

Evaluation of STEP Activity 3

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1. Introduction

In this document, Activity 3 of the STEP-project will be evaluated. The STEP project consists of three activities. The actions in the third Activity are aimed at stimulating entrepreneurs to take measures to make their companies more sustainable and to develop sustainable products. The other activities deal with visitors' management and implementing sustainable tourism in public facilities. All three Activities will be evaluated separately. Together with the evaluations of the communication and project management they form the overall evaluation of STEP. The purpose of the separate evaluations is to provide deeper insight into the execution of specific actions, and the results and evaluation of those actions.

STEP is an Interreg 2 Seas project and stands for Sustainable Tourism in Estuary Parks. The project is about promoting and facilitating sustainable tourism in wet nature conservation areas. Four partners work together in this project: Parkschap Nationaal Park De Biesbosch (NL), Waterwegen en Zeekanaal NV (BE), Agentschap Natuur en Bos (BE) and The Broads Authority (UK). The first partner is the Lead Partner, referred to as the LP; the second partner is referred to as PP3, the third one as PP4 and the last one as PP5.

PP2 is missing because during the project this partner merged with the original LP into the Parkschap. The new organisation has taken over and implemented all activities of the original partners LP and PP2. The activities are carried out in three areas: De Biesbosch in the Netherlands, De Polders van Kruikeke in Flanders and The Broads in England. PP3 and PP4 therefore work closely together in the Flemish area.

The STEP-project was prepared in the autumn 2008 – spring 2009 period. The application was submitted in June 2009 and approved at the end of

November 2009. In effect, the STEP-project was actually really started in January 2010. Originally the project would be completed at the end of 2012, but it was extended by six months until the end June 2013. A request for changes for this extension was submitted and approved around the 2011/2012 turn of the year. This request also contained a number of smaller and larger changes in relation to the original project plan.

This evaluation subsequently deals with the original objectives, actions and results of this Activity (Chapter 2), then with the interim changes (Chapter 3) and the realised results (Chapter 4). Chapter 5 contains an evaluation on the results, objectives, communication and cross-border cooperation. A separate paragraph in Chapter 5 contains the evaluation by stakeholders. The evaluation is concluded by a number of conclusions and recommendations.

This evaluation was written by the STEP-project's external project supervisor. The basic information for this was supplied by the partners. They filled in a comprehensive questionnaire about the objectives, intended results, actual results, etc. in good faith. These questionnaires were then discussed, supplemented and improved with all project partners individually. The results were initially evaluated by the writer. The evaluation by stakeholders was used as well. In all three areas interviews were held for this with entrepreneurs, municipal representatives and organisations involved. In total 18 interviews were held: 6 in The Broads, 5 in De Biesbosch and 7 in De Polders van Kruikeke; see appendix for a list of names. Finally, the evaluation was discussed with all partners jointly.

2. Original description of the Activity

2.1 General

The title of Activity 3 was: actions and investments to stimulate and support companies in measures and products in the field of sustainability.

Explanation:

'Implementing sustainability is not an easy task. Governments already have a hard time dealing with this, but for (tourist) companies this is often much harder. Activity 1 mainly aimed at making public infrastructures and facilities more sustainable. In this activity, we will focus fully on (tourist) businesses. How can we stimulate and concretely support them in making their company, production processes, products and services more sustainable. The programme that will be carried out for this is supported by three pillars: drawing up criteria and assessing companies, developing sustainable products together with companies and entering into public-private partnerships.'

'Together with businesses, partners will work out the European Charter for Sustainable Tourism in detail for all kinds of companies in the three areas. Specific checklists will be drawn up to assess companies in this field in order to be able to make specific recommendations for improvement. Businesses will also be assisted concretely in implementing measures. Additionally, partners and businesses will study the possibilities of developing new sustainable products and services. Their development will be an example for others and such products will serve well in the branding and marketing of these sustainable nature conservation areas.

New public-private partnerships or collaborations will be developed for this. These could then also be used for, for instance, the running of visitors' management facilities, such as ferry connections and visitors' centres.'

2.2 Objectives and target groups

The key objective of this activity is the detailing of the European Charter for Sustainable Tourism for tourist companies in the form of checklists containing sustainability criteria, carrying out checks and supporting companies in implementing measures. The underlying goal is to make all companies, products and services in and around these nature conservation areas as sustainable as possible. Three important secondary objectives are:

- The joint development of new sustainable products and services,
- the creation of new public-private partnerships to promote and run products, services and facilities and
- the creation of a strong 'brand'.

Transferable checklists, concepts, measures and methods will be developed and tested for this. All this should lead to a sustainable use of estuarine nature conservation areas.

Target groups benefiting from these actions on a project level are: nature conservation organisations, recreational amenities boards, tourist companies, employers' associations, promotion organisations, and knowledge and research institutes, both in the project areas and beyond. They will profit from knowledge developed in the field of making companies, products and services more sustainable as well as from the

use of checklists. In addition, concepts for sustainable products and services will be developed for public-private cooperative organisations for operational and promotional purposes. Other organisations can take over this knowledge, these methods and concepts.

At the level of final beneficiaries especially local managers, visitors and individual companies will benefit from these actions and investments. Managers and companies will be provided with attractive tools to promote their area, companies will become more sustainable and visitors will profit from attractive, sustainable and local products and from solid partnerships.

2.3 Subactions

This activity consists of three subactions and within each subaction one or more activities (pilots) will be implemented. These three subactions are:

1. Sustainability criteria for various types of tourist companies: study, company checks, support during implementation;
2. New sustainable products: the development, support and promotion of sustainable products and services;
3. Public-private cooperation: development of new joint organisations to promote sustainable tourism.

Explanation:

The first subaction provided for a close cooperation of the LP (Biesbosch) with PP5 (The Broads) in the detailing of criteria for sustainable business practice. These criteria were to be converting into checklists for sustainability for the various tourist companies. On the basis of these checklists, company checks were to be carried out and companies were to be supported in the implementation of sustainability measures.

In the second subaction, the LP will, together with companies, take stock of local products and make these more sustainable and develop new sustainable products and services. A new promotion campaign will also be set up for these products and services. In The Broads, this subaction will

be given substance by transforming the Quality Charter for places to eat into comparable Charters for other tourist products and services. Here too, the cooperation with the business sector is essential.

The third subaction is aimed at public-private cooperation. The LP is going to set up a new public-private partnership to develop and promote sustainable products and services. The promotion will be implemented by means of a new programme magazine for nature trips and experiences. Within the scope of this subaction, The Broads (PP5) planned to develop several new partnerships with the tourist industry on the basis of the European Charter, including with canoe rental companies and local food products.

Within this subaction, Waterwegen en Zeekanaal (PP3) wanted to carry out a feasibility study into the possibilities for public-private cooperation in the realisation, operation and management of visitors' management infrastructures in relation to the sites of the three Scheldt ferries.

This explanation of the subactions shows that especially The Broads (PP5) and De Biesbosch (LP) were involved in all subactions within this Activity. PP3 will only carry out one action and PP4 none. Both partners were, however, involved in all joint actions (meetings) within this Activity.

2.4 Expected results

Beforehand the following tangible results were expected from this activity:

- further detailing of part II companies of the European Charter for Sustainable Tourism (rapport)
- lists with criteria and checklists for various types of sustainable tourist companies (rapport)
- manual for carrying out company checks and the support of companies in the implementation of sustainability measures
- list of company checks carried out

- development and promotion plans for new sustainable products and services + realisations
- new nature trip and experience programme for De Biesbosch
- new partnerships between canoe rental companies, bike rental companies, business trip providers and local food companies in The Broads
- concept for new Quality Charters in The Broads
- new public-private partnership in De Biesbosch
- report on the feasibility study of public-private cooperation in the Kruibeke-Bazel-Rupelmonde flooding area
- reports of workshops, peer reviews and evaluations

3. Interim changes

As not everything that was to be carried out within this project and this activity had been documented precisely in the preliminary phase, necessary adjustments were made during the implementation. These changes largely emerged from continuing insights, experiences and from the cooperation within the partnership.

At the level of the various subactions this has resulted in the following changes:

- subaction 1: LP and PP5 have only developed new sustainability criteria for recreational vessels in the rental sector. In addition, the LP has developed criteria (rights and obligations) for hosts of De Biesbosch. The other components of this subaction, in particular all company checks and participation in Green Key or Green Tourism Business Scheme have been carried out (more than) in full.
- Subaction 2: LP and PP5 have not developed new sustainable products and services in cooperation with the tourist sector. The existing offer has, however, been mapped out better and promoted
- Subaction 3: LP and PP5 have not set up new cooperation organisations with the business sector. However, existing partnerships of companies have been reinforced and involved more closely in the activities of both partners.

In the renewed application of January 2012, no changes were made with regard to the three subactions in these activities and the intended results, because the changes described above were too small in size and largely have been implemented in 2012 and 2013. In the evaluation of the results, the list of the intended results in paragraph 2.4 will therefore be taken as a starting point.

4. Realised actions and results

4.1 Subaction1: Stimulating sustainable business practice

Subaction1 consisted of two parts:

- Workshop and joint study for the development of a general and local Green Tourist Company Scans. In this study, the criteria for sustainable business practice will be detailed and converted into checklists for the various tourist companies (under the supervision of PP5 and supported by LP).
- The stimulation and support of companies in carrying out sustainability company checks, implementation of measures and participation in the Green Key of Green Tourism Business Scheme (by LP and PP5).

The workshop in the first part took place in the spring 2012. It showed that a study into the further detailing of criteria was not necessary. The criteria for evaluating companies have been sufficiently specified within the English Green Tourism Business Scheme quality mark and in the Dutch Green Key quality mark. Flanders does not have a quality mark of its own. Some companies there use the Dutch quality mark. It did turn out, however, that there was no checklist for boat rental companies within neither the English nor the Dutch quality marks. These checklists have been introduced within and because of the STEP-project. The first rental companies were checked and three boat rental companies from The Broads have obtained the 'Green Boat Mark'. In De Biesbosch not one single boat rental company has obtained the Green Key.

So the planned study did not go ahead but was replaced by another study in partnership of companies in the three areas. This study was carried out by Jackie Denman under the supervision of The Broads.

The study has resulted in detailed guidance for cooperation with business stakeholders in Kruibeke, detailed listing of all activities with businesses in all of the partner areas and guidelines for the staff of businesses in the Broads.

Within the second part of this subaction the LP has stimulated all companies (ca 50) in De Biesbosch to obtain the Green Key. In the end, seventeen companies participated in this programme and obtained the Green Key. In addition, five companies had a sustainability scan carried out. They are expected to obtain the Green Key as well in the future.

The LP has also set up a list of criteria that will enable companies to become host of Nationaal Park De Biesbosch. Besides meeting these criteria, companies are also required to follow a short course. In order to become an official host, companies must sign a contract in which all mutual rights and obligations have been laid down. The implementation of this part has been placed in subaction 3.

PP5 has also approached all companies in its area to become participant of the Green Tourism Business Scheme. In addition to the three rental companies that obtained the Green Boat Mark, twelve companies have joined the GTBS.

On balance the following results from this subaction can be identified:

- Report on workshop on sustainability quality marks in various countries
- Study report on partnerships and new perspectives for that in the three areas

- New criteria and checklists for boat rental companies in view of the Green Key and Green Tourism Business Scheme
- Criteria for sustainability checklist for companies and for hosts in De Biesbosch
- fourteen new Green Key companies in De Biesbosch and fifteen new GTBS companies in The Broads

The results largely correspond with the expectations referred to in the STEP-application. One result that was not realised is: the further detailing of part II companies of the European Charter for Sustainable Tourism (report). Moreover, the intended result 'lists with criteria and checklists for various types of sustainable tourist companies (report)' has only been worked out for boat rental companies in The Broads and De Biesbosch and for companies and hosts in general in De Biesbosch.

4.2 Subaction 2: New sustainable products and services

Subaction 2 originally consisted of the following parts:

- Taking stock, together with companies, of local products, making these products more sustainable and developing new sustainable products and services (by LP).
- Transforming the Quality Charter for places to eat in The Broads into comparable Charters for other tourist products and services (by PP5).
- Setting up and implementing new promotion-actions for sustainable, local products and services (by LP and PP5).

All sustainable products and services in De Biesbosch have been fully listed. On the basis of these data, a promotion campaign for these products has been set up and implemented. This has resulted in a folder for silent electric boats, three Biesbosch newspapers and one Biesbosch magazine, a cycle map containing information on entrepreneurs and display materials

for hosts. The development of new sustainable products and services has not got off the ground.

In The Broads, this subaction has only resulted in improving and maintaining The Broads Quality Charter for sustainable companies. New sectors in the tourist industry have not been reached. The promotion of sustainable products and companies has taken shape in the form of the Green Destination Guide.

On balance, the following concrete results can be identified:

- Overview of all sustainable products and services in De Biesbosch.
- Setup and implementation of promotion campaign for sustainable products, services and companies by means of newspapers, magazines, display materials and guides in De Biesbosch and The Broads.

Only half the results within this subaction have therefore been realised.

4.3 Subaction 3: public-private partnerships

Subaction 3 originally consisted of the following parts:

- The setting up of a new public-private partnership to develop and promote sustainable products and services by the LP
- Promotion of nature experiences and trips by means of a new programme magazine by the LP.
- The development and implementation of partnerships with companies under Part II of the European Charter for Sustainable Tourism by PP5.
- Study into the relationship between Charter Partnerships and other Green Quality Marks by PP5.
- Feasibility study into the possibilities for public-private cooperation in realising, operating and the managing infrastructures in relation to the sites of the three Scheldt ferries by PP3.

A new public-private partnership to develop and promote sustainable products and services has not been realised in De Biesbosch. The LP has, however, set up a group of hostsof De Biesbosch. Sixteen companies are taking part in this, have signed a contract for this and are promoting themselves to the public by means of flags, folder displays and banners. In addition, the LP has supported entrepreneurs by setting up a "Beleefen Geef De Biesbosch Fonds". This fund has also been described in Activity 1, subaction 5 and is aimed at collecting voluntary contributions of visitors to manage and maintain recreational facilities, nature and the landscape. In April 2013, fourteen companies stated that they wanted to participate in this Fund. The promotion of nature experiences and trips by means of a new programme magazine has taken place, but has been placed under subaction 2.

PP5 has carried out preparatory work (study) into developing partnerships with companies under Part II of the EU Charter, but the implementation has not taken place. The reason for this is that this caused too much misunderstanding with other sustainability schemes such as GTBS (see subaction 1) and the Visitor Giving initiative (see Activity 1, subaction 5). That is why only a few promotion-actions (Green Destination Guide and Green Traveller website) have been implemented for sustainability entrepreneurs and sustainable products. These actions have been listed under subaction 2.

PP3 has not carried out a real feasibility study to bring about public-private cooperation with regard to the operation of the sites of the three Scheldt ferries. Instead of that a study was carried out into the 'market value' of De Polders van Kruibeke. Figures were collected for this, two workshops were organised with entrepreneurs and an overview was provided for the possibilities and feasibility for cooperation with intermediary organisations and entrepreneurs. These include the setting up of a National Park.

On balance the following concrete results can be identified:

- Informal organisation of 26 ambassadors (businesses) and a formal organisation of 14 entrepreneurs for the "Beleefen Geef Fonds" in De Biesbosch.
- A survey report for public-private cooperation in De Polders van Kruibeke and the establishment of a Steering Committee Tourism.

Only half the results within this subaction have therefore been realised.

4.4 Communication

The overall communication of the STEP-project will be dealt with as a separate component. In this paragraph we will go deeper into the specific communication actions and results with regard to the subactions in this Activity. These actions have therefore not been explicitly listed in the application. They are sometimes described, however, in the Communication plan that was drawn up in the first six months of 2010. As it concerns specific communication this was mainly carried out by individual partners. An overview of actions and results is given below.

Subaction	Communication actions	Target groups
By LP		
1	Information meetings on Green Key	entrepreneurs
1	Press release on seven companies that obtained the Green Key	Local regional news media
2	Press release about Biesblad	Local regional news media
2 and 3	Information meetings on STEP-actions and results (autumn 2011 and autumn 2012)	entrepreneurs
2 and 3	Press conference and signing of host contracts (March 2013)	Local regional news media
By PP3		
3	Newsflashes in Het Fusietje: call to participate in workshops 29 March	Local companies/ entrepreneurs

	2011 and 23 April 2012	
3	Press release on workshop 23 April 2012	Municipalities in the region, tourist actors
3	Facebook and Fusietje have communicated about the guided hiking tours	Inhabitants of Kruikebe
By PP5		
	Broads Tourism workshops on the Green Tourism Business Scheme	Local companies
	Broads Tourism workshops on the Green Boat Mark Press Releases and newspaper articles	Local companies Regional media and population

The impact and results of all the communication actions within this Activity are good with regard to entrepreneurs, but moderate with regard to regional news media. In total 36, entrepreneurs participated in the workshops of PP3 and in the Green Key meetings at the LP. In addition, the two information meetings of the LP on STEP-actions attracted over 100 participants.

As for the regional newspapers, only one article about the action of PP3 was published in Het Laatste Nieuws and also ten articles about the actions of the LP in the regional newspapers. It is impossible to measure the actual range of these articles among readers. There were three articles in the regional press in the Broads

Although the European dimension of the STEP-project is explained in all press releases, workshops and meetings, it is hard to say to what extent this really comes across. Het Laatste Nieuws did make mention of the STEP-project in the above case. The same goes for the articles on De Biesbosch in the regional newspapers.

4.5 Cross-border cooperation

The added value of the cross-border cooperation within this Activity has been limited. This was expressed, however, in:

- The LP consulted PP5 on the quality criteria for the Quality Charter for its own criteria on sustainable companies.
- In addition, all partners were informed in detail of the Green Tourism Business Scheme during the excursion in The Broads in 2010
- For the drawing up of the boat rental criteria for Green Key and Green Boat Mark consultations were held between both organisations of quality marks in the Netherlands and England.
- While carrying out the joint study, PP3 benefited much from the contribution of the English consultant with regard to its own exploratory study into the potential for public-private cooperation in De Polders van Kruikebe. Asking questions and explaining the English situation helped to substantially raise the support for this among entrepreneurs in Kruikebe.

5. Evaluation

5.1 Results

The table below gives a summary overview of the planned results and the results realised at the end of the project (July 2013).

The tangible results of Activity 3 are:	Responsible partners	Realisation: YesPartlyNo
Subaction 1. Promoting sustainable entrepreneurship - Workshop green schemes and new criteria / checklists tourism sectors - Study ppp's - Promoting and helping businesses to get GTBS or Green Key - GTBS Case Study produced	All partners Biesbosch, Broads All partners Biesbosch Broads Broads	Yes Yes Yes Yes Yes Yes
Subaction 2. Promoting sustainable products and services - Inventory sustainable products and services - Developing new sustainable products and services - Developing Quality Charter for other products and services - Promoting of sustainable products and services	Biesbosch Biesbosch Broads Biesbosch Broads	Yes No No Yes Yes
Subaction 3. Public-Private partnerships - Development PPP promoting sustainable products and services - Implementation part II EU Charter - Study relation Charter Partnerships	Biesbosch Broads Broads	Partly No No

and Green Marks - Feasibility study PPP exploitation sites Scheldt ferries	WenZ	Partly
Others: joint studies and reports on: - workshops - peer reviews - evaluation	All partners All partners All partners	Yes Yes Yes

The overview shows that a substantial portion of the intended results have been realised, but also that a number have not been realised or only in part. The reasons for this vary in nature. Changed insights have partly resulted in adjusting actions resulting in other results than originally planned and partly in the failure of actions as there was no interest for them at companies or because the implementation was not carried out properly.

On balance, however, especially the actions aimed at obtaining green quality marks by companies and the promotion of sustainable products and services have been really successful within this Activity, more so than expected. In addition, De Biesbosch has been really successful in attracting a large number of hosts for De Biesbosch.

5.2 Objectives

In the original objectives for this activity the focus was on two issues:

1. the detailing of the European Charter for Sustainable Tourism for tourist companies in the form of checklists with sustainability criteria, the carrying out of checks and the support of companies in implementing measures.
2. the creation of new public-private partnerships to promote and operate products, services and facilities

It can be concluded that both issues have only been realised in part. For the first objective, it has turned out that the detailing of the EU Charter

in the form of criteria and checklists was not necessary because the existing schemes, i.e. GTBS and Green Key were adequate, except for boat rental companies. The latter has therefore been complemented by and for both schemes. Having as many companies as possible take part in these sustainability quality marks has been really successful, both in The Broads and in De Biesbosch. On the other hand, the development of new products and services has not been successful.

The creation of new public-private partnerships, the second objective, has not been successful in any of the three areas. In De Biesbosch, the relevant actions have resulted in an informal, but distinctive group of hosts and the creation of the Beleefen Geef Biesbosch Fonds. However, the promotion of sustainable products in The Broads and in De Biesbosch has been successful.

5.3 Communication

Communications by relevant partners about all subactions within this Activity have been limited. Most actions did not really lend themselves for that. Proper communication has, however, taken place towards the most relevant target group: entrepreneurs. The result of this is good: many entrepreneurs have been reached. As for the end users, the residents in and around the areas and the tourists, especially the latter were reached properly by the promotion actions of the LP and PP5. Whether this has also resulted in more use of sustainable products and services remains unclear.

5.4 Cross-border cooperation

The cross-border cooperation in the detailing and implementation of subactions within this Activity has been limited and has therefore yielded few results. Concrete results all relate to tailoring sustainability criteria for boat rental companies (for the LP and PP5) and new insights at PP3 and

more support among entrepreneurs in Kruike with regard to public-private cooperation and management of facilities. Besides the lack of concrete results, there had been some exchange between entrepreneurs in The Broads and De Biesbosch (in workshops, excursion and final conference).

5.5 The opinion of stakeholders

The stakeholders in De Biesbosch evaluate all the actions of the LP in this Activity as very positive. Especially the efforts towards Green Key and the hosts (course) are acknowledged by all stakeholders and they have all been involved in it. The European dimension of the project and these actions is not very clear to most stakeholders. Nor does one have any idea of what is happening in this regard in the areas of the partners.

As for the actions in this Activity, the stakeholders in The Broads are especially aware of and positive about the efforts regarding the Green Tourism Business Scheme. The development of the Green Boat Mark criteria and participation of several companies in it are rated positively as well. The stakeholders are not aware of the fact that the Quality Charters for sectors other than restaurants and part II of the EU Charter have not been successful. Nor are most stakeholders unaware of the cross-border cooperation with De Biesbosch and De Polders van Kruike in these actions.

This single subaction implemented within this Activity by WenZ in De Polders van Kruike is acknowledged and rated positively by a few stakeholders only. They do state, however, that this can only be a first step towards more involvement of entrepreneurs in the development of products and services and in the management of the area. Many more efforts will have to be put into actually persuading them to participate. The relevant stakeholders say that much can be learned from the Dutch and English

partners in this regard. The opportunities for this within the STEP-project should have been exploited more.

6. Conclusions and recommendations

The main conclusions that can be drawn from this evaluation of Activity 3 are:

1. A large part of the actions in this Activity have been carried out as originally planned (ca 75%). There have only been a limited number of interim changes. However, a number of actions have not been carried out or been successful as a result of changing insights or a lack of interest among entrepreneurs.
2. The same applies to the realised results. Especially the results in the field of the green quality marks (GTBS and Green Key) are unanimously rated positively by partners and entrepreneurs.
3. The actions in the field of new sustainable products and services and new public-private partnerships for the development and promotion of these products and services have not really been successful. The reasons for this are not really clear.
4. The cross-border cooperation in this Activity has been limited. This is especially due to the fact that the actions are aimed at local entrepreneurs. The local situation is often very specific and can hardly be compared between the three areas. Therefore, cooperation hardly has any added value. Opportunities were lost, however, in the field of cross-border exchange of knowledge and experience between entrepreneurs. This is also acknowledged by stakeholders.
5. The communication aimed at entrepreneurs, the most important target group in this activity, has been rated good to very good. All relevant partners have been able to involve entrepreneurs properly in actions. The communication towards regional news media and residents has been limited (Good in the Broads!). The necessary communication towards visitors (tourists) about sustainable products and services has taken place. The effect of this is unknown.

6. There has been little emphasis on the European dimension of the actions and as a result will not be really clear. This was not really clear among most stakeholders.
7. The stakeholders also believe that the actions have led to good results and that the sustainable image of the areas and companies will definitely have increased. In addition, entrepreneurs have become much more aware of the importance of sustainability in business operations and products due to all actions in this Activity.

The most important recommendations are:

1. Involving entrepreneurs in making companies, products and services more sustainable requires a completely different approach than realising investments. Together with entrepreneurs, careful consideration should go into this beforehand and an action plan should be drawn up, e.g. by appointing the right 'ambassadors'. This also applies of course to the development of new sustainable products and services.
2. As entrepreneurs are such an important target group and as it is a cross-border project, entrepreneurs should be stimulated more and it should become easier and more attractive for them to join in visits to the areas of the partners and have talks there with fellow-entrepreneurs. They can learn more things than would seem at first.
3. The objectives of an Activity such as this one should be formulated more 'smartly' beforehand as a result of which the intended result can be identified better and efforts towards it can be more concrete.