; (ii) fairly attached; (iii) not very attached; and (iv) not at all attached. In general, in Spain, high proportions of respondents in much of the country feel attached to the EU (either very or fairly attached) but respondents in Comunidad Foral de Navarra and País Vasco do not share this level of attachment. In this sense, Andalucía is one of the regions where attachment to the EU is identified as neutral.

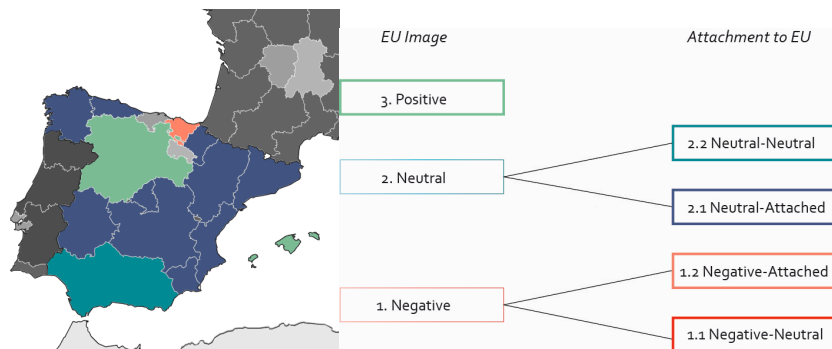
Figure 3. Regional typology of attachment to the EU



Source: WP2: Output 2.4

According to the two variables analysed (Figure 2 and 3), Andalucía is included in the group of regions considered, due to its identification of the EU as neutral- neutral. In this type of region on average 42% of respondents declared being attached to the EU (differentiating value), 37% not very attached, 17% not at all attached). This type represents 22.1% of overall sample.

Figure 4. EU identification regional typology in Spain



2.2 Political context

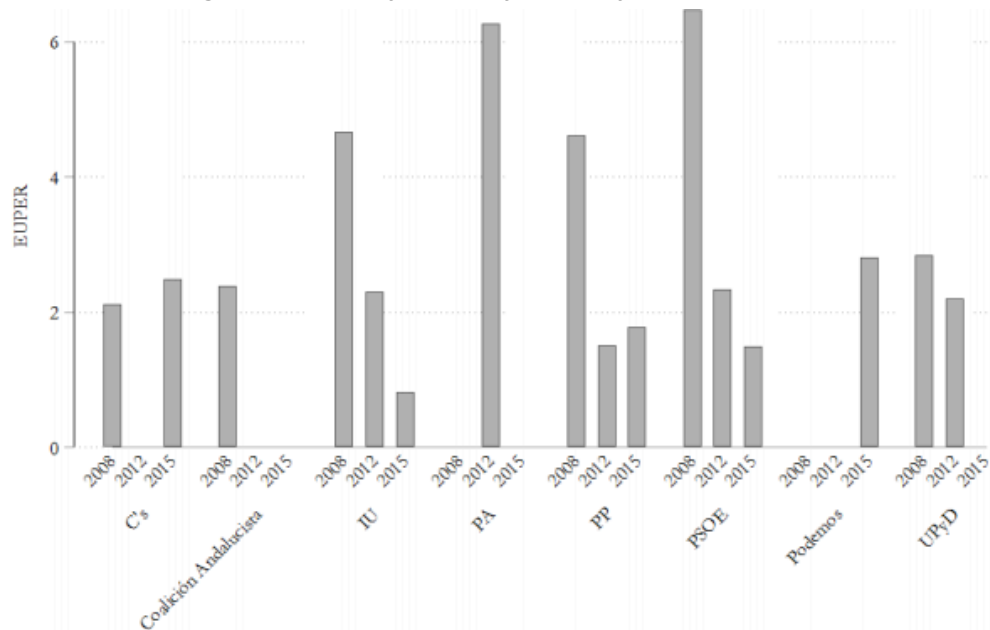
Sub-national parties in Andalucía are in favour of European integration and EU Cohesion policy. Note, however, that there are some deviations from national party positions. For example, Podemos adopts a more positive stance towards European integration in Andalucía than on the national level (see Table 1). Parties in Andalucía rarely talk about European issues in their regional election manifestos (see Figure 5). Only PA in 2012 and PSOE in 2008 devote more than six percent of their election manifestos to European issues. If European issues play a role, however, then particularly PP, Podemos and UPyD talk a lot about EU funding and Cohesion policy (see Figure 6).

Table 1. Regional party positions on European integration and EU Cohesion policy in Andalucía

Party	Election year	Policy positions	
		(a) European integration	(b) Cohesion policy
C's	2008	5.88	6.51
	2012	—	—
	2015	6.64	6.66
Coalición Andalusista	2008	5.44	6.67
	2012	—	—
	2015	—	—
IU	2008	4.61	6.61
	2012	5.57	6.83
	2015	4.78	6.72
PP	2008	5.89	6.70
	2012	6.56	6.65
	2015	6.27	6.81
PSOE	2008	5.99	6.66
	2012	6.89	6.72
	2015	7.12	6.79
UPyD	2008	5.77	6.60
	2012	5.15	6.52
	2015	—	—
Partido Andalusista	2008	—	—
	2012	6.10	6.68
	2015	—	—
Podemos	2008	—	—
	2012	—	—
	2015	5.43	6.77

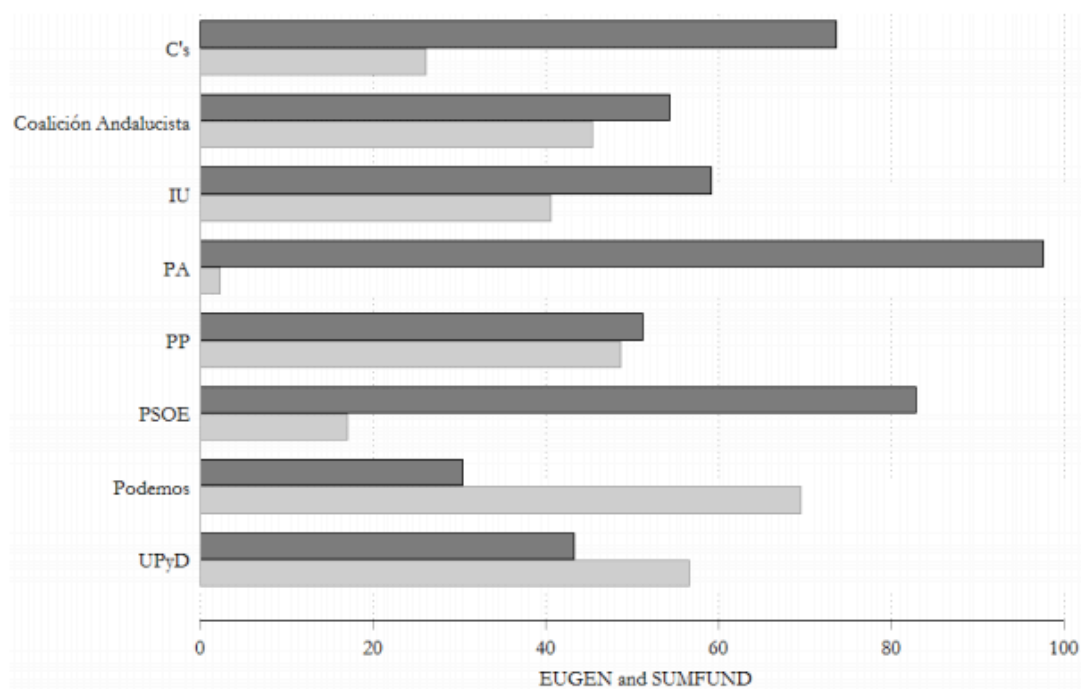
Source: WP2: Output 2.5

Figure 5. EUPER¹ by parties by election year in Andalucía



Source: WP2: Output 2.5

Figure 6. EUGEN² and SUMFUND³ by parties in Andalucía



Source: WP2: Output 2.5

¹ Percentage of a party's manifesto devoted to European issues and CP (EUPER),

² Percentage of words a party devotes to EU/Europe in general (EUGEN)

³ Percentage of words a party devotes to EU and CP funding in particular (SUMFUND),

2.3 Regional and local governance

Socioeconomic context

In connection with the development of the programming periods for the European Funds 2007-2013 and the 2014-2020 period, a comprehensive diagnostic analysis was carried out in Andalucía to identify the needs for intervention in the region. Some of the main conclusions reached at that time, which have guided the programming of actions, are then incorporated according to different areas of analysis and in a comparative manner between the two periods. This comparison allows us to know the evolution of the problems to be addressed then and now. Statistical data has also been updated, as from 2013, when the programming of the EIE 2014-2020 Funds began, there has been a change of trend in some of the main indicators that define the regional socio-economic situation.

Demographic situation

In Andalucía, the population distribution differs significantly between the eight provinces, with an average population density characterised by a slight increase in the population and a tendency towards ageing. The average age of the population was 38.8 years in 2008 and 41.3 years in 2014. And the aging index has gone from 81.76% in 2008 to 96.37% in 2017. Still, it is considerably lower than the national average, with a value of 118.43 per cent in 2017.

Added to this is an average dependency ratio, with a dependency ratio (population under 16 years of age or over 64 years of age among the population aged 16 to 64) of 51.36% in 2017 (the national value is 53.86%).

As shown in the table below, the population of Andalucía has increased from 2007-2013 to 2014-2020.

Basic info	Andalucía	Spain	Unit
Population [2008]	8118.6	45668.9	Thous.
Population [2014]	8388.9	46512.2	Thous.

Source: WP3. EUOREG

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Increasing needs in the provision of health care expenditure, as a result of the ageing population and the provision of new services.	Significant increase in the rates of risk of poverty and social exclusion with the economic crisis.
Concentration of economic activity in large metropolitan areas and coastal cities.	The increase in inequality exerts additional pressure on social cohesion in Andalucía

Source: RegioPlus from OPO

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
To develop the system of cities and towns in Andalucía by enhancing their capacity for the sustainable generation of activity and wealth, through the consolidation of basic infrastructures, trade, culture and tourism, improving social cohesion, equal opportunities	The preparation of strategies aimed at prevention and early intervention in the face of risks that may affect the population, property or the environment must be approached from a perspective that reinforces action at the local level, with this being the area that first receives the impact and where the first protection and response

and territorial balance.	mechanisms must be put in place.
Increasing access to social services with greater provision, improving their quality and adaptation to the needs of men and women.	Bringing health and social centres closer together, removing architectural barriers and taking care of the areas where these people live is vital to achieve their total integration or, at least, to meet their primary needs.

Source: RegioPlus from OPO

Economic macro

The economy of Andalucía has been developing since 2007 in a context of international economic crisis. During these years (2007-2013), the economy has registered a cumulative decline of 7.9% (-5.9% of the national average and -1.8% in the Eurozone). A fall which, from the point of view of the productive sectors, has particularly affected industry and, above all, construction. Between 2007 and 2013, the Gross Value Added (GVA) generated by construction has almost halved in real terms (-46.3%) and that of industry has fallen by 10.8%. Against this backdrop, primary and services have shown a positive balance of growth in these six years.

This global downturn in economic activity has been reflected in a loss of the business fabric and a severe adjustment in employment in the labour market.

With regard to the evolution, the GDP in the period 2007-2013 suffered a continuous decrease as a result of the economic crisis. This evolution has conditioned the design of actions in the new programming period.

Basic info	Andalucía	Spain	Unit
GDP [2008]	152,137	1,116,207	mIn EUR
GDP [2014]	139,099	1,041,160	mIn EUR

Source: WP3. EUROREG

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Predominance of productive specialization in low added value activities. In particular, in the primary sector.	Low-specialized production structure and high unemployment, with a presence of activities with a high technological content below the average.
	Lower productivity level than the European average and reduced capacity to generate jobs. Reduced rate of return

Source: RegioPlus from OP

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
Encourage entrepreneurship by stimulating the creation of enterprises, as well as the survival and competitiveness of enterprises, in particular innovative ones.	Fostering cooperation between large industrial companies and SMEs and the self-employed as a whole is an instrument for creating an innovative climate and a complement to individual entrepreneurial skills, especially in priority areas.
Expand and improve transport infrastructures, increasing their efficiency, accessibility, multimodality	The main challenges are therefore to ensure the full integration of Andalucía as a peripheral region in the

and territorial balance of networks.	trans-European transport networks and, in particular, to exploit the potential of the port and logistics system and its multimodal connection, and to develop the complementarity of the autonomous transport system with the trans-European networks by ensuring the functionality of the infrastructures and, in particular, their safety.
Encourage entrepreneurship by stimulating the creation of enterprises, as well as the survival and competitiveness of enterprises, in particular innovative ones.	Fostering cooperation between large industrial companies and SMEs and the self-employed as a whole is an instrument for creating an innovative climate and a complement to individual entrepreneurial skills, especially in priority areas.

Source: RegioPlus from OP

As for the business fabric, between 1 January 2008 and 1 January 2013, 51,294 companies in the non-agricultural sectors in Andalucía (-9.8%) disappeared, in a context in which 275,669 companies (-8.1%) have been lost nationwide.

The strong adjustment in the construction sector, which was oversized before the crisis, largely explains this decline in the number of companies, as almost two thirds of the companies that have disappeared were in this sector (-32,099 companies).

As for exports of goods from Andalucía abroad, they have multiplied from 7.7% in 1981 to 18.3% in 2013. In any case, it is still below the average in Spain (22.9%) and in the world economy (25%).

Labour market and other social aspects

In the labour market, between 2007 and 2013, 667,100 jobs were lost in Andalucía, -20.6% (-16.7% in Spain), 549,500 men and 117,600 women; in other words, two out of ten jobs existing before the onset of the economic crisis were lost in Andalucía.

This job destruction, together with the increase in the active population by 320,000 people, almost all of them women (+312.000), has raised the unemployment rate to an all-time high of 36.2% on average in 2013 (34.8% for men and 38% for women), from 12.8% in 2007 (9.6% for men and 17.4% for women), in a historic situation of virtual convergence with the average for European countries.

With regard to the employed population and employment rate, the difference in employment rates between men and women in Andalucía is considerable, 13.43 points (EAPS, INE 2016), being 44.14% for women and 57.57% for men. The evolution of the employment rate in recent years shows a decline until 2013, from 56.98% in 2008 to 47.14% in 2014. Since then, the trend has changed, with the figure for 2016 being 50.89%.

Basic info	Andalucía	Spain	Unit
Employment rate 16 to 64 years of age [2008]	56.98	65.44	%
Employment rate 16 to 64 years of age [2014]	47.14	56.78	%
Unemployment rate from 16 to 64 years old [2008]	17.79	11.31	%
Unemployment rate from 16 to 64 years old [2014]	34.92	24.56	%
Risk-of-poverty rate [2008]	27.3	19.8	%
Risk-of-poverty rate [2014]	33.3	22.2	%

Source: RegioPlus from. 2016

The data on the unemployed population and unemployment rate show a decrease since 2014, which occurs in both men and women. In 2016 the unemployment rate in Andalucía stood at 29.02%.

The diagnosis of poverty and social exclusion shows that in 2016 the at-risk-of-poverty rate was 35.4%, so the trend continued to increase.

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Unemployment rates above the Spanish and European average	High unemployment rate
Higher rate of temporary employment.	Little recognition by society of the role of the entrepreneur and the entrepreneur.
	Insufficient incorporation into the business fabric of graduates with medium-level technical and professional training, in relation to university graduates, a situation not adjusted to the needs of the market.
	Difficulties in retaining and attracting human capital

Source: RegioPlus from OP

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
Encourage entrepreneurship by stimulating the creation of enterprises, as well as the survival and competitiveness of enterprises, in particular innovative ones.	Improve the competitiveness and productivity of enterprises through the diffusion of ICT, improve the effectiveness of the ICT innovation ecosystem, promote new ICT-based sectors and enterprises, and foster the development of the ICT Sector and the interrelationship with other economic sectors.
	Improvement of the services provided to the unemployed by adapting the infrastructures that serve the public employment services.

Source: RegioPlus from OP

Level of education

In Andalucía, 53.9% of the working-age population reaches a maximum of compulsory education, 19.9% secondary education and 26.2% has higher education. This distribution, similar to the Spanish average, differs clearly from the European average in which only 25.7% have compulsory education, more than twice as many (46.4%) have secondary education and a percentage similar to that of Andalucía has higher education (27.6%). Even greater are the differences with respect to Europe in terms of the lower weight of vocational training students in Andalucía compared to the baccalaureate.

In terms of school failure, the population between 18 and 24 years of age that does not have a degree in compulsory education reaches 14% (3.5 points more than Spain and 10 points more than Europe). The rate of early school leavers in Andalucía is 28.4%, higher than the Spanish average (23.5%) and far from the European target for Spain of 15%.

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Higher school failure rates than the European average.	High levels of school dropout after compulsory schooling, as well as high levels of school failure.
Little connection between the education system and the short-term needs of the productive fabric.	Need for greater specialisation and inter-university cooperation to compete internationally.

Source: RegioPlus from OP

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
Encourage access to and permanence in the labour market by increasing skills and productivity levels	Intensify the use of ICT in education, training, health and justice systems, promote ICT innovation as a measure of inclusion and employability, disseminate and encourage the use of collective micro-finance systems for social innovation initiatives and promote the Open Data Strategy.
Improving and adapting education and training systems to the needs of society, the economy and enterprises	Greater equity in access to education; Improve opportunities for people with disabilities, by building educational centres adapted for students and eliminating architectural barriers; Reduce the environmental impact of educational centres; Contribute to equality between men and women, through a commitment to mixed education.

Source: RegioPlus from OP

Innovative activity and use of ICTs

Provisional GDP data for 2015 show that the intensity of expenditure on R&D&I in Andalucía is 1.02% of its GDP, a far cry from the EU 27 (2.03%) and lower than in 2014.

Basic info	Andalucía	Spain	Unit
Intensity of R&D expenditure (Total internal expenditure on R&D in relation to GDP) [2008]	1.03	1.35	%
Intensity of R&D expenditure (Total internal expenditure on R&D in	1.05	1.24	%

relation to GDP) [2014]			
Houses with broadband connection (ADSL, cable network, etc.) [2008]	37.5	43.6	%
Houses with broadband connection (ADSL, cable network, etc.) [2014]	69.9	73.0	%

ICT equipment and use in households is lower than the Spanish average, with the percentage of households with broadband connection being 79.8% in 2016 compared to the national average of 81.2%.

The data still show that the use of ICT is reduced in companies with less than 10 people employed, with the percentage of companies with an Internet connection and website/website being 29.03% in 2016, compared to the national average of 31.47%.

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Low participation of projects from Andalucía in national and European R&D plans.	Almost two thirds of R&D expenditure in Andalucía is in the public sector (Public Administration and Higher Education) and the rest in the private sector.
Poor relationship between public R&D and the productive sector.	Small number of innovative companies and low transfer of knowledge and technology between companies and research centres.
Low presence of technology-based companies and large companies in technology-intensive sectors.	Low participation of the private sector in the financing of R&D, and insufficient funding of European resources in relation to the size of the Andalusian Science, Technology and Innovation System.
Insufficient telecommunications network, especially broadband.	

Source: RegioPlus from OP

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
To consolidate Andalucía in the parameters of the Innovation and Knowledge Economy, by promoting research, technological development and the use of new information and communication technologies.	Advance in greater participation of the private sector, develop an Intelligent Specialisation Strategy in those activities with the greatest potential for innovation in the productive fabric, guarantee the excellence of research in Universities and research groups and their relationship with public research bodies, increase the role of the network of technological spaces as nodes in the innovation system of companies and develop public and private participation in Andalucía in national, European and international R&D&I programmes.
Encourage entrepreneurship by stimulating the creation of enterprises, as well as the survival and competitiveness of enterprises, in particular innovative ones.	Moving towards access at Internet speeds above 30Mbps, with 50% or more of households subscribing to Internet connections above 100Mbps
	Encourage the deployment of ultra-fast fixed and mobile access networks and remove barriers to network deployment by promoting market unity.

Source: RegioPlus from OP

Environment

In Andalucía, the percentage of equivalent inhabitants with a degree of wastewater treatment in accordance with Directive 91/271/EEC increased from 2008 to 2014. Even so, it remains an area in which to work and has been considered in the 2014-2020 programming.

Basic info	Andalucía	Spain	Unit
Volume of treated wastewater [2008]	0.18	0.269	(m3/habitante/día)
Volume of treated wastewater [2014]	0.24	0.291	(m3/habitante/día)
Surface area under the Natura 2000 network [2008]	15.16	10.27	%
Surface area under the Natura 2000 network [2014]	26.12	27.20	%
Greenhouse Gas Emissions [2008]	39,727	408.982	Emisiones de CO ₂ -Eq (Kt)
Greenhouse Gas Emissions [2014]	33,210	328.926	Emisiones de CO ₂ -Eq (Kt)
Percentage of net generation of renewable energy sources in relation to total generation [2008]*	74.27	20.6	%
Percentage of net generation of renewable energy sources in relation to total generation [2014]*	78.00	40.9	%

* Renewable energies in Spain, 2016. Red Eléctrica de España

In relation to their share in primary energy consumption, renewable energies in Andalucía account for 14.4% of the total, while Spain quantifies their relative weight at 11.4% and for the European Union as a whole at 10%. In 2012, renewables accounted for 34% of total electricity consumption.

In Andalucía, the growth of gas emissions in the expansive stage of the economic cycle has been much higher than its environment, which means that these emissions are currently 51% higher than those of the base year (1990), while in Spain, the increase has been half (26%), and in the EU they have even decreased (-15%).

However, this growth in emissions has been lower than that of GDP, which has led to greater eco-efficiency. Thus, it has gone from 0.84 kg of CO₂ equivalent per unit of nominal GDP in 1990 to 0.37 kg in 2011, similar to the average European levels (0.36 kg of CO₂ equivalent per unit of nominal GDP).

On the other hand, Andalucía has 2.74 million hectares of protected natural areas (30.5% of the land area), almost all of which are part of the Natura 2000 Network. The region is characterised by high biological diversity: species richness includes 56% of the taxa of Community interest in the Mediterranean region. The Endangered Species Catalogue includes 64 endangered species of flora, 71 endangered species of fauna and 4 endangered species of fungi.

These problems have been identified as follows in the two periods:

Identified weaknesses (2007-2013)	Identified weaknesses (2014-2020)
Peripheral geographical location within the European framework and the status of the EU's "external border".	Old and obsolete installations and equipment from the energy point of view. Energy losses in the supply due to low efficiency of electrical installations.
Excessive pressure of demand on water resources, the	Excessive emission of greenhouse gases such as

scarcity of which generates certain limitations to economic activity.	methane
Need to strengthen investments for biodiversity and environmental protection.	A model of city that causes excessive travel needs, reduced intermodality between bicycle and public transport and a low percentage of trips in sustainable urban transport.
Low use of renewable energies.	Low use of renewable energies. Highly degraded road spaces in urban agglomerations, both environmentally and in terms of landscape.

Source: RegioPlus from OP

The following objectives were defined in the two periods in order to address the problems identified,

Identified needs/objectives (2007-2013)	Identified needs/objectives (2014-2020)
To guarantee the improvement, conservation and protection of natural resources and a sustainable use of water, with emphasis on risk prevention, increased energy efficiency, the use of renewable sources and the opportunities for progress represented by the environment.	Better use of energy resources and the replacement of traditional energies (fossil fuels) by renewable energies in companies
To take advantage of Andalucía's energy potential by developing existing energy resources and renewable energy infrastructures.	Support investments in energy saving and efficiency in public buildings and infrastructures to achieve buildings with high energy ratings or near-zero energy consumption
	To implement clean and collective urban transport systems, urban-rural connections, improvements to the road network, cycling, pedestrian, electric mobility and development of clean energy supply systems.

Source: RegioPlus from OP

3. Cohesion policy implementation and performance

3.1. EU Cohesion policy strategic and implementation framework

From 2007, and as in the rest of Spanish regions, two programming periods of the Cohesion Policy have been implemented in Andalucía that have led us to its current development:

1. 2007-2013 period. With the aim of ensuring the coherence of the Community interventions within the framework of the "Convergence" Objective, Andalucía, a region therefore identified as convergence, designed a different strategy and therefore an operational programme, for each one of the structural interventions, ERDF and ESF.

2. 2014-2020 period. In the same way as in the previous period, but with Andalucía as a region in transition, two regional operational programmes of the ERDF and ESF were put into place taking into account the lessons learned from the 2007 - 2013 period. These programmes were framed on this occasion in the Association Agreement that reflects the joint strategy of the various funds in Spain, and has served as a guide for the preparation of the programmes.

The detail of the ERDF and ESF operational programmes in both periods is presented below.

Regional Operational Programme for Andalucía 2007-2013

For this period, the definition of the objectives is based on the Competitiveness Strategy of Andalucía (2007-2013) that has two objectives:

- To increase the capacity of the economy of Andalucía to generate wealth and well-being and promote real convergence with Spain and the EU.
- To promote a balanced distribution of regional socio-economic progress at the level of the Andalusian territory and population.

These final objectives are in turn broken down into a few intermediate objectives that define the way to achieve the above. The foundation of these strategic objectives established by the ERDF OP of Andalucía is based, on the one hand, in the development of the Community Strategic Guidelines (CSG) and, on the other hand, in contribution for the purposes laid down, by both the National Strategic Reference Framework (MERN), as well as the National Plan of Reforms in Spain.

- To consolidate Andalucía in the parameters of the Innovation and Knowledge Economy, through the promotion of research, technological development and the use of new information and communication technologies.
- To promote the entrepreneurial spirit by stimulating the creation of businesses, as well as the survival and competitiveness, in particular, of the innovative ones.
- To ensure the improvement, conservation and protection of natural resources, and sustainable use of water, in addition, in the prevention of risks, increasing energy efficiency, the use of renewable sources and the opportunities for development that the environment represents.
- To expand and improve transport infrastructures, increasing their effectiveness, accessibility, multi-modality and territorial balance of the networks.

- To develop the system of cities and towns of Andalucía, enhancing their capacity for the sustainable generation of activity and wealth, through the consolidation of the basic infrastructures, trade, culture and tourism, improving social cohesion, equal opportunities and territorial balance.
- To increase access to social services with a greater provision, improve their quality and relevance to the needs of men and women.

Seven priorities for action in the field of the ERDF were programmed in order to achieve the defined objectives, with the efforts geared primarily towards supporting transport and energy, followed by investments in the environment and business development and innovation.

In this way, efforts have been focused on the creation and improvement of infrastructures considered to be of great importance not only to shape the spatial structure, but also to induce structural changes and to promote economic and social progress. Work has therefore been undertaken in reforming the structures of transport and their quality, as well as in ensuring the energy supply and promoting energy efficiency and the use of renewable energies.

In the environmental field, the actions undertaken have contributed positively to improving the management of water resources and the water cycle through investments in infrastructures for the supply of water to the population, tertiary treatment, water reuse, awareness of the population, etc. Likewise, work has been carried out in improving the management of waste, the protection and preservation of the natural heritage and biodiversity, and the prevention of environmental risks.

The main recipient of investments in business development and innovation have been the SMES in so far as this has worked to stimulate entrepreneurship and the entrepreneurial spirit, promoting innovation and competitiveness of the business fabric and at the same time boosting the international projection of these Andalusian companies.

The following table shows the indicative allocation of ERDF broken down by priority areas of the ERDF OP of Andalucía 2007-2013, which amounted to more than 6.843 million euros during this period.

Andalucía EFRD ROP 2007-2013		
2007-2013	ERDF allocation (%)	ERDF allocation (€)
Axis 1. Development of the Knowledge Economy (R+D+I, Information Society and ICT)	4.95	338,803,379
Axis 2. Business Development and Innovation	18.52	1,267,270,912
Axis 3. Environment, Natural Environment, Water Resources and risk prevention	21.69	1,484,259,269
Axis 4. Transport and energy	36.17	2,475,336,200
Axis 5. Local and urban sustainable development	10.35	708,129,972
Axis 6. Social infrastructure	7.74	529,965,937
Axis 7. Technical assistance and strengthening institutional capacity	0.59	40,163,672
TOTAL	100.00	6,843,929,341

The ESF is also supported by the objectives defined in a regional strategy, the Strategic Convergence Framework of Andalucía (2007-2013). In this way, two objectives are set out:

- To increase the capacity of the economy of Andalucía to generate wealth and well-being and promote real convergence with the average national and European levels.
- To promote a balanced distribution of regional socio-economic progress at the level of the Andalusian territory and population.

These are also broken down into a series of intermediate objectives that will facilitate the achievement of the final goals:

- To improve the resources of knowledge and the potential of human capital, in particular in R+D+I.
- To promote culture and entrepreneurial activity and socially responsible business initiatives with a special focus on innovative and emerging sectors.
- To support the adaptation of entrepreneurship to the new requirements of technological innovation and the knowledge society.
- To increase the skills and adaptability of the workforce, as a way to better adjust to the needs of the market and increase productivity, with special attention to the NNTP and the knowledge society.
- To promote equality of opportunity and the participation of women in the labour market.
- To encourage the creation of stable, quality employment and to favour permanence in the labour market.
- To promote access to employment of the active unemployed population, especially of young people, as well as support and promote the social and labour market integration of immigrants, people with disabilities and groups at risk of exclusion.
- To promote jobs by improving the adequacy of those organisations that are active in the labour market as instruments that favour intermediation and labour insertion
- To take advantage of the potential of local development to promote the creation of stable, quality employment through the development of endogenous resources.

In this case, five priorities for action were programmed in order to achieve the objectives defined, oriented mainly towards increasing and improving human capital and employability, social inclusion and equality between men and women.

Education and training has been oriented towards employability and the market demands in order to improve the human capital, in addition to improving their quality and boosting research and innovation.

At employability and inclusion level, the OP has worked to help obtaining jobs and the labour integration of the unemployed as well as to encourage the social and labour integration of people with disabilities and the groups at risk of social exclusion. In addition, it has contributed to equality between men and women, the reconciliation of work and family life, and to promote local employment initiatives.

The following table shows the indicative allocation of ESF broken down by priority axes of the ESF OP of Andalucía 2007-2013, which amounted to more than 1.155 million euros during this period.

Andalucía EFS ROP 2007-2013		
2007-2013	ESF allocation (%)	ESF allocation (€)
Axis 1. ENTREPRENEURSHIP AND ADAPTABILITY	11.08	128,036,312
Axis 2. EMPLOYABILITY, SOCIAL INCLUSION AND EQUALITY BETWEEN MEN AND WOMEN	42.36	489,344,139
Axis 3. INCREASE AND IMPROVEMENT OF HUMAN CAPITAL	44.41	512,993,627
Axis 4. PROMOTE TRANSNATIONAL AND INTERREGIONAL COOPERATION	1.07	12,414,374
Axis 5. TECHNICAL ASSISTANCE	1.07	12,414,374
TOTAL	100	1,155,756,489

Interviewees stress as far as the ESF is concerned, in 2007-2013 funds were used for the labour and social integration of young people, both immigrant and homeless children. These funds have been used to give a fundamental resource to be able to work on the social labour integration of this population.

With regard to the ERDF, the innovation was also highlighted during the previous programming period. An attempt was made to involve the regions in specific markets or niches, in international value chains.

At local level, starting from 2007 is a key date in the change of concept of European Funds. The rebalancing of the regions is sought with them. In the cities due to the crisis of the 1980's, the urban obsolescence was sought to be confronted, it was one of the main problems to be addressed. Not only physical, but also social and economic actions were sought. Now in 2014 there is a change in which European Funds are intended to encourage the development of private enterprises, and the territories are not the object of the grants, but private companies and research centres. Grants will improve the competitiveness of companies and research.

Regional Operational Programme for Andalucía 2014-2020

The OPs of European Funds are framed at national level, in the Association Agreement, a document that sets out the joint strategy of the various funds in all of Spain.

The Managing Authority of the ERDF OP of Andalucía is the Sub Directorate General for Management of the ERDF of the General Directorate of Community Funds of the Ministry of Finance and Public Service, while in the case of the ESF OP it is the Associate Sub-Directorate General for Management of the Unit for Administering the European Social Fund (UAESF) within the DG for Self-Employment, for Social Economy and for Social Responsibility of the Ministry of Employment and Social Security. However, in accordance with the Guidelines submitted by the Managing Authority for the ERDF Operational Programme in Spain, all Regional Operational Programmes shall have the Autonomous Administration as a whole as the Intermediate Organisation, while the coordination of the activities of the NUTS 2 as the Intermediate Organisation shall be borne by the body of that Administration with competence to do so, and in

the case of Andalucía this is the Directorate-General for European Funds of the Regional Ministry of Economy and Finance of the Government of Andalucía.

The ERDF OP in this period was designed on the basis of 10 priority axes, which include actions to address the needs identified in the regional context of Andalucía. Each of these Axes was divided into Investment Priorities, which in turn have a number of Specific Objectives detailing the actions to be carried out in the 2014-2020 period.

The ERDF OP concentrates a significant part of its resources in the objectives represented by the aforementioned axes 3, 1 and 6 to improve the competitiveness of SMES, boost research, technological development and innovation, and promote the efficiency of the resources.

To do this, it is envisaged that new companies and business incubators be created in the field to improve the competitiveness of SMES, improve the social recognition of entrepreneurship, increase the productive capacity and competitiveness of SMES, as well as for export companies, etc.

With regard to the priority of boosting research actions are intended to be undertaken such as the provision and improvement of R&D infrastructures or the establishment of stable partnerships with knowledge agents and Research Centres of Excellence and reference at international level. In addition it is intended that private investment be increased in R&D of the Andalusian companies as well as increasing the number of innovative companies.

The major planned actions in favour of the efficiency of the resources will be carried out in order to improve integrated waste management systems, to complete the development of hydraulic infrastructures for sanitation and purification in order to improve the condition of the water masses and conserve, recover and promote knowledge of the cultural heritage and value of these resources.

The following table shows the indicative allocation of ERDF broken down by priority axes of the ERDF OP of Andalucía 2014-2020, which amounted to more than 2.908 million euros during this period.

<i>Andalucía EFRD ROP 2007-2013</i>		
2014-2020	ERDF allocation (%)	ERDF allocation (€)
AXIS 1 Boost research, technological development and innovation	14.78	429,845,470
AXIS 2 Improve the use and quality of ICT and access to them	9.45	274,843,635
AXIS 3 Improve the competitiveness of SMEs	20.12	585,028,828
AXIS 4 Support the shift towards a low-carbon economy in all sectors	12.26	356,646,622
AXIS 5 To promote climate change adaptation, risk prevention and management	4.85	141,063,862
AXIS 6 Preserve and protect the environment and promote resource efficiency	14.00	407,062,990
AXIS 7 Promoting sustainable transport and removing bottlenecks in key network infrastructures	12.43	361,537,831
AXIS 8 Promoting sustainable and quality employment and supporting labour mobility	1.47	42,629,023
AXIS 9 Promoting social inclusion, combating poverty and any other form of discrimination	4.75	138,155,463
AXIS 10 Investing in education, training and vocational training for skills and lifelong learning;	4.86	141,297,586
AXIS 13 Technical assistance	1.04	30,210,307

TOTAL	100	2,908,321,617
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The ESF OP has been designed on the basis of 3 priority axes, plus the technical assistance axis, which include actions to address the needs identified in the regional context of Andalucía. Each of these axes was equally divided into Investment Priorities, which in turn have a number of Specific Objectives detailing the actions to be undertaken in the 2014-2020 period.

The ESF OP concentrates more than half of its resources on the objectives represented by axis 3 referring to the Investment in education, training and improvement of professional skills and lifelong learning.

To do this, it is planned to carry out in axis 3 actions of the type: to improve and reinforce the work of the counsellors both in primary and compulsory secondary education, maintenance of an educational system that would be oriented towards the success of all students, actions of educational reinforcement and school support, to improve the capacities and lifelong learning of the participants, among other competences in the field of ICT and languages, increase of bilingual education in non-mandatory stages, reinforcement of the supply and quality of vocational training, etc.

The following table shows the indicative allocation of ESF broken down by priority areas of the ESF OP of Andalucía 2014-2020, which amounted to more than 954 million euros during this period.

<i>Andalucía EFS ROP 2007-2013</i>		
2014-2020	ESF allocation (%)	ESF allocation (€)
AXIS 1 Promoting sustainable and quality employment and supporting labour mobility	18.39	175,534,018
AXIS 2 Promoting social inclusion, combating poverty and any discrimination;	25.34	241,858,528
AXIS 3 Investment in education, training and improvement of professional skills and lifelong learning	53.33	509,093,774
AXIS 8 Technical support	2.94	28,092,080
TOTAL	100.00	954,578,400

Finally, the following table shows that the ERDF OP of Andalucía 2007-2013 accounted for 29.68% of the national allocation of ERDF, compared to 14.98% in the current period. In the case of the ESF this has gone from 19.31% to 11.19%.

<i>Total allocation</i>	<i>Andalucía</i>	<i>Spain</i>	<i>Unit</i>
ERDF Allocation [2007-2013]	6,843,929,341	23,057,192,151	EUR
ERDF Allocation [2014-2020]	2,908,321,617	19,408,883,778	EUR
ESF Allocation [2007-2013]	1,555,756,374	8,057,328,822	EUR
ESF Allocation [2014-2020]	954,578,400	8,533,065,452	EUR

Interviewees stress the main problems and needs faced by the OP are associated with the weaknesses identified in the Economic Plan of Andalucía for the 2014-2020 period and that because

of their structural nature have been present from the previous period. These weaknesses include economic, environmental and social and institutional dimension. In the 2014-2020 period, due largely to the effect of the economic crisis, there has been a reorientation of the criteria for the allocation of financial resources, mainly in response to the priorities of the smart economic growth.

As far as the ESF is concerned, in 2014-2020 the priority is employment and integration in the labour market, either by belonging to a segment of the population with a high rate of unemployment.

This framework deals with issues that were addressed in the previous frame, but focuses more on certain aspects: employment, inclusion and qualification. These funds have been used to give a fundamental resource to be able to work on the social labour integration of this population.

3.1.4. *Implementation framework and partnership structures*

In the 2007-2013 period Andalucía also participated in the following Multi-regional programmes:

- Multi-regional Operational Programme of Knowledge-Based Economy 2007-2013 (ERDF).
- Multi-regional Operating Programme for R&D&I by and for the benefit of companies- Technology Fund, 2007-2013 (ERDF)
- Multi-regional Operational Programme of Technical Assistance 2007-2013 (ERDF).
- Multi-regional Operational Programme "Fight against Discrimination" 2007-2013 (ESF).
- Multi-regional Operational Programme for Adaptability and Employment 2007-2013 (ESF).
- Multi-regional Operational Programme of Technical Assistance and Cooperation 2007-2013 (ESF).

It also benefited from various European Territorial Cooperation Programmes, in particular:

- The Operational Programme of Cross-border Cooperation Spain - Portugal 2007-2013;
- MED Operational Programme 2007-2013
- The operational programme of the Atlantic European Territorial Cooperation Area 2007-2013
- The Operational Programme of the South West European Space (2007-2013).
- The Operational Programme of the Interregional Cooperation Programme Interreg IV C 2007-2013.
- The Operational Programme of Cross-border Cooperation Spain - external borders 2008-2013;

In the current 2014-2020 period, Andalucía participates in the following Multi-regional programmes for European Funds of national scope:

- Multi-regional OP for Sustainable Growth (ERDF).
- Multi-regional OP for Intelligent Growth (ERDF).
- Multi-regional OP for SME Initiative (ERDF).
- O.P for Social Inclusion and Social Economy (ESF).
- O.P for Youth Employment (ESF).

- O.P for Employment, Training and Education (ESF).
- O.P for Technical Assistance (ESF).

Finally, the European cooperation programmes that Andalucía currently participates are the following:

- Operational Programme Interref V A Spain - Portugal 2014-2020;
- MED Operational Programme 2014-2020
- The operational programme of the Atlantic European Territorial Cooperation Area 2014-2020
- Transnational Cooperation Programme Interreg V-B of South West Europe (Interreg V-B SUDOE).
- Interreg Europe Operational Programme.

With regards to the key authorities in charge of the various phases associated with the management of the OP, the following tables summarise these and as can be seen there are no significant differences between the two periods.

The ERDF Governance Framework	
2007-2013	2014-2020
Authorities	Authorities
Managing Authority: Directorate General for Administration of the ERDF, located in the General Directorate for Community Funds of the Ministry of Finance and Public Administration	Managing Authority: Directorate General for Management of the ERDF of the General Directorate for European Funds of the Ministry of Finance and Public Service
Certifying Authority: Payment Unit of the General Directorate of Community Funds	Certifying Authority: Deputy Director General of Certification and Payment of the D.G. Community Funds
Audit Authority: General Intervention Board of the State Administration (IGAE), under the Ministry of Finance and Public Administrations.	Audit Authority: General Intervention Board of the State Administration (IGAE) Minister of Finance and Public Service
Intermediate Organisations: <i>Regional Intermediate Organisation:</i> Directorate General of European Funds and Planning of the Regional Ministry of Economy, Innovation and Science from the Government of Andalucía <i>Intermediate Organisations designated by the Managing Authority.</i> <i>Intermediate Organisations designated by the Regional Intermediate Organisation.</i>	Intermediate Organisations: Regional Intermediate Organisation: Directorate General of European Funds, dependent on the Regional Ministry of Economy, Innovation and Science and Business of the Government of Andalucía
Members of the Monitoring Committee (Bodies)	Members of the Monitoring Committee (Bodies)
Directorate General (DG) of Community funds, of the Ministry of Economy and Finance.	DG of European Funds, Ministry of Finance and Public Service (MINHAFP)
Sub-Directorate General (SG) of Administration of the European Regional Development Fund (ERDF) of the Ministry of Economy and Finance	General Secretariat for Economy Government of Andalucía
SG for Administration of the ERDF. Ministry of	SG for Management of ERDF, Ministry of Finance and

The ERDF Governance Framework	
2007-2013	2014-2020
Economy and Finance.	Public Service (MINHAFP)
DG of Community Budgets and Funds, of the Regional Ministry of the Treasury of the Government of Andalucía.	SG for Management of ERDF, Ministry of Finance and Public Service (MINHAFP)
Regional Ministry of the Environment of the Government of Andalucía,	SG for Management of ERDF, Ministry of Finance and Public Service (MINHAFP)
DG for Women of the Regional Ministry for Family and Equal Opportunities of the Government of Andalucía	D.G. of European Funds. Government of Andalucía
SG for Territorial Programming and Evaluation of Community Programmes	General Secretariat for Finance Government of Andalucía
SG for Certification and Payment of the General Directorate of Community Funds of the Ministry of Economy and Finance.	General Secretariat of Environment and Climate Change. Government of Andalucía
SG for European Cohesion Funds and European Territorial Cooperation of the General Directorate of Community Funds of the Ministry of Economy and Finance.	Women's Institute of Andalucía. Government of Andalucía
Administrative Unit of the European Social Fund of the Ministry of Labour and Social Affairs.	SG for Programming and Evaluation MINHAFP
DG for Rural Development of the Ministry of Agriculture, Fisheries and Food	SG for Programming and Evaluation MINHAFP
Ministry of the Environment	Sub-Directorate General for Certification and Payments MINHAFP
Confederation of Business Organisations of Andalucía (CECALE)	IDEA Agency. Government of Andalucía
The CCOO and UGT of Andalucía	Deputy Regional Ministry of Development and Housing. Government of Andalucía
Economic and Social Council CyL	DG for Regional and Urban Policy, European Commission
European Commission	CCOO of Andalucía
	UGT of Andalucía
	Confederation of Businessmen of Andalucía (CEA)
	Professional Association of Self-employed Workers of Andalucía (ATA)
	Union of Professionals of Self-employed Workers of Andalucía (ATA)
	Confederation of Entities for the Andalusian Social Economy (CEPES)
	Council of Deans
	Ecologists in Action
	Association of Women Jurists in Jaén
	Administrative Unit of the ESF (UAFSE)
	SG. Programming and Coordination of the General Directorate of Rural Development and Forest Policy MAGRAMA
	D.G. of European Funds. Government of Andalucía

The ERDF Governance Framework	
2007-2013	2014-2020
	Deputy Regional Ministry of the Ministry of Presidency, Local Administration and Democratic Memory.
	Representative of ITI of Cádiz
	S.G. Programming and Evaluation MINHAFP
	Representative of ITI of Cádiz

ESF Governance Framework	
2007-2013	2014-2020
Authorities	Authorities
Managing Authority: Management Unit of the Administrative Unit of the European Social Fund	Managing Authority: The Associate Sub-Directorate General for Management of the Unit for Administering the European Social Fund (UAESF) within the DG of the Self-Employment, the Social Economy and the Social Responsibility of Companies
Certifying Authority: Certification Unit of the Unit for Administering the European Social Fund	Certifying Authority: The Associate Sub-Directorate General for Certification of the Unit for Administering the European Social Fund (UAESF) within the DG of the Self-Employment, the Social Economy and the Social Responsibility of Companies.
Audit Authority: The General Intervention Board of the Andalucía	Audit Authority: The General Intervention of the Government Andalucía
Members of the Monitoring Committee	Members of the Monitoring Committee
ND	ND

The major importance that has been granted in the 2014-2020 period to participatory processes for the definition of the programmes should be highlighted, and that made it possible to have the contributions from a total of 2019 members in accordance with the following categories:

- 9 Deputy Regional Ministries of the Government of Andalucía
- 4 Regional Ministries of the Government of Andalucía
- 8 General Secretariats of the Government of Andalucía
- 22 Directorate Generals of the Government of Andalucía
- 6 Schools / Integrated Vocational Training Centres/Institutes of Secondary Education
- 7 Consortia
- 26 Entities and agencies attached to the Government of Andalucía.
- 8 Provincial Councils and the Andalusian Federation of Municipalities.
- 4 Universities (Almería, Granada, Jaén and Seville).
- 25 Representative bodies from the business fabric and 10 companies
- 25 Professional Associations.
- 9 Trade unions

- 4 Representative bodies from the environmental sector.
- And 51 and representatives of the Third Sector

The main participation structure for the entire programming period remains the Monitoring Committee of the OP, whose members have been identified in the previous table, with the role played by the thematic networks also being important in Spain. The description of the thematic networks planned for the 2014-2020 period is incorporated in Chapter 3.2.2.

Interviewees stress the Managing Authority of all ERDF OP in Spain is the Sub-Directorate General for Management of the ERDF of the General Directorate of Funds of the Ministry of Finance and Public Service, with the D.G of the European Funds of the Regional Ministry of Economy and Knowledge being the body that acts as Intermediate Organisation for the ERDF OP in the Andalusian region.

In turn, within the authorities of the programme, the Sub Directorate General for Certification and Payment of the General Directorate of Community Funds, Ministry of Finance and Public Service has the role of Certification Authority, to the General Intervention of the State Administration (IGAE) of the Ministry of Finance and Public Administration that of Audit Authority and to the Directorate General of the Treasury of the General Secretariat of the Treasury and Financial Policy of the Ministry of Economy and Competitiveness that of the body to which the Commission shall make the payments.

In the case of the ESF OP, it is the Associate Sub-Directorate General for Management of the Unit for Administering the European Social Fund (UAFSE) within the DG for Self-employment, the Social Economy and the Social Responsibility of Companies, which acts as the Managing Authority of all the regional OPS in Spain, coinciding in Andalucía the Intermediate Organisation with that already mentioned of the ERDF OP.

In turn, the Certifying Authority, as well as the body to which the Commission must make the payments corresponds to the Subdirectorate General for certification of the UAFSE; and the Audit Authority with the General Intervention of Andalucía.

In the field of information and communication the Managing Authorities of the Programmes have a number of obligations and responsibilities, as specified in Regulation (EU) No 1303/2013, Arts. 115 to 117 and Annex XII, paragraph 2 for the 2014-2020 period. This duty is provided, in the case of Spain by the Sub-Directorate General for Management of the EFRD of the General Directorate of Community Funds of the Ministry of Finance and Public Administration

To this end, and in compliance with the provisions of Art. 117(3) of that Regulation, the Managing Authorities shall designate a person responsible for information and communication at Operational Programme level. The Intermediate Organisations are responsible for the implementation of the Communication Strategies).

In addition, driven by the Managing Authority a Spanish group of Information and Advertising Managers (GERIP) has been set up, consisting of the officials responsible for this matter that represent the managing authorities of the EFS and the ERDF and the Autonomous Communities.

In the case of the EFS the responsibilities in communication matters in Spain fall on the Administrative Unit of the EFS.

The Monitoring Committee is defined as the clearest structure for the discussion during the implementation of the Operational Programmes. This mainly deals with issues related to the

implementation and monitoring of the OP. In addition, there is a clear governance process during the design stage of the programmes.

On the other hand, the Government of Andalucía organises institutional participation in different fields. Expert agents are involved in them, social, etc., but it is not open to the public. Depending on each table and the body in particular, the reports are public, there are minutes but in principle, they are non-public.

In addition, we have created the following networks at national level for the Structural Funds for thematic purposes:

- Network of Environmental Authorities.
- Network of Equality Policies
- Network of Urban Initiatives.
- Network of Innovation Policy and R&D Policies.
- Communication groups (GERIP and CRECO-AGE).

At regional level specific groups have also established that have contributed to the development of Cohesion Policy, such as:

- The Regional Committee for the Coordination of ESI Funds.
- In the field of communication the Technical Network of Representatives for Information and Publicity of Andalucía (RETINA) and the Network of Information and Publicity for Beneficiaries of Andalucía (RIBERA).

3.2. Assessment of performance

Programme performance

Under the programming period 2007-2013 Andalucía was classified as a convergence region. This is reflected in total allocations, expressed in per capita terms. The region has received 1.2 thous EUR for the 2007-2013 programming period.

Thematic structure [NUTS-2, 2007-13, ERDF+CF]	Andalucía	Spain
% of allocation		
Category A "Innovative environment": business support, human resources, IT infrastructure and services, research and technology	34.6%	35.5%
Category B "Basic infrastructure": energy, environment and natural resources, transport infrastructure	52.4%	53.1%
Category C "Quality of life": social infrastructure, tourism and culture, urban and rural regeneration	12.3%	9.8%
Rate of absorption [in 2014]		
Category A "Innovative environment": business support, human resources, IT infrastructure and services, research and technology	59.1%	62.8%
Category B "Basic infrastructure": energy, environment and natural resources, transport infrastructure	70.9%	79.5%
Category C "Quality of life": social infrastructure, tourism and culture, urban and rural regeneration	77.4%	73.0%

* % of allocation does not add to 1, because the "technical assistance" is not included in any of the categories.

The thematic structure of allocation shows with Category B responsible for over 50% of the total allocations, and Category A receiving over 1/3 of the funds. Highlighted the funds dedicated to investments in quality of life in Andalucía's responsible for over 12.3%.

The absorption rates for the three categories are more balanced, although the Category A presents a 59.1% of absorption. However, those absorption rates are similar as the pattern visible at the national level.

Regional OP [ERDF]	Andalucía	Spain	Unit
<i>Allocations to Regional Ops (EU contribution)</i>			
Allocation 2007-2013	7,428.6	20,462.7	mIn EUR
Allocation 2014-2020	2,908.3	9,148.9	mIn EUR
Ratio [period 2014-2020 to 2007-2013]	0.39	0.45	ratio
<i>Reported achievements: period 2007-2013 [as in 2013]</i>			
Jobs created	36.074	75.438	jobs
Reconstructed roads	342	2.458	km
Start-ups supported	884	9.963	number
Additional population served by water projects	34.151	1,928,976	persons
Cooperation projects enterprises-research institutions	644	9.961	projects
Direct investment aid projects to SME	7.765	61.213	projects

If we compare the EU contribution to the OPs, the allocations has fallen significantly when the last two programming periods are concerned. It is due in part to the shift from convergence region (2007-2013) to a provisional region (2014-2020). A similar, though less pronounced decline, was observed at the country level, where the share of ERDF funds channeled through Regional OPs has fallen from 67% to 47% in the programming period 2014-2020.

The reported achievements suggest that the Regional OP in Andalucía led to a significant number of jobs being created. The region perform well when compared with the total number of jobs created in Spain during this period (one should bear in mind that the data on achievements for the national level is taken from a different source, and thus may not be fully comparable with regional data).

Interviewees stress for the 2014-2020 period the targets have not yet been achieved. And as for the 2007-2013 period concerned, it is worth noting the direct influence of the financial crisis experienced during those years. In spite of this, the results achieved may be considered as very positive if we bear in mind that with data from 2014, the ERDF OP 2007-2013 of Andalucía has allowed the realization, among other milestones, of:

- 39,846 jobs created (of which 27.4% are occupied by women).
- 1,036 newly created companies supported.
- 737 R+D+I projects, and 664 cooperation projects between companies and research centres,
- 336,442 additional people with access to broadband networks and 911 connected centres.
- 344.7 kilometres of new roads, of which 17.3% are of TEN network) and 1,020.7 kilometres of roads rebuilt or renovated.

- 290 educational or training centres, 24 health centres and 66 other social centres constructed and/or renovated.
- 136 kilometres of new water supplies, 15.8 kilometres created for sewerage networks,
- 579 environmental projects and 4,513.85 hectares of NATURA areas affected by the part-financed actions

In turn, the framework of the ESF OP (with 2013 data) includes, among others:

- 2.25 million people participating (of which 51.2% are women).
- 35,979 companies benefited and 2,795 businesses created.
- 3,275 people who have gone from a temporary contract or being self-employed to a permanent contract,
- More than 9,800 persons belonging to groups in a position or risk of exclusion contracted (3.4% immigrants, 33.6% people with disabilities and 63% other people at risk of exclusion).
- 4405,130 students participating in actions of reinforcement, guidance and support that remain in the education system and/or have passed compulsory secondary education.

Although at global level, it should be noted that the number of unemployed is increasing and that there was no actions for on-the-job training during 5 years, so that there were shortcomings in this regard.

Because of the lower budget of the Government due to the effect of the crisis, grants from the EU have made it possible to maintain services that have been shown to serve for integration, and to prepare society so that diversity is not a problem, but a further element of society.

At local level, in the 2007-2013 the URBAN programme was consolidated as a very powerful urban recovery tool in urban, environmental, social aspects, for new technologies... achievements that are also expected for the current EDUSI during the 2014-2020 period.

Some of the problems discussed in the interviews have been:

- ✓ Without a doubt, the biggest problem common to all Spanish regions has been the situation of economic crisis that has affected the country since 2007 and that has meant a budgetary contraction of the Public Administrations and a reduction of the activity of companies.

For the purpose of dealing with such difficulties, the Intermediate Organisation has taken various measures, such as a more continuous monitoring of operations, support in the Quality Management System certified in 2007 by AENOR and, more specifically, the incorporation of the eligibility of private spending.

- ✓ On the one hand, some of the people interviewed suggest that in Community legislation is common for States with very different realities, frictions are produced.
- ✓ At the same time, more time is currently spent on bureaucratic issues than on the development of project actions, the administrative complexity is a limitation.

Interviewees stress the implementation at national level of the procedures for initiating possible reviews of the OP and the distribution of the instructions and provisions needed to ensure

coherence and uniformity of criteria in the management of the OP along with the functions that the Intermediate Organisation exercises under the approval and supervision of the national Management Authorities to guarantee the implementation and effectiveness of these structures. However, some interviewees noted that in the 2007-2013 period there was a lack of information for the management of the instruments correctly at the regional level, a problem that is being solved in this programming period.

In general there are two types of responses about “*What is the relative priority placed on the tasks of 1) spending the funds 2) compliance 3) performance and 4) publicising achievements? Why?*” Those that consider that first is the compliance of the regulations, followed by the implementation of the OP, spending the funds and communication and dissemination tasks. And those who believe that the main thing is to implement the programme, and compliance with the rules is inherent to this, continued spending and finally the communication.

According to stakeholder survey respondents at municipality level in general, the surveyed population considers that the funds have been very well used (20.69%), well (44.83%) or acceptable (10.34%). 10.34% of them confirm that they do not know how the funds have been used.

At regional level, the population is more aware and positive: very well used (27.59%), well (48.28%) and acceptable (13.79%).

	Very well	Well	Acceptable	Poorly	Very poorly	Don't know
Your municipality	20.69%	44.83%	10.34%	13.79%	0%	10.34%
Your region	27.59%	48.28%	13.79%	6.90%	3.45%	0%

Source: N=29

Similarly, there appears to be an increasing lack of knowledge at municipality level (10.34%) compared to 0% who do not know or do not answer at regional level. In this way, at municipality level it is considered that 17.24% of the funds have been completely reinforced, 41.38% largely and 20.69% in some way. At regional level, these same data acquired the following values 13.79%, 65.52% and 13.79%.

	Completely	Largely	In some way	Not much	Not at all	Don't know
Your municipality	17.24%	41.38%	20.69%	10.34%	0%	10.34%
Your region	13.79%	65.52%	13.79%	6.90%	0%	0%

Source: N=29

The greatest contribution of the Cohesion Policy has been to reduce disparities between rural and urban areas and between the richest and poorest regions of the country. However, 31% consider that the Cohesion Funds have not had an impact or that they have increased the difference between rural and urban areas at Andalucía level.

	Differences in the development level between poorer and richer regions in your country	Differences in the development level between rural and urban areas in your region	Differences in the development level between poorer and richer areas in your region	Differences in the development level between your country and other European Union Member states
Decreased	27.59%	20.69%	13.79%	13.79%
Somewhat decreased	27.59%	34.48%	37.93%	34.48%
Had no impact	3.45%	0.00%	10.34%	6.90%
Somewhat increased	24.14%	13.79%	20.69%	17.24%
Increased	10.34%	13.79%	10.34%	13.79%
Don't know	6.90%	17.24%	6.90%	13.79%
Total	100.00%	100.00%	100.00%	100.00%

Source: N=29

According to stakeholder survey respondents, problems most often identified as significant or very significant are : the excessive audit and control of the Project (68.97%), the lack of capacity (62.07%) and the problems with obtaining financing such as complicated rules for submitting applications (62.07%).

On the other hand, the following are cited as minor problems the poor cooperation between project partners (37.93%), the difficult access to credit (17.24%) and the lack of funds for own contribution (17.24%).

In addition, additional problems are cited: lack of knowledge of the regulations and processes and the fact that the verification criteria varied after the approval of projects.

	Scarcity of Cohesion policy funds	Problems with obtaining Cohesion policy financing such as complicated rules for submitting applications	Excessive, cumbersome reporting	Unclear objectives for evaluating project results	Poor cooperation between project partners	Excessive audit and control during or after the project completion	Lack of funds for own contribution (co-financing)	Difficult access to credit and/or loans for own contribution	Lack of capacity such as qualified staff
Very significant	24.14%	27.59%	27.59%	20.69%	0.00%	48.28%	27.59%	24.14%	20.69%
Significant	20.69%	34.48%	31.03%	20.69%	20.69%	20.69%	20.69%	13.79%	41.38%
Average	27.59%	24.14%	27.59%	31.03%	31.03%	17.24%	31.03%	27.59%	20.69%
Insignificant	10.34%	6.90%	6.90%	24.14%	34.48%	6.90%	10.34%	10.34%	10.34%
No at all	3.45%	3.45%	3.45%	0.00%	3.45%	3.45%	6.90%	6.90%	3.45%
Don't know	13.79%	3.45%	3.45%	3.45%	10.34%	3.45%	3.45%	17.24%	3.45%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: N=29

The greatest agreement shown by the people participating in the survey is that thanks to Cohesion Policy: There have been many positive changes in your municipality/region (82.76%) and that Cohesion policy funds finance those investment projects which your municipality/region needs the most (79.31%).

On the other hand, there is disagreement about the statements made about the irregularities in spending the Funds (72.41%) and the fraud, such as corruption or nepotism (72.41%).

	Cohesion policy funds finance those investment projects which your municipality/region needs the most	In your municipality/region Cohesion policy funding goes to investment projects which are most valued by the local residents	There are many irregularities in spending Cohesion policy funds due to non-compliance with EU rules	Fraud, such as corruption or nepotism, is common in spending Cohesion policy funds	There have been many positive changes in your municipality/region thanks to Cohesion policy funds, which would not have been achieved without the funds	The spending of Cohesion policy funds is adequately controlled	The money from Cohesion policy funds is in most cases wasted on the wrong projects	The administration of Cohesion policy has been delivered in an efficient
Strongly agree	20.69%	3.45%	3.45%	0.00%	27.59%	34.48%	3.45%	24.14%
Agree	58.62%	24.14%	10.34%	6.90%	55.17%	31.03%	13.79%	34.48%
Neither agree nor disagree	0.00%	48.28%	3.45%	6.90%	17.24%	6.90%	24.14%	17.24%
Disagree	17.24%	17.24%	41.38%	24.14%	0.00%	13.79%	34.48%	10.34%
Strongly disagree	3.45%	3.45%	31.03%	48.28%	0.00%	10.34%	20.69%	10.34%
Don't know	0.00%	3.45%	10.34%	13.79%	0.00%	3.45%	3.45%	3.45%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Source: N=29

The greatest agreement is given in the statement about the monitoring and evaluation reports provide adequate information on the implementation and performance of the programme/s (75.86%); followed by agreement on accessibility of evaluation reports (65.52%).

More than 31% of respondents said the monitoring and evaluation report results are not used to improve policy-making and implementation. This counteracts the spirit of evaluation, which aims to contribute to programming.

	The monitoring and evaluation reports provide adequate information on the implementation and performance of the programme/s	The monitoring and evaluation reports of the programme/s are easily accessible	The monitoring and evaluation reports of the programme/s are easy to understand	The monitoring and evaluation report results are used to improve policy-making and implementation
Strongly agree	20.69%	10.34%	3.45%	10.34%
Agree	55.17%	55.17%	44.83%	37.93%
Neither agree nor disagree	24.14%	20.69%	31.03%	17.24%

Disagree	0.00%	10.34%	17.24%	24.14%
Strongly disagree	0.00%	3.45%	3.45%	6.90%
Don't know	0.00%	0.00%	0.00%	3.45%
Total	100%	100%	100%	100%

Source: N=29

More than 50% of respondents answered that the most common training sessions they attended were related to monitoring (72.41%), communication (58.62%) and evaluation (41.72%) in this order. On the other hand, more than 50% did not participate in sessions related to management (51.72%) and control (51.72%).

	Management	Control	Monitoring	Evaluation	Communication	Nobody participated in such events
Yes	48.28%	48.28%	72.41%	51.72%	58.62%	3.45%
No	51.72%	51.72%	27.59%	48.28%	41.38%	96.55%
Total	100%	100%	100%	100%	100%	100%

Source: N=29

Partnership

The thematic networks coordinate the main policies financed in the national OP. They respond to the principle of coordination, partnership and multilevel governance. In relation to the ERDF and the ESF, the following stand out in Spain:

- **R+D+I Policy Network:** Integrated on a permanent basis by the bodies responsible for R+D+I policies of the National Administration and the Autonomous Communities, and the European Commission. With the occasional participation of other agents and main actors linked to the sector. Allows the actions supported by the ERDF programmes within the TO1 (EECTI AND RIS3) to be coordinated, as well as with Horizon 2020, Marie Curie, ERA-NET, COSME, etc.
- **Environmental Authorities Network:** Integrated on a permanent basis by the bodies responsible for management of ESI and environmental funds in the National Administration and the Autonomous Communities, and the European Commission. Allows the actions supported by the ERDF programmes to be coordinated within the TO4, 5 and 6, as well as these with programmes such as LIFE+. The network also oversees the compliance and observance of the crosscutting principle of Climate Change.
- **Equality between Women and Men Policies Network.** Aims to contribute to the real and effective integration of equality of opportunities between women and men in the interventions of the ERDF, ESF and the Cohesion Fund. It is integrated by the bodies responsible for R+D+I policies for equality in the National Administration and the Autonomous Communities, and the European Commission.

- **Communication Networks:** the National Administration and the Autonomous Communities form the GERIP Communication Network (Spanish group of Information and Advertising Managers), formed by those responsible in the field of information and publicity of the Regional Administrations and those nominated by the Managing Authorities of the various Funds (ERDF and ESF). It also gives continuity to the GRECO-AGE Communication Network (Group of National Administration Communication Managers), formed by the ERDF managing bodies of the National Administration and the Local Entities.
- **Urban Initiatives Network:** Integrated on a permanent basis by the bodies responsible for urban policies in the National Administration, the Autonomous Communities, the Federation of Municipalities and Provinces, and representatives of town councils. In the case of this OP, as there is no urban section, the participation in this Network is not yet decided.

Interviewees stress representatives of civil society organisations such as trade unions, equality bodies, NGOS in defence of the environment... participate in these discussion forums and thus it is considered that civil society is represented.

Generally speaking, respondents say they agree more with the statements: The way the programme partnership operates is inclusive, open and fair (62.07%) and the operation of the programme's partnership principle facilitates a shared understanding and shared commitment by partners to achieving the programme's objectives (68.97%). On the contrary, the greatest disagreement is for affirmation: partners are only interested in promoting their own organisational and financial interests (55.17%).

	The way the programme partnership operates is inclusive, open and fair	The operation of the programme's partnership principle facilitates a shared understanding and shared commitment by partners to achieving the programme's objectives	Partners are only interested in promoting their own organisational and financial interests
Strongly agree	10.34%	13.79%	6.90%
Agree	51.72%	55.17%	6.90%
Neither agree nor disagree	13.79%	10.34%	17.24%
Disagree	17.24%	10.34%	41.38%
Strongly disagree	0.00%	3.45%	13.79%
Don't know	6.90%	6.90%	13.79%
Total	100%	100%	100%

Source: N=29

3.3. Assessment of added value

Aspects are taken into account such as the added value in financial terms, the extension of the importance given in the programming of the ESI funds at the beginning of partnership and multi-

level governance, and monitoring and evaluation methodologies that promote an efficient use of financial resources are taken into account to analyse the added value of the Operational Programmes of European Funds in Andalucía.

The analysis published in recent studies⁴ determined that the quantified impact of European funds in Andalucía has been very significant in the 2007-2013 period, concluding that:

- The withdrawal of the European Funds in the region in this programming period would have resulted in a fall of 15.5% in the GDP and 16% in disposable income, with the consequent positive impact in terms of reducing unemployment, although not quantified in a precise manner.
- There is a leverage effect that leads to the multiplication by 1.4 for every euro from the community aid

The small amount of time spent in the current (2014-2020) period and the delays that have occurred in the approval and implementation of the programmes make the availability of quantitative information in this regard difficult, while the initial forecasts point to a decline in funds compared with the previous period of around one third, the impact on GDP would be 0.8%.

From a more qualitative perspective is highlighted the additional support that the ESI Funds represent in financial terms to commit to certain actions, amongst which are included the following:

- Actions relating to innovation and promotion of R+D and the knowledge society that allow the capacity in research, technological development and innovation to be strengthened, to promote the entrepreneurial spirit and boost the creation and development of business projects.
- Actions to promote the use and research in the field of renewable energies such as solar or biomass.
- Sustainable development actions at local level, focusing mainly on integrated projects for urban and rural regeneration.

Another of the notable aspects of the added value of the ESI Funds is their contribution in the field of economic and social cohesion. In this sense, within the scope of the economic crisis that we have suffered in the past few years, the actions in the field of employment and social integration have had, if anything, much more relevance than in other previous stages of implementation of European aid.

The application of the partnership principle is also a fundamental pillar on which the programming process is based, highlighting the participation of numerous organisations and the consensus reached between all of them at the time of carrying out the programming process for the actions to be undertaken in the 2007-2013 period, and intensively in the current 2014-2020.

Finally, monitoring and evaluation methodologies are an improvement of the effectiveness of the implementation of the financial resources, taking into account the following aspects:

⁴ "Estimate of the Impact of European Funds in Andalucía through General Equilibrium Models: 2000-2020". Thesis for the degree of doctor in Economics by María del Carmen Delgado Lopez under the direction of Prof. Dr. Manuel Alejandro Cardenete Flores.

- The monitoring of the actions offers a higher level of information that allows the analysis to be addressed regarding the correct development of the programmes. The existence of productivity and results indicators allows a rigorous monitoring of the actions that adds more information compared to other programmes funded by national and/or regional funds that do not provide for this type of analysis in their development.
- With regard to the evaluation system that accompanies the ESI Funds, its development over several programming periods has made it possible to implement an evaluation culture that has led to transfer them to other programmes financed with Public Funds. In this line, setting specific times for reflection, it is consolidated as one of the best options to value the scope of the planned objectives and the subsequent decision-making that allows the correction of the problems detected.

The progress in the aspects have contributed to consolidating a culture of open economic, transparent and participatory policy in monitoring and evaluation procedures have become an essential element both in the programming of the ESI as in other areas of the region's policies.

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4 Cohesion policy communication

4.1 Approach to communication

Both in the 2007-2013 period, as in the current 2014-2020, Andalucía has opted for a joint communication strategy for the ERDF and ESF funds. Among the objectives that have guided the communication strategies of the European Funds, both in the 2007-2013 period as in 2014-2020, are to emphasise the role of the ESI Funds and improve the transparency throughout the process of use of public resources, bringing the information, not just to the mere actors in the management of the Funds, but also to all citizens. The Communication Strategy for the 2014-2020 period has been prepared taking into account the learning and the recommendations made in the previous period as in 2000-2006. However, in the current programming period there is a greater emphasis on the role of beneficiaries for the dissemination of the achievements.

Communication strategies/plans 2007-2013		
Main objectives	Measures	Target groups
Communicate to Andalusian citizens, through various information and promotional instruments, which actions in the field of Community regional policy are taking place	<ul style="list-style-type: none"> • Publication of the lists of beneficiaries • Participation in networks • Monitoring, support and verification of the standards of information and publicity • Fotographic/video library • Monitoring and compilation of press releases • Publications of a continuous nature • Audiovisuals regarding ongoing projects or completed projects • Raising the EU flag • Training courses for managers of projects co-financed by the Structural Funds • Dissemination of the communication plan • Update of the rules on information and publicity in a user guide (manual) • Dissemination publications of the approved OPS • Audiovisual presentations about the implementation of the OP • Conferences and events related to the communication and dissemination of good practices • Acts and events of particular relevance 	Potential beneficiaries and beneficiaries
Establish the guidelines and mechanisms necessary to facilitate the smooth functioning of the OP	<ul style="list-style-type: none"> • Children's publication • Participation in children's programmes of regional TV • Dissemination, through unique measures, of the image of the EU brand • Didactic Units "Andalucía and the EU" • Andalusian Forum of European Communication FACE • Micro-informative documentary programmes about the EU in regional TV 	Public in general
To contribute to the functioning of the OP, in such a way as to ensure that the potential beneficiaries of the grants have access to relevant information, in accordance with the requirements of quality, transparency and content	<ul style="list-style-type: none"> • Information to media through the "virtual resource library" • Websites • Inserts and distribution of brochures in the regional press • Advertising campaign • Targeted campaigns in the press • "Andalucía moves with Europe" awards • Presentation of specific actions: Europe Day, 9 May (football, popular races, promotional items) 	

Communication strategies/plans 2014-2020		
Main objectives	Measures	Target groups
To give transparency to the actions	<ol style="list-style-type: none"> Report of the existence of the OP, insisting on disclosing their content and the funding opportunities offered: <ul style="list-style-type: none"> ✓ Web Portal of the Managing Authority for all the Spanish OP ✓ Website of the DG for European Funds of the Government of Andalucía ✓ Publication of informative material on the OP ✓ Inclusion in all orders for calls referring to the funds and the Community co-financing. Explaining the procedures for access to the grants contained in the OP, explaining the requirements to do so, emphasizing that these procedures be understandable to the recipients <ul style="list-style-type: none"> ✓ Clear and detailed information about the conditions of eligibility ✓ Preparation of FAQ user guides 	Potential beneficiaries
To give visibility to the OP	<ol style="list-style-type: none"> Informing potential beneficiaries of the obligations that come with the acceptance of the grant. Make known who are the contact people in all areas of the programmes. <ul style="list-style-type: none"> ✓ Inform the potential beneficiaries of the contact details for the administrative units where they can request information. Communicate to beneficiaries the need of their express acceptance to be included in the public operating list, with the name of the beneficiary and the amount assigned to each operation, as well as informing them of their obligations, as well as guiding them in their management and communication tasks. <ul style="list-style-type: none"> ✓ Visual references will be provided to enable the beneficiaries to develop their communication elements. ✓ A person responsible for communication shall be appointed who will participate in the Technical Communication Network RETINA. 	Beneficiaries
	<ol style="list-style-type: none"> Guiding and advising managing bodies in their tasks of management, monitoring, evaluation, supervision and information and communication. <ul style="list-style-type: none"> ✓ The DG of European Funds will carry out training activities aimed at local and regional administration. ✓ Conduct meetings and conferences to inform about the managing procedures. Disclose the existence of the ERDF OP and ESF OP of Andalucía and the contents of their interventions. <ul style="list-style-type: none"> ✓ There will be a launching event of the OP. ✓ In the web portal, in addition to all the information relating to the OP, will be included that related to the monitoring committees. Bring the ERDF and the ESF and their participation in their respective programmes and objectives closer to citizens, helping them to understand the role of the funds, their synergies with other financial instruments, the joint work of the regional, national and Community authorities, and what the co-financing of the lines of action included in the OP consist of. Exhibit the EU flag at the entrance of the headquarters of the DG of European Funds. <ul style="list-style-type: none"> ✓ Raising the EU flag permanently ✓ Development of a communication campaign to coincide with Europe Day 	Public in general
	<ol style="list-style-type: none"> Disseminate information concerning the evolution of the ERDF and ESF OP. <ul style="list-style-type: none"> ✓ Continuous updating of the website. ✓ Annual communication event to disseminate the achievements of the OP. ✓ Preparation of the good practices database of co-financed actions ✓ Presentation of the Good Practices report ✓ Preparation of a documentary record and chart of all the communication actions. ✓ Preparation of at least two videos. ✓ Undertaking of advertising campaigns Participation in conferences, seminars, events, fairs, competitions. <ul style="list-style-type: none"> ✓ Distribution of promotional items and information. ✓ Articles will published in print or digital ✓ Preparation of materials accessible to people with disabilities. 	Disseminating agents

The budget devoted to the communication actions has meant 0.18% of the total budget for the regional ERDF and ESF OP in the 2007-2013 period, while in the current 2014-2020 it has increased to 0.24% of the OPs. However, the total amount intended for communication is lower in the 2014-2020 period as shown in the following table.

<i>Total allocation</i>	Andalucía	Unit
Allocation [2007-2013]	17,700,000 (67% ERDF and 33% ESF)	EUR
Allocation [2014-2020]	11,700,000 (70.09% ERDF and 29.91% ESF)	EUR

To assess the effectiveness of communication strategies, all the Spanish regions had the definition of performance indicators and results from their start, as shown in the following table.

<i>Monitoring indicators in the Communication strategies/plans OP ERDF y ESF - Andalucía</i>					
Output indicators	<i>Estimated 2007-2013</i>	<i>Estimated 2014-2020</i>	Result indicators	<i>Estimated 2007-2013</i>	<i>Estimated 2014-2020</i>
Activities and Public Events (No.)	1.800	985	(No) Participants	130.000	94.000
Dissemination Actions (No.)	5.800	3.100			
External Publications Undertaken (No.)	950	590	% of publications distributed/edited	100	100
			Distribution Points	180	48
Websites (No.)	3	3	Visits	190.000	127.800
Advertising supports(No.)	3.200	2.030			
Internal documentation distributed (No.)	1.430	765	% Organisations Covered	100	100
Information and Advertising Networks (No.)	5	4	Meetings	93	91
			Participants	150	84

The governance model for communication in Andalucía was supported at national level by the communication network GERIP composed of persons responsible in the field of communication of the Regional Communication Plans. This group, which is kept in the current programming period, not only has an impact in the organisation and implementation of the different Communication Strategies, but also in all the monitoring and evaluation activities for these. In addition, this network enables the exchange of good practices and experiences in the field of information and publicity.

In GERIP network agreement was reached for both the strategic lines to be followed by the regional communication strategies, as well as the monitoring and evaluation mechanisms used by the Spanish regions. In particular, there was agreement for:

- The definition of common indicators of implementation, results and impact.
- The definition of the criteria of good practices common to all strategies, and their annual compilation for all the OP.
- The definition of an evaluation system throughout the period with two major milestones: mid-term evaluation and final evaluation of the communication strategies.

Similarly, the National Managing Authority has set up GRECO-AGE, a network integrated by those responsible in the field of communication of the managing bodies of the ERDF and the Cohesion

Fund of the National Administration, which serves as a channel to inform and make decisions in matters relating to information and publicity in the scope of their competencies within each Operational Programme.

In addition, the Technical Network of Representatives of Information and Publicity of Andalucía (RETINA) was set up at regional level to coordinate and standardise the tasks of information and publicity measures taken by managers and the beneficiaries of the Structural Funds for the promotion and exchange of experiences and best practices in the field of the Government of Andalucía.

With regards to the Management model, communication managers have been established for this current period in all managing organisations that participate in the ERDF and ESF OP that are in addition to those already defined for the communication strategy at national and regional level, that those responsible for communication form part of the RETINA network.

From the 2007-2013 period, each OP developed a slogan and a logo that is used in all communications. The slogan that was agreed in Spain for all programmes was adopted by the national Managing Authority "A way of making Europe". In addition, the slogan "Andalucía moves with Europe" was adopted in Andalucía, which is currently maintained.

Governance framework in the Communication	
2007-2013	2014-2020
<i>Communication networks</i>	<i>Communication networks</i>
INFORM (European Commission)	INFORM (European Commission)
INIO (European Commission)	INIO (European Commission)
GERIP (National)	GERIP (National)
GRECO-AGE (National)	GRECO-AGE (National)
RETINA (Regional)	RETINA (Regional)
<i>Bodies responsible for implementation of the measures</i>	<i>Bodies responsible for implementation of the measures</i>
The Managing Authority for the ERDF, represented by the Sub-Directorate General of ERDF of the Directorate General for Community Funds of the Ministry of Economy and Finance.	Directorate General for Community Funds Ministry of Economy and Finance
The Managing Authority for the ESF, represented by the Unit for Administering the European Social Fund, of the DG for Social Economy, Self-Employment and the ESF, for the Ministry of Labour and Immigration (UAFSE)	Associate Sub-Directorate for Management of the Unit for Administering the European Social Fund (UAESF) Ministry of Employment and Immigration
The Intermediate Organisation of the Regional Operational Programme ERDF, represented by the DG of European Funds and Planning of the Regional Ministry of Economy, Innovation and Science of the Government of Andalucía	DG of European Funds, Regional Ministry of the Economy and Finance of the Government of Andalucía.
The Intermediate Organisation of the Regional Operational Programme ESF, represented by the DG of European funding and Planning of the Ministry of Economy, Innovation and Science from the Government of Andalucía	Communication Area of the Innovation and Development Agency of Andalucía (IDEA):
Aeropuertos Españoles y Navegación Aérea (AENA)	Government Delegation in Cadiz.

Governance framework in the Communication	
2007-2013	2014-2020
	Regional Ministry of Presidency and Local Administration
Town Council of Jerez de la Frontera, Cadiz.	General Secretariat for External Action Regional Ministry of Presidency and Local Administration of Seville
Town Council of Jaen	DG of Social Economy and the Self-Employed Regional Ministry of Economy and Knowledge of the Government of Andalucía,
Town Council of Linares	Andalusian Women's Institute. Regional Ministry of Equality and Social Policies of the Government of Andalucía,
Town Council of Seville	Technical General Secretariat Regional Ministry of Equality and Social Policies of the Government of Andalucía,
Town Council of Motril	DG for Disabled People Regional Ministry of Equality and Social Policies of the Government of Andalucía,
Malaga Town Council.	DG of Children and Families Regional Ministry of Equality and Social Policies of the Government of Andalucía,
Town Council of Alcalá de Guadaira	Andalusian Employment Service Regional Ministry of Employment and Commerce of the Government of Andalucía,
Town Council of Córdoba	D.G. of Coordination of Migration Policies Regional Ministry of Justice and Internal Affairs of the Government of Andalucía,
Town Council of Almería	General Intervention Regional Ministry of Finance and Public Administration of the Government of Andalucía,
Town Council of Cadiz	Statistical and Cartographic Institute of Andalucía Regional Ministry of Economy and Knowledge of the Government of Andalucía,
Town Council of Vélez - Málaga	D.G. of Research and Knowledge Transfer Regional Ministry of Economy and Knowledge of the Government of Andalucía,
The Superior Council of Official Chambers of Commerce, Industry and Navigation	Technical General Secretariat Regional Ministry of Education of the Government of Andalucía,
Granada Science Park Consortium	Andalusian Agency of Foreign Promotion (EXTENDA) Regional Ministry of Economy and Knowledge of the Government of Andalucía,
D.G. of Industry and SMEs of the Ministry of Industry, Energy and Tourism	DG of Social Economy and the Self-Employed Regional Ministry of Economy and Knowledge of the Government of Andalucía,
State Secretariat of Telecommunications and for the Information Society of the Ministry of Industry, Energy and Tourism	General Secretariat for Economy Regional Ministry of Economy and Knowledge of the Government of Andalucía,
D.G. Internal Trade of the Ministry of Economy and Competitiveness	D.G. Of Local Administration Regional Ministry of Presidency and Local

Governance framework in the Communication	
2007-2013	2014-2020
	Administration of the Government of Andalucía,
Public Entity of State Ports	D.G. of Research and Knowledge Management Regional Ministry of Health of the Government of Andalucía,
Public Business Entity RED.ES	Andalusian Health Service Regional Ministry of Health of the Government of Andalucía,
INCYDE	D.G. For the Elderly and Non-Contributory Pensions Regional Ministry of Equality and Social Policies of the Government of Andalucía,
The Spanish Foreign Trade Institute (ICEX)	General Secretariat of Social Services Regional Ministry of Equality and Social Policies of the Government of Andalucía,
Institute for Diversification and Saving of Energy (IDEA)	DG for Trade Regional Ministry of Employment and Commerce of the Government of Andalucía,
D.G. of Coordination with the Autonomous Communities and Local Entities of the Ministry of Finance and Public Administration	Andalusian Energy Agency Regional Ministry of Employment and Commerce of the Government of Andalucía,
DG for Economic Planning (Ministry of Development)	D.G of Telecommunications and Information Society Regional Ministry of Employment and Commerce of the Government of Andalucía,
D.G of Services for Ministry of Agriculture, Food and the Environment	D.G for Industry, Energy and Mines Regional Ministry of Employment and Commerce of the Government of Andalucía,
Institute of Employment and Socio-Economic and Technological Development of the Provincial Council of Cadiz	Deputy Regional Ministry Regional Ministry of Development and Housing of the Government of Andalucía,
Red Eléctrica de España, S.A.	Technical General Secretariat Regional Ministry of Development and Housing of the Government of Andalucía,
SG for Regional Incentives (Ministry of Finance and Public Administrations)	D.G for Mobility Regional Ministry of Development and Housing of the Government of Andalucía,
State Society of Land Transport Infrastructure (SEITT)	D.G for Infrastructures Regional Ministry of Development and Housing of the Government of Andalucía,
Turespaña (Spanish Tourism Institute) the Ministry of Industry, Energy and Tourism	General Secretariat for Tourism Regional Ministry of Tourism and Sport of the Government of Andalucía,
Consortium of the Free Trade Zone of Cadiz	D.G. of Quality, Innovation and Development of Tourism Regional Ministry of Tourism and Sport of the Government of Andalucía,
Management of Infrastructures and Equipment of the Ministry of Education, Culture and Sport	Regional Ministry of Culture of the Government of Andalucía,
García Lorca Foundation	Technical General Secretariat Regional Ministry of Culture of the Government of Andalucía,

Governance framework in the Communication	
2007-2013	2014-2020
Innovation and Development Agency of Andalucía of the Government of Andalucía	D.G. of Cultural Innovation and the Book Regional Ministry of Culture of the Government of Andalucía,
D.G. of Territorial Development of the Regional Ministry of Agriculture, Fisheries and the Environment of the Government of Andalucía	D.G. of Cultural Goods and Museums Regional Ministry of Culture of the Government of Andalucía,
The beneficiaries	Technical General Secretariat Regional Ministry of Justice and Internal Affairs of the Government of Andalucía,
	General Secretariat for Justice Regional Ministry of Justice and Internal Affairs of the Government of Andalucía,
	Technical General Secretariat Regional Ministry of Agriculture, Fisheries and Rural Development of the Government of Andalucía,
	IFAPA Regional Ministry of Agriculture, Fisheries and Rural Development of the Government of Andalucía,
	AGAPA Regional Ministry of Agriculture, Fisheries and Rural Development of the Government of Andalucía,
	D.G. for Prevention and Environmental Quality Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	Deputy Regional Ministry Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	General Secretariat of Environment and Climate Change. Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	General Secretariat of Land Use and Urban Sustainability Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	Technical General Secretariat Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	D.G. For Planning Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	D.G. of Management of the Natural Environment and Protected Areas Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	D.G. for Infrastructures and Water Exploitation Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía
	D. G. Planning and Management of the DPH

Governance framework in the Communication	
2007-2013	2014-2020
	Regional Ministry of the Environment and Territorial Planning of the Government of Andalucía

Interviewees stress the communication policy of the Government of Andalucía, in relation to the Cohesion Policy is characterised by several distinguishing features: the consensual nature with the whole of the Member State and both the financial relevance and institutional and strategic relevance reached over time, which have led to set itself up as an example in various forums at both national and community level.

The definition of its strategy has maintained a line of continuity between the 2007-2013 and 2014-2020 periods based on the lessons learned and with the progressive adaptation to the changes required by the regulations, where applicable.

As well, as can be seen from the communication strategy of the ERDF and ESF OP 2014-2020 of Andalucía its strategic objectives (in line with the consensus in GERIP) are to give transparency to the actions contained in the OP and give visibility to the OP and the Cohesion Policy of the European Union.

Such objectives are structured in a series of priorities aimed at four groups of recipients: potential beneficiaries, beneficiaries, citizens in general and social media or agents that are diffusers of the Communication Strategy.

The measures defined to achieve the objectives and development priorities are structured, precisely, on the basis of the collectives to which they are targeted by defining a total of 4 measures for potential beneficiaries, 2 for beneficiaries, 5 for the general public, to which are added those that the beneficiaries have to directly carry out and an additional one for the disseminating agents.

In general, the perception of the people interviewed is that the effort in communication has been increasingly growing. The strategy has been increasingly elaborate, it is noted that more resources and more activities are dedicated to make the funds visible.

There are several elements that demonstrate this relevance: the creation of an institutional structure dedicated to the management of the communication policy that covers a technical office and communication networks (as mentioned above), the remarkable dedication of human resources with a high experience in the field and the provision of a comprehensive budget that ensures the development of the planned measures. This budget is located in 29.4 million euros in the period from 2007 to 2020.

According to stakeholder survey respondents, in relation to the communication tools proposed, television (48.28%) and newspapers with national circulation (41.38%) are the least used to disseminate Cohesion Funds. Without a doubt, the most used tools are boards or billboards with the EU flag (93.10%), followed by newsletters (79.31%), the web (68.97%) and press releases (62.07%).

	TV	Radio	Local and regional newspapers	National newspapers	Workshops, seminars	Brochures, leaflets, newsletters	Press releases	Programme website	Film clips/videos	Plaques/billboard with EU flag	Social media (Facebook, Twitter, Youtube)	Advertising campaigns on television and/or radio
Never	20.69%	10.34%	3.45%	13.79%	3.45%	3.45%	3.45%	3.45%	3.45%	3.45%	3.45%	6.90%
Rarely	27.59%	17.24%	13.79%	27.59%	13.79%	0.00%	3.45%	3.45%	17.24%	0.00%	10.34%	20.69%
Sometimes	34.48%	41.38%	24.14%	27.59%	34.48%	17.24%	31.03%	24.14%	34.48%	3.45%	41.38%	44.83%
Often	13.79%	17.24%	37.93%	27.59%	31.03%	37.93%	34.48%	17.24%	20.69%	13.79%	10.34%	17.24%
Very often	3.45%	13.79%	20.69%	3.45%	17.24%	41.38%	27.59%	51.72%	24.14%	79.31%	34.48%	10.34%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: 29

4.2 Assessment of effectiveness of communication strategies

As has been mentioned, to assess the effectiveness of the communication strategies there are implementation and results indicators. The effectiveness of these indicators has been analysed in the two evaluation years of the communication strategies made in 2010 and 2013.

These indicators have been allowed to carry out the annual monitoring of the strategies from the 2007-2013 period, and are maintained in the current 2014-2020. The Managing Authority designed a computer application (INFOCO) that has facilitated the collection and analysis of data to monitor these indicators. On the other hand, in the area of the Government of Andalucía, we have created in addition to the specific computing tool, called IRIS (Indicators for a record of the actions of systematic information and publicity) for the compilation of all information and publicity of the beneficiaries of the ESF OP of Andalucía and the stretch of the regional spending of the ERDF OP. In this way, all the information necessary to make an optimal follow-up of the communication actions is automatically stored. This web application, therefore, has made it possible to meet, in a simple way the previous manual systems to obtain the information, promoting the work of continuous monitoring of such activities.

<i>Progress of the monitoring indicators of the Communication strategies/plans OP ERDF y ESF - Andalucía</i>							
Output indicator	Estimated 2007-2013	% Implementation (2013)	Estimated 2014-2020	Result indicators	Estimated 2007-2013	% Implementation (2013)	Estimated 2014-2020
Activities and Public Events (No.)	1.800	100.80%	985	(No) Participants	130.000	106.60%	94.000
Dissemination Actions (No.)	5.800	92.30%	3.100				
External Publications Undertaken (No.)	950	100.80%	590	Participants (No.)	75.000		94.000
				% of publications distributed/edited	100	99.70%	100
Websites (No.)	3	100%	3	Distribution Points	180	96.70%	48
Advertising	3.200	90.40%	2.030	Visits	190.000	62.30%	127.800

<i>Progress of the monitoring indicators of the Communication strategies/plans OP ERDF y ESF - Andalucía</i>							
Output indicator	Estimated 2007-2013	% Implementation (2013)	Estimated 2014-2020	Result indicators	Estimated 2007-2013	% Implementation (2013)	Estimated 2014-2020
supports(No.)							
Internal documentation distributed (No.)	1.430	88.70%	765	% Organisations Covered	100	98.50%	100
Information and Advertising Networks (No.)	5	100%	4	Meetings	93	77.40%	91
				Participants	150	96.60%	84

The Final Evaluation of Communication conducted in 2013 indicated that the levels of efficiency achieved during the entire programming period had been located very close to the final objectives, with values ranging from 88.7% of the internal documentation distributed and 100.8% of the activities and public events and external publications.

In turn, the performance indicators are, in general, a good evolution in accordance with the good data that was already in the mid-term evaluation (2010). This behaviour of the indicators of results demonstrates the attractiveness of the actions put in place. Some evidence of this has been seen in the participation in meetings of the networks for information and publicity activities and public events.

However, the degree of diversity in physical efficiency, in this case, covers the same from the 62.3% of visits to the Websites to 106.6% of the number of those participating in the activities and public events.

In the final analysis, the implementation of the strategy has significantly allowed to get closer to the goals established through the indicators, with results that have exceeded initial expectations, also taking into account the fact that most of these indicators were rescheduled upwards in the final versions of the strategy. All of this highlights the ability of implementation and obtaining results of the agencies involved in their development.

The definition of impact indicators was also carried out, whose calculation undertaken in the interim and final evaluations of the communication, and that have made it possible to assess the impact of the communication strategies in Spain. However, in the 2007-2013 period the impact indicators did not have a target value.

These indicators allow the effects or more long-term consequences of actions in the field of information and communication to be measured, and whether those effects are attributable to such interventions. In the 2014-2020 period it has been decided to set a target value for these indicators taking into account the results achieved in the previous period.

Impact indicators	Estimated 2007-2013	Implementation (2010)	Implementation (2013)	Estimated 2014-2020
Degree of knowledge of existing obligations in the programming, management, monitoring, control, evaluation and information and communication (%)	NP	91.20%	92.80%	94%
Rate of satisfaction, which	NP	89.10%	71.70%	80%

Impact indicators	Estimated 2007-2013	Implementation (2010)	Implementation (2013)	Estimated 2014- 2020
indicates the valuation of the beneficiaries/Intermediate Organisations and/or managers or participants with respect to the information provided				
Utility rate of the actions	NP	92.00%	80.60%	92%
Degree of knowledge of the Cohesion Policy funds (ERDF, ESF) (%)	NP	ERDF: 48.20% ESF: 46.90%	ERDF: 49.50% ESF: 58.40%	ERDF: 50.80% ESF: 65%
Degree of knowledge of the role played by the European Union (%)	NP	63.10%	67.30%	70%

The good results achieved for these impact indicators find their justification in the acquired knowledge, derived from the participation in courses and technical seminars, in specific aspects regarding management of the operations, control, monitoring and evaluation, as well as by the continued support given by the Managing Authority and the Government of Andalucía. The assessment of this type of activities has been very high, by providing useful information, both on Cohesion Policy in general and of the ERDF and ESF OP of Andalucía in particular, as well as on the procedures for the management of the funds.

Beyond the evaluations made for the Communication Plans, as provided for in the 2014-2020 period for 2019 and 2023, the inclusion of information related to the communication of European Funds is produced in the annual implementation reports of the Operational Programmes. These reports contain a chapter dedicated to presenting the progress in the application of the Communications Strategy, providing qualitative and quantitative information on the information and publicity measures undertaken; the means of communication used; the provisions relating to the publication, electronic or by other means, from the list of beneficiaries, operations, and public funds allocated; the degree of physical and financial implementation of the measures of the Plan (monitoring indicators), in addition to the cases of good practice.

Interviewees stress the most commonly information activities used tools have been the dissemination actions amounting to a total of 5800 in the 2007-2013 period and is expected to reach 3,100 between 2014 and 2020 and the Advertising supports that reach, respectively, 3,200 and 2,030.

In particular, there are specific actions that have been very effective. Thus, for example we should mention the advertising campaign carried out in the URBAN framework of the Town Hall of Jerez, where its mascot "Europita" generated a very positive effect in terms of positive identification with the European funds.

In general, all the statements consulted have a high degree of satisfaction. The least accepted, although also one of the most unknown, is that related to the use of personal stories as a communication tool (31.04% of satisfaction).

Highlight the 34.48% of respondents who are dissatisfied with the administrative capacity and resources dedicated to communication activities and the 27.59% with the way Cohesion policy is communicated to citizens.

	The way Cohesion policy is communicated to citizens	The branding and messages used to communicate Cohesion policy	The use of human interest/personal stories	The support from the European Commission on communication	The targeting of different groups with different communication tools	The administrative capacity and resources dedicated to communication activities
Very satisfied	0.00%	0.00%	6.90%	13.79%	3.45%	0.00%
Satisfied	44.83%	58.62%	24.14%	31.03%	41.38%	41.38%
Neither satisfied nor unsatisfied	27.59%	34.48%	24.14%	34.48%	27.59%	24.14%
Unsatisfied	20.69%	6.90%	27.59%	6.90%	10.34%	24.14%
Very unsatisfied	6.90%	0.00%	0.00%	6.90%	0.00%	10.34%
Don't know	0.00%	0.00%	17.24%	6.90%	17.24%	0.00%
Total	100%	100%	100%	100%	100%	100%

Source: 29

According to stakeholder survey respondents the communication efforts are especially effective in using social media to promote the programme and projects (62.07%) and Fostering good working relations with the media and press to reach the general public (62.07%).

	Conveying the achievements of Cohesion Policy programmes overall and the role of the EU	Conveying the achievements of co-funded projects and the role of the EU	Using social media to promote the programme and projects (e.g. Twitter, Youtube, Facebook)	Fostering good working relations with the media and press to reach the general public
Very effective	6.90%	6.90%	17.24%	20.69%
Effective	41.38%	48.28%	44.83%	41.38%
Neither effective nor ineffective	44.83%	37.93%	24.14%	20.69%
Ineffective	0.00%	0.00%	0.00%	0.00%
Very ineffective	0.00%	3.45%	0.00%	3.45%
Don't know	6.90%	3.45%	6.90%	6.90%
Not used	0.00%	0.00%	6.90%	6.90%
Total	100%	100%	100%	100%

Source: 29

4.3 Good practice examples

The criteria of good practices in the 2014-2020 period are oriented to the selection of projects. However, given the experience of the 2007-2013 period in which good practices for communication and good practices for projects were differentiated in the annual reports, it was decided that communication remains an essential criterion for the selection of a project as good practice.

Below are the criteria that will allow an approximation to the criterion of "good practices" of actions co-financed in the 2014-2020 period. Therefore, any action that responds to these criteria may be considered as such for all purposes.

Good practice criteria for assessing communication measures

Criteria	Description
<i>Criterion 1. The role of the Funds has been duly disseminated</i>	The role of the ERDF or the ESF in the action has been duly disseminated among the beneficiaries, potential beneficiaries and the general public. Everything carried out for the communication of the said action must be presented.
<i>Criterion 2. The action incorporates innovative elements</i>	It will be necessary to highlight the innovative character of the action, which may be linked to the methodologies, technologies or processes, to the services provided and the various tools used to put it into operation. Consideration will also be given to innovation in connection with the territory or field of implementation and target audience
<i>Criterion 3. Adequacy of the results obtained to the objectives set</i>	The main objectives must be highlighted, showing the added value of having received the European Funds, indicating if all of them are being complied with an emphasis on what types of activities and results can be attributed to the project: Impact in physical, quantitative, qualitative terms
<i>Criterion 4. Contribution to the resolution of a problem or weakness detected in the framework of the implementation</i>	It is accurate to describe to what problem does the project presented respond to and how its implementation favours the development of the territory and/or target audience.
<i>Criterion 5. High degree of coverage of the target population</i>	Its scope must be mentioned, not only on the direct beneficiaries, but also on the general population.
<i>Criterion 6. Consideration of the horizontal criteria</i>	Consideration of the horizontal criteria of equal opportunities and non-discrimination, as well as corporate social responsibility and environmental sustainability. How these criteria have been applied in the corresponding intervention must be indicated.
<i>Criterion 7. Synergies with other policies or instruments of public intervention</i>	The fact of whether the action has strengthened the performance of other funds shall be taken into account (regional, national, European) and has contributed to enhance the positive aspects of it.

It should be noted that in order an action can comply with the criterion referring to the dissemination of the role of the Funds, it is necessary to put in value the role of the European funds in it. To do this, the most appropriate communication tools listed in the communication indicators must be used. Without this, this criterion is not considered fulfilled and therefore the action may not be a "Good Practice".

In the evaluation reports provided for in the years 2019 and 2023, the evaluation teams should present their opinion about the Good Practices presented up to the time of the report, indicating what are the strong points of those submitted and suggesting ways of improvement, in the event that this is considered appropriate.

In Andalucía, there has been a continuous work of a selection of good practices. In this way, we can find both a publication on good practices in the own website of European Funds of the Government of Andalucía, as well as an annual selection of them on the [website of the Managing Authority](#).

This latter website shows a selection of 10 good practices in 2013, 15 in 2012, 13 in 2011, 17 in 2010 and 13 in 2009. Some of the examples are included below

- ✓ Provincial Workshops for Beneficiaries of European Funds in Andalucía and Help Manuals, carried out by the Directorate General of European Funds.
- ✓ The Video "travel through Andalucía with European Funds", carried out by the Directorate General of European Funds.
- ✓ The Video "the 25 year Bus of European Funds in Andalucía", carried out by the Directorate General of European Funds.
- ✓ The magazine "digital footprint" carried out by the Directorate General of European Funds.
- ✓ The Communication Actions in Social Networks: 1 st Photography Competition on European Funds in Andalucía and Help Manuals, carried out by the Directorate General of European Funds.
- ✓ "Guided Walks through the Genoese Park", presented by the Town Council of Cadiz.
- ✓ "Royal Page Activity of the European Union (Christmas 2011)", carried out by the Town Council of Malaga, by the Centre for Children's and Adolescent's animation of the Urban Initiative Project.
- ✓ "Coexist in Malaga", carried out by the Town Council of Málaga.
- ✓ The Translation of Serigraphs on computers co-financed by the ERDF, carried out by the Red.es. Organisation
- ✓ An internal IT application to collect information from the port authorities, carried out by the "Ports of the State".
- ✓ The first meeting of women business owners and entrepreneurs of Motril.
- ✓ The Game developed in the Children's Programme "The Band", on Canal Sur.

Interviewees stress over the 2007-2013 period a total of 60 good communication practices have been integrated into the good practices database of the General Directorate of Community Funds. The website of European Funds of the Government of Andalucía has a database of good practices. In the interviews some good practices are cited such as:

- ✓ Europita and its communication campaign, from the Town Council of Jerez.
- ✓ Video "**About To, 25 years of European Funds in Andalucía**", prepared by the DGFE which was a finalist in the category of communication in the Regiostar Awards in 2013.
- ✓ A very good example is that of EOI that illustrated, took possession of certain metro stations and covered them and explained how many entrepreneurs this had enabled and to how many people its training had reached.
- ✓ The Gypsy Secretariat Foundation has also carried out some very good campaigns in the framework of the ESF.
- ✓ Direct marketing/emailing campaign: "able" from the ONCE foundation.

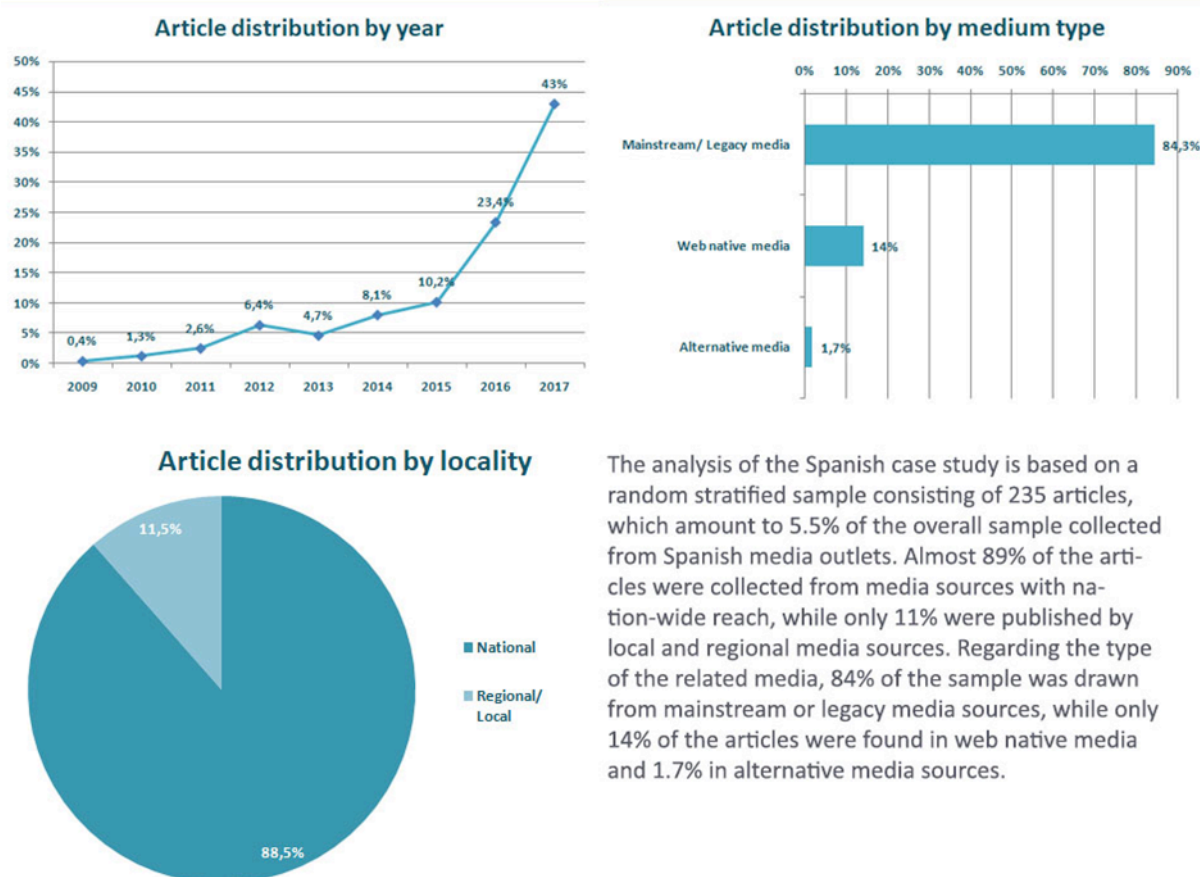
- ✓ Promotion of New Technologies of Information and Communication, to facilitate greater and better participation of women as active subjects and not as mere spectators carried out by the Women's Institute.
- ✓ Etc.

The population interviewed suggests:

- ✓ The achievements of the cohesion policy must not be explained on the basis of what has been done, they must be expressed to show the good work and good management of the corresponding body. They should be displayed with sufficient closeness so that the people (citizens) feel cared for in their interests and needs. It is common to see the expenditure translated in an activity, but not the expenditure and activity translated into the real benefit for people or that the expense has really helped social interests and citizenship, not interests established by the administrations and management bodies.
- ✓ The increased use of the mass media (TV, radio at national level).
- ✓ The best communication is the facts.
- ✓ Highlight the connection between Europe and the quality of life of citizens.

4.4 Media framing of Cohesion policy

Figure 3.10.1  **Spain**



The framing analysis of the Spanish sample reveals that most of the analysed articles frame EU Cohesion Policy in economic terms as the “Economic consequences” general frame is dominant in 31.5% of the sample, as shown in Figure 3.10.2. Another 22% of the analysed items place emphasis on the implications of EU Cohesion policy on citizens’ “Quality of life” (Frame 2), 11% focused on the “Incompetence of local/ national authorities”, while 17% contained no framing. However, it should be noted that the Spanish media applied the “Power” frame in 7.2% of the analysed items, which is higher than most of the case studies that were analysed. This is mostly due to the 6.4% of the articles that applied the “Political leverage” subframe (5.1) suggesting that EU Cohesion policy is used by European authorities to put pressure on national governments, as shown in the subframe analysis in Figure 3.10.3, and indicates a critical stance of the Spanish media towards European institutions and officials.

Dominant Frame Frequencies (Spain) (v= 235)

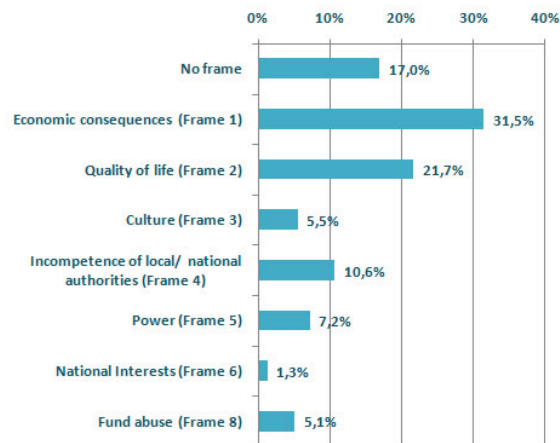


Figure 3.10.2
Dominant frame frequencies in Spanish media

Dominant Subframe Frequencies (Spain) (v= 235)

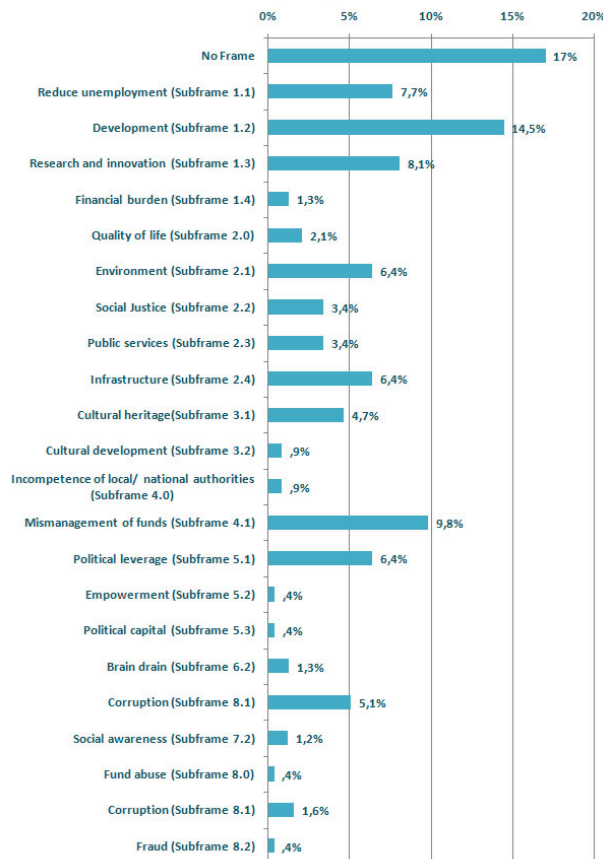


Figure 3.10.3
Dominant Subframe frequencies in Spanish media

The framing analysis of the Spanish media revealed several differences between national and regional media, as shown in Figure 3.10.5. One striking difference is that regional media tend to refrain from applying any frames in their presentation of the news twice as often as national media. In addition, regional media also employ the “National interests” frame (6) in 7.4% of the cases, while

in national media Frame 6 is nearly inexistent. On the contrary, national media primarily interpret EU Cohesion policy related news in terms of its implications on the economy (Frame 1). Additionally, national media employ Frame 4 (“Incompetence of local/national authorities”) more often than regional media, while they also employ the “Power” frame and the “Fund abuse” frame. The latter two do not appear at all in Spanish regional media coverage.

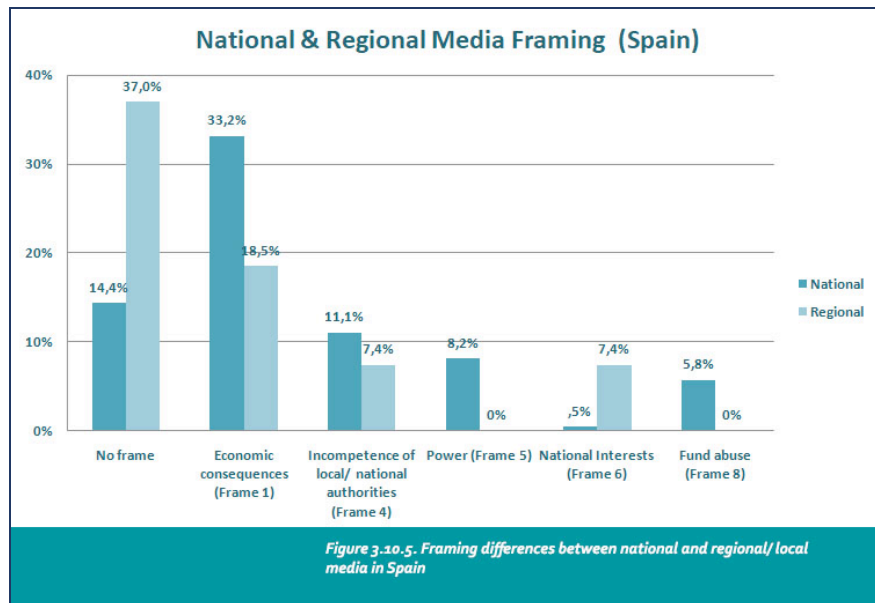
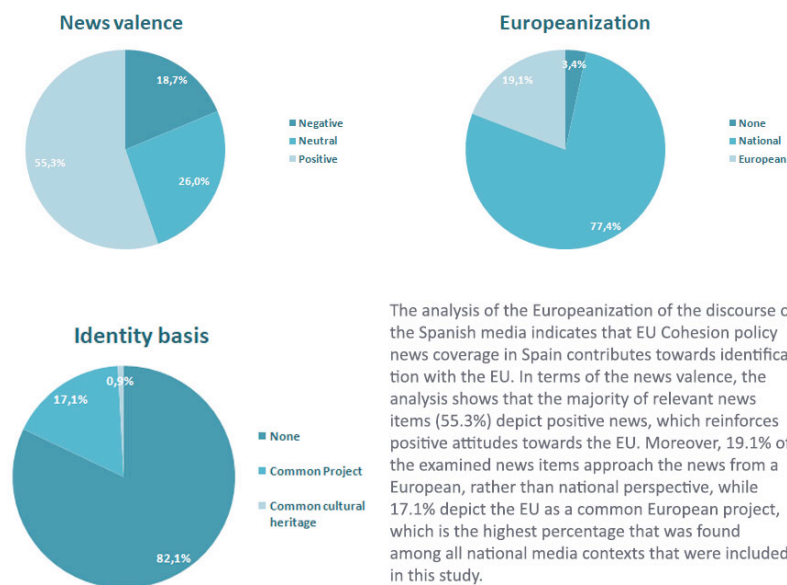
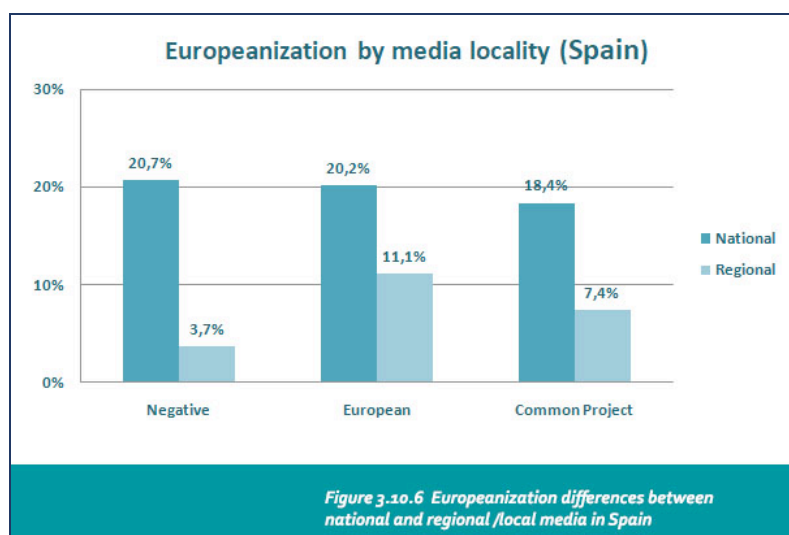


Figure 3.10.4 🇪🇸 **Spain - Europeanization variables**



Several differences were identified in respect of the Europeanisation variables between national and regional media in the Spanish landscape, as Figure 3.10.6 illustrates. Firstly, it should be noted that national media tend to present more negative news in relation to EU Cohesion policy, a fact that entails negative connotations in relation to the EU. However, national media tend to approach news from a European perspective more often than regional media, and depict Europe as a common European project twice as often as regional media outlets.



Interviewees stress that the dynamism, led mainly by the Directorate General of European Funds of the Ministry of Economy and Knowledge, but also (particularly in ESF) by other beneficiaries and/or collaborators, has meant that most of the citizens who know about the Structural Funds have had news of them through advertisements in the press and on the radio and television.

The tone has always been positive, highlighting the achievements.

Not all respondents have direct relationship with the media. However, the most commented relationship is through the generation of press releases and the holding of press conferences aimed at this with some frequency.

But also the development of spots, announcements and reports intended to appear in the press, television and radio, as well as on the internet through banners.

Some tools are used more than others depending on the project, but generically should be highlighted:

- ✓ The most widely used tools by the Intermediate Organisation have been have been publications and advertising supports
- ✓ They have been used in local administration projects: websites, mailing, posters, campaigns, etc.

Except in specific projects, social networks have not been used. Although the Intermediate Organisation points out that social networks have constituted a clear reinforcement to the information activity carried out from the website of European Funds of the Government of Andalucía: profiles have been generated on social networking sites (such as Facebook and Twitter) and disseminated through Youtube Audiovisuals produced in the framework of the PP.OO. ERDF and ESF

According to stakeholder survey respondents, in general more than 70% of respondents feel that all the communication tools proposed are effective. It is striking that 85% of them consider television

to be efficient, when it is one of the least used tools. The programme website is maybe the less effective tool as the respondents voted.

	TV	Radio	Local and regional newspapers	National newspapers	Programme website	Video/film clips and presentations	Plaques /billboard with EU flag	Social media	Media /advertising campaigns on TV or radio	Press releases	Brochures, leaflets, newsletters, other publications	Events
Very effective	44.83%	34.48%	31.03%	17.24%	24.14%	20.69%	34.48%	37.93%	41.38%	10.34%	17.24%	31.03%
Effective	37.93%	48.28%	51.72%	55.17%	41.38%	55.17%	44.83%	31.03%	41.38%	62.07%	55.17%	44.83%
Neither effective nor ineffective	13.79%	13.79%	10.34%	24.14%	17.24%	10.34%	17.24%	17.24%	13.79%	24.14%	20.69%	10.34%
Ineffective	3.45%	3.45%	3.45%	0.00%	10.34%	6.90%	3.45%	3.45%	0.00%	0.00%	3.45%	6.90%
Very ineffective	0.00%	0.00%	0.00%	0.00%	3.45%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	3.45%
Don't know	0.00%	0.00%	3.45%	3.45%	3.45%	3.45%	0.00%	3.45%	0.00%	3.45%	0.00%	0.00%
Not used in my region	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	6.90%	3.45%	0.00%	3.45%	3.45%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: 29

In general, 75% of participants agree with the proposed options except Citizens mistrust Cohesion policy communication activities and messages or consider them to be propaganda (31.04%). Respondents therefore consider that communication activities contribute to the citizens' awareness of EU Cohesion Policy.

	The communication activities have led to an increased awareness among citizens of the contribution of Cohesion policy to regional and local development	The communication activities of Cohesion policy funds increase the sense of belonging of citizens to the European Union	The communication activities of Cohesion policy funds contribute to increasing citizens' support for the European Union	Citizens mistrust Cohesion policy communication activities and messages or consider them to be propaganda
Strongly agree	20.69%	31.03%	31.03%	6.90%
Agree	55.17%	44.83%	41.38%	24.14%
Neither agree nor disagree	17.24%	6.90%	6.90%	37.93%
Disagree	6.90%	17.24%	20.69%	27.59%
Strongly disagree	0.00%	0.00%	0.00%	3.45%
Don't know	0.00%	0.00%	0.00%	0.00%
Total	100%	100%	100%	100%

Source: 29

4.5 Implications for citizens CP perceptions and attitudes to the EU

There have been several comments received about *“Can you think of any ways of improving the communication of EU policy objectives and results to the public?”*:

- ✓ The message has been to move it to a more school and educational level.
- ✓ Using the means of communication more, creating awareness, not only putting on the t-shirt on with the logo, but to carry out a more intense work of advocacy and communication to the public.
- ✓ We should not use the funds as a weapon at political level
- ✓ The message is being accepted bit by bit, but it is a question of insisting and striving constantly for citizens to understand to what extent these investments make sense and promote the region.
- ✓ There are different audiences for the actions: children, young people, the elderly, etc. Each audience has a way to reach them and we need to make different campaigns for each sector.
- ✓ Social networks are able to devote themselves more to another type of issues, web pages are more important, the press is still a major point of reference, and of course the organisation of periodic meetings.
- ✓ The increased involvement of private beneficiaries in the tasks of communication of the Cohesion Policy is one of the challenges of communication.

There was a comparable question in the stakeholder survey in which the respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements. The statement that communication activities have led to an increased awareness among citizens of the contribution of Cohesion policy to regional and local development was the most agreed with, whereas the statement that citizens mistrust Cohesion policy communication activities and messages or consider them to be propaganda showed lowest level of agreement by the respondents.

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5. Citizens views of Cohesion policy and the EU

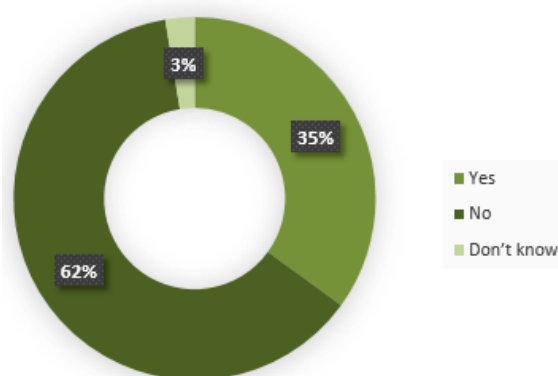
5.1 Survey results

During this period, there has been no survey of the population under the Cohesion Policy in Spain. Partly because the evaluation of the Operational Programmes Communication Strategies is planned for 2019.

Within the framework of the Cohesify Project, a survey of 500 citizens of Castile and Leon has been carried out with the ultimate aim of discovering their perception of Cohesion policy and their sense of identity vis-à-vis the European Union.

Below are some of the results obtained in the survey:

- 62% of the 500 participants in the survey have not heard of projects financed by European Funds, a high and worrying value which shows that project communication is not being as effective as it should be.



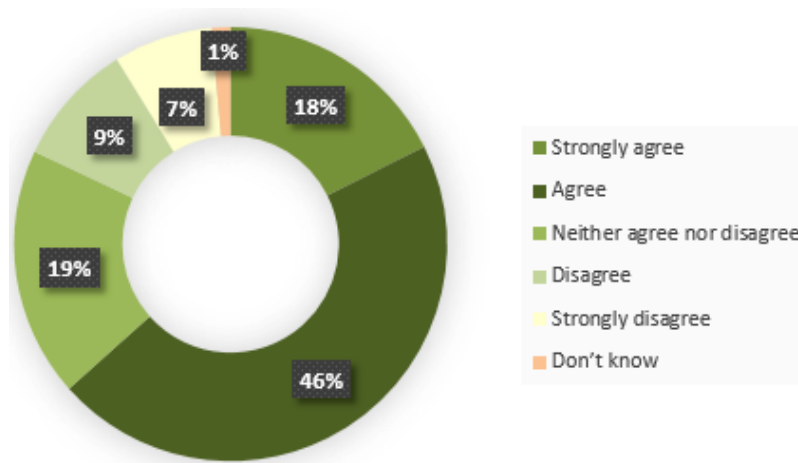
Source: 500

- As in the stakeholder survey, the most effective way to publicise Cohesion Fund projects is through local newspapers, national TV and personal experience.

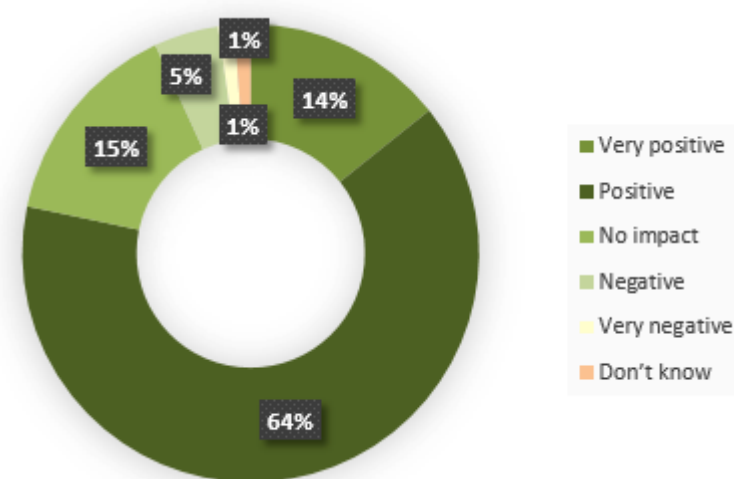
	Yes	No	Don't Know
National newspapers	46.3%	52.6%	0.6%
Local newspapers	64.0%	35.4%	0.6%
National TV	64.6%	34.9%	1.1%
Local TV	55.4%	43.4%	3.4%
National radio	36.0%	60.6%	4.0%
Local radio	40%	56.0%	1.1%
Internet	56%	42.9%	1.1%
Social media	40%	58.9%	1.1%
Billboard	60%	38.3%	1.7%

	Yes	No	Don't Know
Workplace	38.9%	61.1%	0%
Personal experience	64.6%	35.4%	0%
Other	14.9%	83.4%	1.7%
Total	100%	100%	100%

- Overall, there is a positive appreciation in relation to the benefit of joining the European Union: 66% of those surveyed agree with the statement made.



- As in the previous answer, the impact of the European Funds in Andalucía is perceived positively in 78% of the responses obtained after the anonymous survey of 500 citizens.



- Among those who responded that the impact of the European Funds is not negative, 36 people specified the reasons for their response. The most indicated are, bad management, corruption among officials and beneficiaries and allocation to the wrong projects.

	Yes	No	Don't Know
Not enough funding	47.2%	47.2%	5.6%
Allocation to the wrong projects	77.8%	22.2%	0%
Bad management	94.4%	2.8%	2.8%
Not executed on time	61.1%	30.6%	8.3%
Corruption among government officials awarding EU tenders	86.1%	5.6%	8.3%
Corruption among beneficiaries of EU funds	83.3%	16.7%	0%
Other reasons	50 %	50%	0%
Total	100%	100%	100%

Source: 36

- A total of 137 responses to "Why do you think there was a positive impact?" have been compiled. It is considered that the reason why the impact is positive is because the funds are concentrated on the most necessary projects for the territory of Andalucía.

	Yes	No	Refused	Don't Know
Extensive funding	66.4%	24.1%	1.5%	8%
Allocation to the right projects	81.8%	12.4%	0.7%	5.1%
Good management	47.4%	43.1%	1.5%	8%
Executed on time	46%	35%	1.5%	17.5%
No corruption among government officials awarding tenders	32.1%	33.6%	2.9%	31.4%
No corruption among beneficiaries of EU funds	35.8%	36.5%	1.5%	26.3%
Other reasons	43.6%	56.4%	0.0%	0%

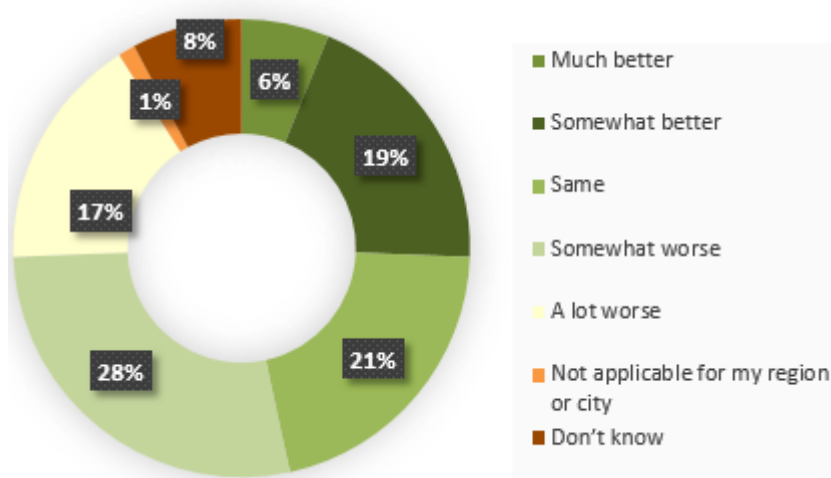
Source: 137

- The best known fund is the ESF, since it has had a great impact on the Andalusian population (60.8%). The least known is the Cohesion Fund, given that in addition in the period 2014-2020 these funds have not been implemented in Spain.

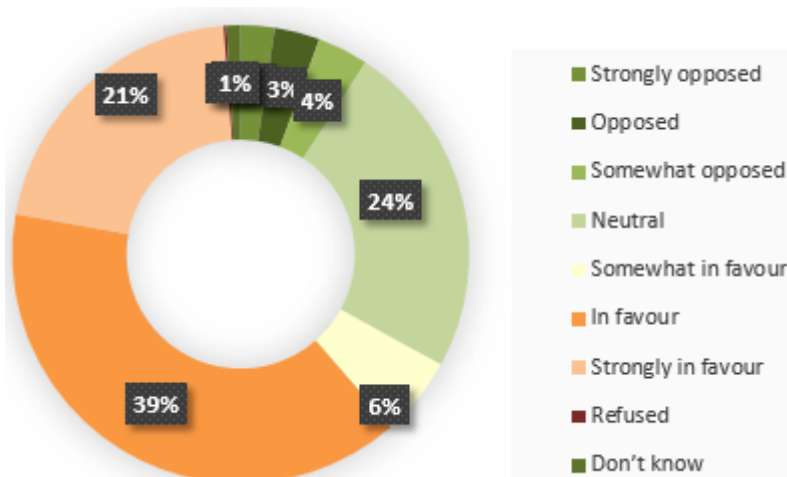
	Yes	No	Don't Know
ERDF	53.2%	46.8%	0%
Cohesion Fund	41.8%	57.8%	0.4%
ESF	60.8%	38.6%	0.6%

Source: 500

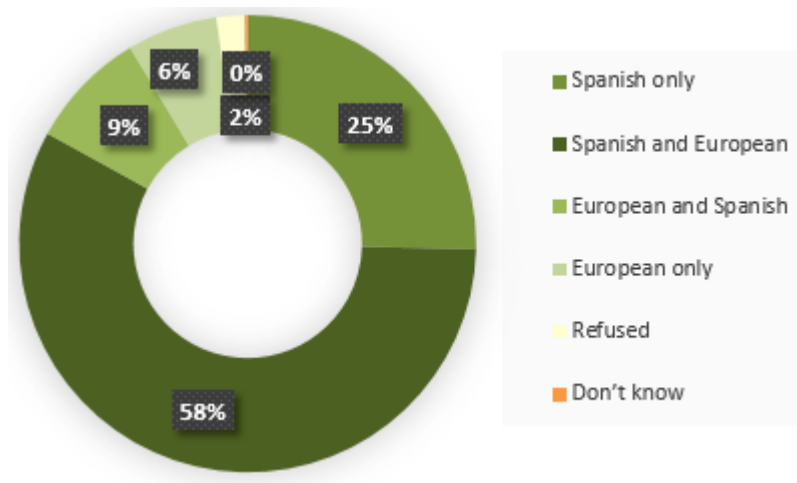
- 44.4% of the surveyed opinion that the development of Andalucía would have been worse without the intervention of the European Funds, 21% believes that regional development would have been the same and 25.6% believes that the evolution of the NUTS 2 would have improved without these funds.



- 65.8% of respondents were in favour of European integration, 23.8% were neutral and 9.2% opposed to a greater or lesser degree (2.4% strongly opposed). Therefore, in general, the position is open to the European Union.



- Of the 500 respondents, 57.6% feel Spanish first and at the same time European and 25.4% feel only Spanish. In addition, 8.4% feel European in the first place and Spanish afterwards and 6.4 % feel only European.



5.2 Focus group results

Summary of focus groups discussions

Cohesion Policy

The term “Cohesion policy” was discussed in one of the groups, where participants described it as the policy for stimulating the development of the poorest regions. One of the participants asserted that Cohesion policy is mainly about equalising infrastructure across the regions of the EU. Cohesion policy was associated to the concept of “unity” in the EU. In all three groups, there were participants who had heard of individual Cohesion policy funds (ESF and ERDF). However, they did not all know the purpose of these funds. The majority of participants could identify a project they believed was funded by the EU. Several funding themes and projects were mentioned: infrastructure, sustainable development, culture, human capital and urban regeneration (see Table 1).

Table 1. Participants’ reference to projects’ co-financed by EU funds

Infrastructure
- Roads, Port infrastructure, Metro, Schools
Human capital
- Subsidies for the employment of young and older workers
Urban regeneration
- Refurbishment of the buildings of the Caserío de Montijo

Culture and heritage

- Provincial council of Granada

Sustainable development

- Installation of solar panels in a hospital

The impact of Cohesion policy was assessed positively, in particular when speaking about infrastructure projects. In one of the groups (ES 4), participants cited the cycling paths in Seville to illustrate the positive impact of Cohesion policy and its utility for the public. To assess the impact of Cohesion policy, participants in ES 5 also talked about direct benefits and employment challenges. An older unemployed participant remarked that the programmes were not addressing the problems of elderly unemployment compared to youth unemployment. However, a parent with children working abroad criticised the lack of support for the unemployed youth. In the third group (ES 6), the discussion was more general and participants largely agreed that the quality of life had increased due to EU funded projects. The main problematic issue that was identified consistently across all groups was that of communication. Below we provide some more extracts to highlight the way participants described the problems associated most often with Cohesion policy for the region of Andalucía.

Communication	ES 6, Participant 6: <i>"For example, when a municipal swimming pool is built it is highlighted that the money comes from the Junta, at a regional level that's where the vein is cut. Europe is not mentioned."</i>
Mismanagement	ES 4, Participant 4: <i>"I am from San Fernando and there they have been doing the work of a tram for 10 years. [Funds come] from the city council and the Junta. I recently learned that 80 % is co-financed by ERDF funds. Now I understand why the Junta de Andalucía does things the way it does... If it were your own money things would become different."</i>
Accountability	ES 4, Participant 2: <i>"When a road is inaugurated or a park is restored, the one who is going to inaugurate it is the mayor and, the medal is put on by the mayor "I made that park". The EU coming here is very strange."</i>

European identity

According to the participants from Andalucía, Europeans are united by a common history and values, such as peace, democracy and the respect of law. Spanish culture and customs are shared by Mediterranean countries, pointing to a North and South cleavage in Europe, as was also the case among participants in the region of Castilla and Leon. The north and south division is not only described in cultural terms but also in terms of socio-economic inequalities, such as working conditions, maternity benefits, and wages. Participants in Andalucía insist though on highlighting the unifying elements that connect Europeans with specific reference to the euro and citizenship rights such as the ability to access healthcare services while travelling abroad and the possibility to study in other EU countries.

European identity and Cohesion policy

The participants questioned the ability of Cohesion policy to contribute to the European identity arguing that the policy is not communicated sufficiently well to enable citizens to perceive its scope and benefits. Naturally, when people do not know about the policy then its potential to contribute to bringing citizens closer together is reduced.

6. Conclusions

6.1 Key findings and scientific conclusions

A. Conclusions on the implementation of Cohesion Policy

1. The analysis of the relationship between Cohesion Policy and citizens' support for EU values and institutions shows that Andalucía is characterised by an **appropriate policy in an inefficient region**. In other words, citizens consider the support of the Cohesion Policy to be necessary, but the regional situation does not favour the effectiveness of its intervention in the territory.
2. The Andalusian people's stance towards the image of the European Union and their attachment to it is **neutral**.
3. From the analysis of **political campaigns** at the regional level, it can be seen that the Andalusian parties rarely talk about European issues in their regional electoral manifestos.
4. The **regional context** that has influenced the development of the Operational Programmes of the European Funds since 2007-2013 has been characterised by the following problems:
 - In Andalucía, the population distribution differs significantly between the eight provinces, with an average population density characterised by a slight increase in population and a tendency towards ageing.
 - The Andalusian economy was strongly affected by the economic crisis that affected the productive sectors, especially industry and, above all, construction. However, the current situation is slightly improved.
 - Also caused by the crisis, the historical unemployment rate reached 36.2%, which had fallen to 29.02% in 2016.
 - In Andalucía, 53.9% of the working-age population reaches a maximum of compulsory education, 19.9% secondary education and 26.2% has higher education.
 - Provisional GDP data for 2015 show that the intensity of expenditure on R&D&I in Andalucía is 1.02% of its GDP, a far cry from EU 27 (2.03%) and lower than in 2014.
 - In 2012, renewables account for 34% of total electricity consumption.
5. In order to address the problems identified, the **ERDF OP** focused mainly in the programming period 2007-2013 on **business development and innovation, actions in transport and energy and the environment**. In the case of the **ESF OP**, the main focus of the budget was on actions aimed at **improving employability**. The evolution of the regional context, influenced by the international economic crisis, has meant that in the period 2014-2020 actions have continued to be oriented towards the same areas, although the requirements for concentration of the new programming have led to a variation in the weight of the budget by thematic objective, and have renewed the orientation of environmental actions.
6. At the level of Andalucía, the ERDF and ESF funds have been reinforced in the two programming periods analysed thanks to the support of various multiregional programmes at national level. Even so, if we compare the ERDF and ESF OP **budgets at regional level, they have been significantly reduced in the period 2014-2020**, and especially in the case of the ERDF.

7. On the other hand, in the period 2014-2020, the **participation of private investment** is recorded in several thematic objectives of the ERDF OP, although its total amount has not increased with respect to the previous period.
8. Regarding the scope of **results after the implementation** of the OPs:
 - Andalucía has shown an average absorption rate in all funding categories, never exceeding 78%. The highest financial absorption ratios have been achieved in investments related to the improvement of quality of life, but worse results in investment in basic infrastructure.
 - Significant results have been achieved in the period 2007-2013 in the creation of employment (36,074 jobs created, practically half of the national total of jobs created), in companies (884 Start-ups supported) and in the additional population benefiting from water projects (34,151 people).
9. Finally, support for the operation of the OPs of the **thematic networks** of European Funds set up at national level has made it possible to coordinate the actions carried out and the policies implemented at regional level.

B. Conclusions on the Communication Policy

1. In general, Andalucía's communication strategies for the period 2007-2013 and 2014-2020 have met **all communication requirements**, and have included, in accordance with the guidelines established at national level through the Group of Persons Responsible for Information and Publicity (GERIP), specific objectives, measures, the establishment of a monitoring and evaluation system and a specific budget.
2. The **monitoring system**, following the indications of the GERIP, uses the same indicators since the beginning of the 2007-2013 period, and these indicators are associated with target values. This makes it possible to calculate the effectiveness of the strategies and to make comparisons between regions and between periods in Spain. The monitoring system has performance and outcome indicators, which are collected annually, and impact indicators, which are calculated through population surveys coinciding with the two evaluation exercises planned for each period.
3. **The budget devoted to the communication actions** has meant 0.18% of the total budget for the regional ERDF and ESF OP in the 2007-2013 period, while in the current 2014-2020 it has increased to 0.24% of the OPs. However, the total amount intended for communication is lower in the 2014-2020 period.
4. In Andalucía, a **regional communication network** (RED RETINA) has already existed since 2007-2013. This network complements and distributes the information dealt with at national level by GERIP and the National Government's Group of Communication Officers (GRECO-AGE).
5. Much progress has been made in raising the **awareness of the technicians involved in the management** of the funds of the importance of enhancing **the value of the work of the European Funds**. However, the political class continues to give priority in communication to its own contribution over that of Europe.
6. **The involvement of the media in the dissemination of European support** for the implementation of projects has so far not been achieved. The analysis of the media shows the critical view that they tend to take of the European Union because of its pressure on national governments. However, the treatment of the national media in Spain shows a vision of the EU as a joint project far above what has been seen in the media in other

countries. One possible result is that about 66% of the population surveyed have a positive view of EU membership and feel European.

7. Although the surveys carried out in the Communication Evaluations reflected an increase in public awareness of the European Funds, the survey conducted for this project showed that **62% of respondents had not heard of projects funded by the European Funds** to date.
8. Among **the most effective actions in communication** reported by the agents involved, television, communication campaigns and local newspapers have stood out.

6.2 Policy implications and recommendations

A. Recommendations on the implementation of Cohesion Policy

1. Prior to the implementation of the post-2020 Cohesion Policy, carry out a study **identifying the causes of inefficiency in the implementation of European Funds** in certain areas. This allows for the design concrete actions in the new strategies to overcome the problems detected.
2. **Assess the inclusion in the evaluation processes of the leverage effect of private investment** in the OP, especially in the environmental field, and whether the commitment to include it in future financial plans should be continued. Also assess the possibility of extending its consideration to the social sphere.
3. The lack of information, concern and knowledge about European issues among citizens is reflected in the low presence of European issues on regional political agendas and manifestos. Because of that, **communication policy must be strengthened** so that European affairs are of interest of the public.
4. In view of the expected reduction in the regional allocation of European funds, it is necessary to reflect on the new direction that programming strategies should take from 2020 onwards. In this way, it is necessary to **analyse whether the criteria for concentration of investment should be further adapted to regional specificities** in order to maximise the impact of the fund.
5. Given the improvement in socio-economic indicators following the economic crisis, it is necessary to **review the analysis of the regional context**
6. Once the **effectiveness of job creation** has been demonstrated, take advantage of the synergies generated so far to achieve concrete objectives.
7. Maintain and consolidate the work carried out by the **regional networks** that transfer the agreements reached at national level to all the areas that are addressed by the European Funds at regional level.

B. Recommendations on communication policy

1. **Enhance the work of the new regional communication network** in translating national decisions to regional technicians and promoting coordination of communication at all levels. Disseminate successful communication actions and encourage the development of new actions through this regional network
2. **Raise awareness of the importance of communicating European contribution**, not only in the field of the management of European Funds. Greater effort to work with the media and

the political class, which are not usually given priority in the dissemination of co-financed actions to the European contribution.

3. Once the implementation of strategy evaluations has been successfully addressed and results have been obtained, try to take a further step towards **the evaluation of concrete actions**, in order to have more information on their success and adapt the message.
4. **Promote good communication practices** that have worked in other European regions in view of the negative results of the citizens' survey. Some examples are:
 - Conferences that have an impact on the dissemination of project results, and attended by politicians and the media such as:
 - Annual communication events in the locations of projects financed by European Funds;
 - Open days of projects supported by European Funds.
 - Use of social networks to improve interconnection with citizens.
5. To **promote communication actions identified as most effective by the population**, such as the local press, local television channels, events and others identified by fund managers.
6. **Achieve greater involvement of the managing and beneficiary bodies in drawing up best practice** sheets highlighting European support for regional development and the success of projects.
7. To **value the European contribution to intangible actions**, such as education, the promotion of inter-agency cooperation or progress in the control and transparency of procedures.

7. Annex

Annex 1: List of interviewees

Interview	Date	Type of organisation	Role
1	15.06.17	Regional state institution	Managing Director
2	09.06.17	Economic partner	Technical Officer
3	20.06.17	Monitoring Committee. Regional state institution	Technical Officer
4	04.07.17	Local government	European Funds Coordinator
5	25.07.17	Managing Authority	Communication Officer
6	26.06.17	Local government	European Funds Coordinator
7	26.07.17	Economic partner	Technical Officer
8	07.09.17	Monitoring Committee. Regional state institution	European Social Fund Officer
9	27.06.17	National government	National Communication Officer
10	19.06.17	Economic partner	Technical Advisor
11	27.06.17	National government. Monitoring Committee	Head of Department
12	15.06.17	National government	European Social Fund Officer
13	14.07.17	National government	European Social Fund Communication Officer
14	02.07.17	National government	Environmental Officer

Annex 2: Focus groups in Andalucía

Three focus groups with 19 participants were carried out in three different cities of Andalucía:

FG	Location	Date	Number of participants	Number of female participants	Age range (min age)	Age range (max age)
ES 5	Sevilla	19/10/2017	7	4	24	50
ES 6	Granada	25/10/2017	6	3	28	67
ES 7	Dúrcal	25/11/2017	6	3	42	46

Annex 3: Stakeholders survey

Region	Contacts	All responses		Full responses (FR)	
		count	[%]	count	[%]
Andalucía	104	50	48,1%	28	26,9%
Total all regions	2191	803	36,6%	400	18,3%

Annex 4: References

Communication strategies and plans

The Communication Plan for the ERDF and ESF OPs of Andalucía 2007-2013

Communication Strategy for the Andalucía 2014-2020 ERDF and ESF

Programme documents

Andalucía Regional Development Fund Programme 2007-13

Andalucía European Social Fund Programme 2007-13

Andalucía European Regional Development Fund Programme 2014-20

Andalucía European Social Fund Programme 2014-20

AIRs

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2007)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2008)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2009)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2010)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2011)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2012)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2013)

Andalucía European Regional Development Fund Programme 2007-13 Annual implementation report (2014)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2007)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2008)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2009)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2010)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2011)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2012)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2012)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2013)

Andalucía European Social Fund Programme 2007-13 Annual implementation report (2014)

Evaluations

Evaluation of the Communication Plan of the ERDF OP and ESF for Andalucía 2007-2010

Communication Plan Evaluation of the PO of FEDER and FSE from Andalucía 2007-2013