

Interreg Baltic Sea Region

Mid-term evaluation of Programme impact

Case Study Report

EMMA



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1 Executive Summary

Impact on Target Groups by EMMA

| SO | Target Group | Processes where Target Groups are involved | Learning Experiences /Use of Project products and results | Specific Impacts on the Institutional Capacities of target groups | Dimension of institutional capacity |
|-----|--|--|---|---|---|
| 3.1 | IWT administrations and local politicians, business Support and sectoral organisations (e.g. chambers of commerce, sector associations), IWT shipping lines, Lobby organisations | <ul style="list-style-type: none"> • Pilot/demonstration activities for more efficient and reliable IW transports: • Poland – Gdańsk (the river Vistula): Feasibility study regarding the inland supply chain, Transport chains from the Port of Gdańsk to the hinterland <ul style="list-style-type: none"> • Lithuania – Klaipėda (the river Neman): Heavy goods transportation connection from the Port of Klaipėda to the hinterland • Germany (North German river basin): Digital map with status information on inland waterways • Sweden - Stockholm (Lake Mälaren): „Dynamic Zone Management System“ & transport shift from road to inland waterways • Finland – North Karelia (Saimaa Canal & Lake Area): Information systems for transport optimisation of timber products via inland waterways | <ul style="list-style-type: none"> • Learning about the institutional landscape in the BSR in support of IWT. • Knowledge on bottlenecks and potentials, summarized in an “IWT in BSR Competitiveness Improvement Plan (CIP)” • Learning about concrete practical solutions to promote IWT by the pilot/demonstration actions. | <p>Increased capacity of business support organizations and sector associations to support IWT in future transport policies.</p> <p>Increased knowledge and governance overview to make decisions on IWT integration across BSR waterways.</p> | <p>Enhanced institutionalised knowledge and competence;</p> <p>Improved governance structures and organisational set-up;</p> <p>Better ability to attract new financial resources;</p> <p>Increased capability to work in transnational environment</p> |
| | Logistic service providers, shippers and shipping companies (market players in the IWT value chain) | Shipping companies, sectoral associations, industry partners and lobby associations are involved in the project and will receive information on new products and services. They will be involved in pilot cases test to verify new services. The project partners discuss technical solutions and regulations with the target group. They are informed on | <ul style="list-style-type: none"> • Short Sea Shipping Promotion Centers and other IWT support structures. • Best practices of service portfolios SPCs offer to their members • Handbook on Barge performance under ice conditions (can be used by shipping lines to adapt to SE water conditions) <ul style="list-style-type: none"> • Best Practice report on "Inland navigation in the BSR" (the report | <p>Logistic service providers and shippers (industry) in the BSR will get better advisory services by enhanced knowledge (about IWT and setting up intermodal transport chains).</p> <p>The increased knowledge and capacity eases multimodal transport chain planning, interoperability and thus increases intermodality as well</p> | <p>More efficient use of human and technical resources</p> <p>Increased capability to work in transnational environment</p> |

| SO | Target Group | Processes where Target Groups are involved | Learning Experiences /Use of Project products and results | Specific Impacts on the Institutional Capacities of target groups | Dimension of institutional capacity |
|----|--|--|--|---|---|
| | | conferences. | illustrates successful implementation of inland navigation in transport chains) <ul style="list-style-type: none"> • Ship Tonnage database | as more organised use of existing transport infrastructure | |
| | Politicians on national, EU and BSR level in the transport sector and IWT administrations. | Two regular IWT roundtable meetings – an exchange meeting between politicians and the business sector/lobby groups in 5 countries. 1 IWT BSR wide roundtable and 4 BSR wide roundtables consisting of representatives of national roundtables and EU. A 10 point action plan will be decided. 3 national parliamentary breakfast will be executed per country. 5 international IWT presentations will be held on BSR level. 2 promotion tours will be implemented. | With the meetings politicians from the transport sector will be regularly informed about the importance of IWT (constant dripping wears the rock away), concerns and needs of the business sector. | Increased capacity of public authorities to make decisions on IWT in future transport policies and reduce administrative burden. This will facilitate effective policies, strategies, actions and financial instruments promoting a stronger IWT development and by that modal shift actions. | Enhanced institutionalised knowledge and competence; Improved governance structures and organisational set-up |

2 Project description

Transport volumes in the BSR are expected to grow significantly in the next decades. Still, road transport is the fastest growing segment which creates growing problems: insufficient road capacities, increased congestion, pollution, accidents and noise burden. The EMMA project intends to act as counterbalance to this trend, focusing on lifting inland waterway and river-sea transport (IWT) potentials in the BSR.

In some BSR countries (DE, SE, PL, FI, LT) IWT has a potential to reduce the challenges described. However, the IWT sector is not sufficiently developed in major parts of the BSR to handle additional transport volumes. Different from other regions in Europe, the characteristics of inland waterways in the BSR countries do not allow the use of standardized inland vessels like the “Europe” class. Further navigation restrictions as well as weather conditions are a burden, like ice in winter times that shortens the season in which waterways are navigable. Thus, today IWT has only a small share in transport volumes within the BSR, compared to road and rail.

The project is funded by the Interreg Baltic Sea Programme under SO 3.1. The project is led by Port of Hamburg Marketing Reg. Assoc. The total budget available amounts to EUR 4.42 million of which EUR 3.45 million is co-financed by the Baltic Sea Region Programme (ERDF). The EMMA project's lifetime is from March 2016 to February 2019.

EMMA involves stakeholders from policies, administrations, forwarders, inland navigation shipping lines and IWT associations in its activities. There are 21 partners from five different countries. The project has also 48 associated partners from 8 countries, among them mostly: National Ministries, regional authorities and chambers of commerce, shipping companies, industry partners, inland ports as well as sectoral organisations and associations.

The project seeks to establish regular exchange meetings to inform politicians about the potentials and benefits of IWT. IWT lobby structures will be strengthened by improving cooperation on national and BSR levels. Moreover, EMMA aims to improve administrative structures that hinder IWT development. The media will be involved to promote the general public's sympathy with IWT.

To initiate a long-term strategy, pilot demonstrators and showcases will be implemented which open up new IWT market segments. For these pilots business plans and organizational frameworks will be prepared to prove that IWT can be a reliable and efficient transport solution also in international transport chains within the BSR.

Eventually, EMMA looks to improve the competitiveness of IWT by reduced cost per transport unit. EMMA will identify small scale infrastructure improvements with good impact cost ratio and will help to promote existing barge and/or (proto)-types which can operate under BSR specific navigation conditions to increase the modal share of IWT.

3 Expected results, outputs and activities

The project has already started with many of the foreseen activities, which can be grouped in four different areas:

Work packages and key aspects

Enhancement of Competitiveness

- Analysis of efficient transport concepts and their transferability on the Baltic Sea Region (best practices)
- Development of the „Competitive Improvement Plans“
- Pilot practices to enhance the modal split

Reduction of bureaucratic and regulatory restraints

- Analysis and recommendations regarding administrative structures in separate countries
- Analysis and recommendations regarding political decision-making processes in the Baltic Sea Region and the EU

Potential raising

- Identification of potential consignors and investigation of their needs
- Application of best practices and planning of transport chains (market development)
- Results communication (fair attendance)

Strengthening of inland waterway and coastal transportation in public

- Analysis, assessment and strengthening of lobby structures in the Baltic Sea Region (organisations, associations, SPCs)
- Work groups (industry | organisations and associations)
- Public relations activities (visiting groups in inland ports)

The project expects to achieve the following final results:

- There have been individual and efficient transport solutions in the inland waterway and coastal transportation developed and their feasibility demonstrated.
- Efficient transport chains including inland waterway and coastal transportation are known and taken into consideration by the consignors.
- Strengthened representation of interests in the branch:
 - Strengthened cooperation of regional and national organisations and associations with European institutions;
 - The structure of SPCs supports the further development.
- A knowledge database is ready for further initiatives.

Expected project results and outputs*

| Expected Project Results |
|---|
| Target groups whose institutional capacity will be enhanced are politicians and administrative levels (local, regional, BSR and EU) in charge for transport development. Project results in terms of enhanced capacity (impact to region/field): Increased capacity of public authorities to consider IWT in future transport policies. This will deliver effective policies, strategies, actions and financial instruments promoting a stronger IWT development and by that modal shift actions. |
| The target groups whose institutional capacity will be enhanced are Short Sea Shipping Promotion Centers and other IWT support structures. Project results in terms of enhanced capacity (impact to region/field): Logistic service providers and shippers (industry) in the BSR will get better advisory services by enhanced knowledge (about IWT and setting up intermodal transport chains) as well as by closer cooperation of SPCs. The increased knowledge and institutionalised capacity amongst SPC and at the end the industry eases multimodal transport chain planning, interoperability and thus increases intermodality as well as more organised use of existing transport infrastructure. |
| The target groups whose institutional capacity will be enhanced are organisers of transport chains (ship owning companies, forwarders, industry, etc.). IWT will be proofed to be an efficient, reliable and competitive transport solution, by demonstration/pilot activities and business models and plans to be developed in EMMA. This will be supplemented by increased knowledge about how to integrate IWT efficiently into their intermodal transport chains. The economic benefit will become visible. The target groups behaviour will change resulting into a better integration in transport planning. This will lead to an increased share of IWT in BSR transport. |
| Expected Documented Learning Experience |

| |
|---|
| <p>Business Support Approach: EMMA will increase institutional capacity amongst SPC to stabilize, strengthen cooperation and improve their service portfolio related to IWT (WP4.A.6)</p> <p>The documented learning experience will be formed by:</p> <ul style="list-style-type: none"> • Regular Meetings, workshops to gain & discuss knowledge on structures, possible service portfolios, member recruiting etc. • Documentation (6-Point Plans for each SPC, WP4.O.6) • Support and monitoring of the implementation (6-PointPlan) • Common learning experience will be tested by setting up IWT promotion center in PL • The documented learning experience will be made available through: • Presentations on workshops by/with SPCs • Networks of SPCs. |
| <p>Market Approach: EMMA will increase knowledge amongst market players shipping lines and industry stakeholders. The learning experience will highlight a register of available barge types adjusted to BSR waterways with their specific characteristics (WP2.A.2) in order to maximize load factor.</p> <p>The documented learning experience will be formed by:</p> <ul style="list-style-type: none"> • Desk research on available solutions • Meetings, workshops and PP/AO networks to gain & discuss knowledge • Documentation • The documented learning experience will be made available through: • Presentations on workshops, industry events and a transport fair • Networks of PP and AO like business support organisations and lobby organisations |
| <p>Lobbying Approach: EMMA will increase knowledge amongst transport politicians & administrations on all levels regarding IWT. The documented learning experience will highlight how to effectively address them to consider IWT in future transport policy making on all levels. The documented learning experience will be formed by: Testing of different kind of meeting forms, e.g. parliamentary breakfast, promotion road shows (WP5.A.1) Establishment of regular roundtable meetings (WP5.A.1) BIWIDAS (WP5.A.2) High level conference (WP2)</p> <p>The documented learning experience will be made available through: Presentations to local, regional policy and administrative stakeholders Networks of PP and AO like policy, administrative and lobby organisations</p> |
| Expected Other Outputs |
| No. of local/regional public authorities/institutions involved: 8 |
| No. of enterprises receiving support: 1 |
| No. of enterprises receiving non-financial support: 11 |
| No. of enterprises cooperating with research institutions: 11 |
| No. of documented newly developed market products and services: 2 |

*as defined in the Application Form Sections 3.8, 5.1 and 5.2.

The activities of the project include the elaboration of reports, analyses (e.g. a BSR wide analysis of bottlenecks for IWT) and (market) studies, implementation of pilot cases, compilation of good practices, development of guidelines for more IWT in the BSR as well as project and stakeholder meetings.

EMMA partners have realized pilot activities that prove the feasibility of inland navigation in the BSR and foster political lobbying for IWT. In spring 2017, successful inland barge pilots paved the way for inland shipping both in Sweden and in Poland.

Beside the pilots several activities have been carried out in the background: Bottlenecks have been identified, lobby structures analysed, political lobby work has been carried out. The international cooperation helps to bring IWT higher onto the political agenda. Between Germany and Poland a dialogue about border crossing transports on the river Oder has been initiated.

The River Information System (RIS) pilot in EMMA made good progress. River information services combine inland navigation better in the logistics chains and contribute to its competitiveness. Information on lock management for instance helps to optimize transport operations and this way lower fuel consumption. Instead of huge infrastructure investments EMMA supports IWT development through the use of IT.

Pilot activities of EMMA:

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| <p>Poland – Gdańsk (the river Vistula) Feasibility study regarding the inland supply chain Transport chains from the Port of Gdańsk to the hinterland</p> <p>Lithuania – Klaipėda (the river Neman) Heavy goods transportation connection from the Port of Klaipėda to the hinterland</p> <p>Germany (North German river basin) Digital map with status information on inland waterways</p> <p>Sweden - Stockholm (Lake Mälaren) „Dynamic Zone Management System“ & transport shift from road to inland waterways</p> <p>Finland – North Karelia (Saimaa Canal & Lake Area) Information systems for transport optimisation of timber products via inland waterways</p> | |
|---|--|

4 Project partnership

The EMMA partnership consists of 21 partners including responsible IWT authorities, BSR-wide organisations, regional and local public authorities, organisations from the transport market and IWT lobbying.

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|--|---|--------------------------------------|--|
| Regional and Local Public Authorities | Regional Council of Northern Karelia | Kujawsko-Pomorskie Wojewodship | City of Bydgoszcz |
| | Lahti Region Development LADEC Ltd. | | |
| National Authorities | Swedish Transport Administration | Swedish Maritime Administration | Lithuanian Inland Waterways Authority |
| | Klaipėda State Seaport Authority | Inland Navigation Office in Szczecin | |
| Research Organisations | Institute of Shipping Economics and Logistics | Viktoria Swedish ICT | NPPE Klaipėda Shipping Research Center |
| Private, for –profit | Port of Hamburg Marketing | Baltic Sea Forum | Federation of German Inland Ports |
| | Avatar Logistics AB | | |
| Other | Chamber of Commerce and Industry East-Brandenburg | Maritime Forum | Finnish Waterway Association |
| | Northern Chamber of Commerce in Szczecin | Klaipėda Science and Technology park | |

There are 48 associated partners, such as important networks, small and large enterprises, business support organisations, ministries, regional and local public authorities and service providers, interest groups. The project partnership covers relevant institutions from all countries which are responsible for strategic transport policy decision making and IWT planning, development and administration of IWT. One private company is project partner, 10 more companies are associated partners.

48 associated partners from 8 countries



The project involves different clusters of associated partners, depending on the needs to find solutions and to kick-off the implementation (e.g. with nat. ministries, chambers and European associations on regulations or research institutions and shipping companies to find technical solutions)¹.

The project also involves research institutions to conduct research e.g. on hydrological, hydrotechnical and environmental aspects that might be useful in elaboration of planning documents, studies etc. They also try to involve students within their practices (field of study: revitalisation of waterways) in the project activities.

The benefit for the private partners is the network, risk minimisation while testing new solutions, knowledge and bad-practice sharing. The main challenge to involve private partners are state-aid issues¹. The representative from the Wojewodship Kujawska-Pomorskie mentioned that the involvement of private companies is difficult due the lack of concrete offers and services on the market for IWT. However, most regional companies the project has contacted, declared their interest on water transport and future cooperation. What is needed is a more intensive cooperation between business organisations, development agencies, clusters and others.

According to the project manager the partnership is effective to achieve the results. They do not miss any partners.

The interviewed private partner is very happy with the project. It is important for his business. The company was able to conduct studies fast than without funding. The network of the project and the advice from other partners is very important. The company benefits a lot from the partnership. As a

¹ from interview with project manager

main challenge the manager mentioned the reporting. The start was difficult, but with the help of the LP he got used to it.

5 Contribution of the project to the EUSBSR

The project is a EUSBSR flagship under Policy Area Transport. EMMA was approved as latest flagship in the Policy Area Transport of the EUSBSR. For the project, the project's flagship status reflects the importance the European Commission and the BSR countries attach to the further development of inland navigation in the Baltic Sea Region.

The key aim of EMMA is to enhance inland navigation in the Baltic Sea Region. The project addresses the sub-objective of the EUSBSR of fostering "good transport conditions". By improving the conditions for inland waterway transport, regions will improve their competitiveness compared to other regions, as they can offer their industry reliable and cheaper transport options. This strengthens the competitiveness of Baltic Sea region companies on the one hand and increases intra Baltic Sea region trade on the other hand. The latter means a stronger cooperation of regions. At the same time, IWT is one of the greenest transport modes. Enhancing IWT in the BSR means a benefit for society. The EUSBSR needs to focus much more on sustainable transport solutions and to pick low hanging fruits. Inland waterways offer free capacity and have a lot of potentials which needs to be lifted by clever strategies. EMMA supports in decision making by showcasing potentials.

The Flagship project status results in higher attention by policy levels. Speakers and panel participants are a little easier to acquire. The status also results in a bigger interest in project results. At the same time, the project has to deliver tangible results and outputs, being more into the focus of the policy levels².

The private partner is aware of the EUSBSR and thinks that the status as flagship brought better awareness and that the project contributes to the strategy.

6 Communication and outreach to target groups

The main stakeholders represent IWT administrations, shipping lines, politicians and lobby organisations.

| Target Groups |
|---|
| WP2: IWT administrations, IWT shipping lines, politicians |
| WP3: Lobby organisations & IWT branch experts (EMMA expert group, further external politicians and market players), National IWT Ministries and administrations |
| WP4: Chambers of commerce, shipping lines, SPC, IWT affine industries |
| WP5: Politicians on national and BSR level, general public, lobby organisations |

Source: Application Form Section 4

The project manager confirms that communication with the target groups is the daily business of the project team. The communication is mainly managed by the LP and the communication manager with

² interview with the project manager.

support from the WP leader (provide news for the website). There is also a strong involvement of the other partners. The communication manager works app. 1/3 of her working time for the project.

The project has a communication plan with defined objectives, target groups, key messages and tools.

The project communicates to the target groups by personal contacts, involvement in project workshops, informing them on conferences and panel discussions, organising own conferences (more details see on <http://www.project-emma.eu/media-library>).

According to the project manager, the awareness of the programme has generally increased (can be seen in the number of projects submitted), but is different among the target groups. The political and research level are mostly aware of the programme. The awareness among the private stakeholders depends strongly on regional structures and business support organisations, which involve private companies in own projects and inform them about funding possibilities.

The WP2 leader from Kujawska-Pomorskie sees still a low awareness about the BSR programme and potential benefits from cooperation projects in the region. The awareness has not increased, the number of applicants from the region is still low.

The communication manager highlights the good support from the JS (e.g. comm. seminar and guidelines, templates). She appreciates the project library and the stories written by the JS.

The project platforms are an excellent tool for an exchange between the projects and to find synergies.

7 Impact on target groups

The project sees the main impact on the target groups in:

- Knowledge generation and dissemination to decision-makers about the sector and its greening potentials by shifting goods from road to waterways. Increased awareness about IWW potentials in the BSR by showcase information and demonstration activities of PPs during conferences, panel discussions, own events, media etc.
- Knowledge generation and dissemination to Inland water way stakeholders (shipping companies, inland ports, industry partners, shippers, service partners, municipalities, IWT administrations etc.) on new technical solutions and needs for a more effective transport. Case studies and pilot cases have been undertaken in FI, SE, DE, LT and PL. Feasibility was proofed by pilot cruises.
- Knowledge generation about the governance of the sector in the BSR region. Identifying gaps and reducing overlaps or contradictions. Make the governance more visible to all stakeholders, facilitate communication and the use of the institutions in the governance.

- More integration of the sector, better overview on the different organisations via the institutional landscape, increased capability to work at a transnational and European level, increased capacities to lobby and attract external private and public resources.
- Knowledge generation on many features related to the improvement of inland waterways integration and use in BSR countries. Infrastructure needs to boost inland navigation and river-sea shipping was showcased by PPs. Better infrastructure means increased capacity on waterways → Cost-Benefit Analyses FI for Saimaa. Examples from other BSR countries by EMMA PPs

The expected results of the project lead to a potential impact among targeted stakeholders in the following dimensions and characteristics of institutional capacity:

| | | | |
|--|---|---|--|
| Enhanced institutionalised knowledge and competence | Impact on the availability of knowledge about blue growth opportunities in novel fields | Impact on the availability of mechanisms for knowledge transfer | Impact on the utilization of knowledge about blue growth opportunities in novel fields |
| Improved governance structures and organisational set-up | Impact on the availability of organizational structures | | Impact on the utilization of organizational structures |
| More efficient use of human and technical resources | Impact on the utilization of human resources | Impact on the utilization of technical resources | Impact on the application of time-and/ or resource-saving measures |
| Better ability to attract new financial resources | Impact on the ability to attract external private financial resources | | Impact on the ability to attract external public financial resources |
| Increased capability to work in transnational environment | Impact on the available competences to work transnationally | Impact on the frequency of transnational contacts | Impact on the intensity of transnational contacts |

Source: Application Form Section 3.8

According to the progress report, since the start of EMMA, inland shipping is much more in the focus of policy and administration and to some extent the industry. The dialogue with the industry is one focus of the next steps of the project.

In Sweden, with the help of EMMA inland shipping is much more on the political agenda these days. Politicians have been educated during a pilot trip to Rotterdam about the advantages of IWT. As investments in an old lock are needed to support inland waterway transport further in the area, such activities help to gain support. Within the framework of EMMA a dialogue with the industry has been initiated to shift cargo to inland waterways. Dialogues with stakeholders have been fostered on an IWT info day in Sweden (02/2017).

In Poland meetings with the national ministry and inland waterway administrations were set up to support the polish partners in demonstrating the need of support.

The first annual EMMA conference took place in Warsaw with focus on inland shipping on rivers Oder and Elbe. High-level experts from the region, national governments and COM discussed opportunities to strengthen IWT in the region. EMMA organised a panel discussion during UN ecosoc conference in

New York. Together with international experts the potential of inland shipping was discussed with the aim to better consider BSR requirements in UN transport policy.

The project has already several documented learning experiences:

IWW Lobby Structures in the BSR Report

→ <http://www.project-emma.eu/content/emma-53-iwt-lobby-structures-bsr>

→ Target groups got an insight how lobbying is organised and why some networks are weaker than others. Ideas how to overcome these weaknesses have been formulated.

→ The following declaration is a proof of consideration as closer cooperation was agreed between sector associations in DE as well as the merger of three associations to strengthen voice (EMMA paved the way towards a joint declaration of national IWW associations)

→ <http://www.project-emma.eu/content/emma-paved-way-towards-joint-declaration-national-iww-associations>)

BARGE PERFORMANCE UNDER ICE CONDITION report

→ <http://www.project-emma.eu/content/emma-22-iww-navigation-ice-conditions>

→ The report is used by PP Avatar Logistics to design ship tonnage accordingly. Any private ship owner can make use of this report to adapt to SE water conditions accordingly.

→ Report demonstrates safe operation in waterways to SE administration which might result in better framework conditions for IWW in SE.

Best Practice Report "Inland Navigation in the BSR"

→ <http://www.project-emma.eu/content/emma-41-best-practice-report-inland-navigation-bsr>

→ The report illustrates successful implementation of inland navigation in transport chains. It highlights true added value for the shippers by saving costs, implementing environmental protection measures, dissolving bottlenecks and preserving local businesses of inland shipping companies.

Ship Tonnage Database

→ <http://www.project-emma.eu/classes>

→ The database showcases available tonnage which could be used in the BSR. Ship tonnage is very inhomogeneous and by that can cope with different challenges the waterway infrastructure sets towards logistics in the BSR.

All interlocutors highlight that the project is very effective in reaching the target groups. The holistic partnership and the wide use of a) associated partners to reach out to target groups, b) the involvement of large intermediary and sectoral umbrella organisations, as well as c) the importance that is given to communication and tailor-made communication and dissemination tools contribute to the effective outreach to target groups and a high potential impact of the project on wider institutional capacities in the BSR. In the words of the interviewees:

"The project is well known, a good brand."

"The project brought stakeholders together, achieved more than expected."

8 Annex

List of Interviews conducted for the Case Study Research

| Name | Organisation | Role in Project | Contact data (email or phone) | Date of interview |
|--------------------|--|-----------------|---|-------------------|
| Stefan Breitenbach | Hafen Hamburg Marketing e. V. | Project Manager | Phone: +49 40 37709 121 email: breitenbach@hafen-hamburg.de | Written answers |
| Rafal Modrzewski | Kujawsko-Pomorskie Voivodeship, Head of the European Territorial Co-operation Division | Project Partner | phone: +48 56 62 18 487 email: r.modrzewski@kujawsko-pomorskie.pl | Written answers |
| Johan Lantz | Avatar Logistics, CEO | Project Partner | phone: +46 738 664 645 email: johan.lantz@avatarlogistics.se | 14.8.2018 |
| Laura Normio | LADEC, Ramböll | Project Partner | phone: +46 738 664 645 email: laura.normio@ramboll.fi | 14.8.2018 |

List of revised documents

- Project Application Form and Project Progress Reports
- Project Website: <http://www.project-emma.eu/>
- Project summary in PPT: Strengthening of the European inland waterway transportation in the Baltic Sea Region: the INTERREG project EMMA. Stefan Breitenbach. Head of Project Department. Port of Hamburg Marketing e.V.
- Project Reports and Studies, such as
 - IWT LOBBY STRUCTURES IN THE BALTIC SEA REGION. Results from the SWOT analyses. WP 5 - Act 5.3. Version: Final Version. Date: 16th February 2018
 - HANDBOOK ON TECHNICAL BARGE CONCEPTS for use under BSR specific navigation conditions. Work package: WP 2, Activity 2. Version: final. Date: 17th July 2018.
 - A 2.1 – IWT Bottleneck Description in the BSR. Intermediate Report. Activity: WP 2, Activity 1. Date: 24/05/2018.
- Joint Declaration of eight IWW Associations (DE).