



Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

Final Report
Volume I: Main Report
January 2018

Evaluation carried out on behalf of the European Commission



Consortium composed of GDSI Limited, Altair Asesores S.L., A.R.S. Progetti S.P.A., EEO Group,
NSF Euro Consultants s.a, GDSI UK Ltd, Pohl Consulting & Associates

Leader of the Consortium: GDSI Limited

Contact Person: Pauric Brophy

FWC COM 2015

EuropeAid/137211/DH/SER/Multi

Specific Contract N°2016/379792

Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

This evaluation was commissioned by
The Evaluation Unit of the DG NEAR (European Commission)

DISCLAIMER

The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the concerned countries



The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



FINAL REPORT COVER PAGE

Project Title:	Ex-post Evaluation of 2007-2013 ENPI CBC Programmes	
CRIS No.:	FWC COM 2015 EuropeAid/137211/DH/SER/Multi Specific Contract No°2016/379792	
Country:	Multi	
	<u>Contracting Authority</u>	<u>Consultant</u>
Name:	DG NEAR, European Commission	GDSI Limited
Address:	Directorate-General Neighbourhood and Enlargement Negotiations – (DG NEAR) Avenue du Bourget, 1 B-1049 Brussels Belgium	Block 15, Galway Technology Park, Parkmore, Galway, Ireland
Tel. number:	+ 32 2 29 92892	+353 91 761000
Fax number:	+32 2 292 1539	+353 91 761032
Email address:	Anna.REPULLO- GRAU@ec.europa.eu	fwc@gdsi.ie
Contact person	Ms Anna Repullo-Grau	Mr. Pauric Brophy
Signatures:	_____	_____

Date of report: 9 February 2018

Report period: January 9, 2017 – February 15, 2018
Authors of report: Mr Paul GEORIS – Team Leader
 Dr Laure DELCOUR – Senior Expert
 Dr François LEVARLET – Senior Expert
 Mr Nicola BRIGNANI -Medium Expert
 Mr Roberto PALLONI -Junior Expert
 Dr Massimiliano BONNE -Junior Expert
 Mr Pauric BROPHY- Project Manager

Project duration: 13 months



The report consists of three volumes:

- **Volume I: Main report**
- **Volume II: Annexes 1-3**
- **Volume III: Annexes 4-16**

VOLUME I: MAIN REPORT

1	EXECUTIVE SUMMARY	1
2	INTRODUCTION	6
3	ENPI CBC 2007-2013 IN CONTEXT	11
4	ENPI CBC 2007-2013 IN FIGURES	15
5	ANALYSIS OF ENPI CBC PERFORMANCE FRAMEWORKS	25
6	ANSWERS TO EVALUATION QUESTIONS	28
7	RECOMMENDATIONS	57

VOLUME II: ANNEXES 1-3 CASE STUDIES

ANNEX 1.	CASE STUDY ON ENPI CBC AND TOURISM DEVELOPMENT IN THE CARPATHIAN MOUNTAINS
ANNEX 2.	CASE STUDY ON ENPI CBC AND THE ENVIRONMENT
ANNEX 3.	CASE STUDY OF ENPI-FUNDED BORDER CROSSING PROJECTS – THE CASE OF SOUTH EAST FINLAND-RUSSIA

VOLUME III: ANNEXES 4-16

ANNEX 4:	MATRIX OF EQ, JUDGEMENT CRITERIA, INDICATORS & ANALYSIS
ANNEX 5:	OVERVIEW OF ENPI CBC 2007-2013
ANNEX 6:	OVERVIEW OF ENI CBC 2014-2020
ANNEX 7:	ENI CBC 2014-2020
ANNEX 8:	PROGRAMME FICHES
ANNEX 9:	WEB SURVEY
ANNEX 10.	DATABASE ANALYSIS
ANNEX 11.	FIELD PHASE METHODOLOGY
ANNEX 12.	INTERVIEWS AND MEETINGS HELD
ANNEX 13.	EVALUATION MILESTONES
ANNEX 14.	DOCUMENTS CONSULTED DURING THE EVALUATION
ANNEX 15.	COMMENTS RECEIVED FROM CBC STAKEHOLDERS AND ACTIONS TAKEN
ANNEX 16.	ENPI 2007-2013 CBC PROJECTS



LIST OF ABBREVIATIONS AND ACRONYMS

AIR	Annual implementation report
BCP	Border Crossing Point
BSB	Baltic Sea Region CBC programme
BSC	Black Sea Convention
BSR	Black Sea Basin CBC programme
CBC	Cross-Border Cooperation
CfP	Call for Proposals
CSO	Civil Society Organisation
DG DEVCO	Directorate-General for International Cooperation and Development, European Commission
DG NEAR	European Neighbourhood Policy and Enlargement Negotiations
DG REGIO	Directorate-General for Regional and Urban Policy, European Commission
EaPTC	Eastern Partnership Territorial Cooperation
EC	European Commission
EEAS	European External Action Service
EE-LV-RU	Estonia-Latvia-Russia CBC programme
EE-RU	Estonia-Russia CBC programme
EGTC	European Grouping of Territorial Cooperation
EQ	Evaluation Question
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood Partnership Instrument
ERDF	European Regional Development Fund
ESIF	European Structural and Investment Funds
EUD	European Union Delegation
EU	European Union
FA	Financing Agreement
FPI	Foreign Policy Instrument
HU-SK-RO-UA	Hungary-Slovakia-Romania-Ukraine CBC Programme
ICZM	Integrated Coastal Zone Management
IPA	Instrument for Pre-accession Assistance
IPCC	Intergovernmental Panel for Climate Change
IR	Implementing Rules
ISG	Inter-service Steering Group
IT-TN	Italy-Tunisia CBC Programme
JMA	Joint Managing Authority/ies
JMC	Joint Monitoring Committee
JSC	Joint Selection Committee



JTS	Joint Technical Secretariat
KAR	Karelia CBC Programme
KOL	Kolartic CBC Programme
LIP	Large infrastructure project
LSP	Large-scale project
LT-PL-RU	Latvia-Lithuania-Russia CBC Programme
LT-RU	Lithuania-Russia CBC Programme
LV-LT-BY	Lithuania-Poland-Russia CBC Programme
MAP	Mediterranean Action Plan
M&E	Monitoring and evaluation
MED	Mediterranean Sea Basin CBC Programme
MEL	Monitoring, Evaluation and Learning
MS	Member State
NGO	Non-governmental Organisation
NIP	Neighbourhood Investment Platform
OVI	Objectively verifiable indicator
PL-BY-UA	Poland-Belarus-Ukraine CBC Programme
PL-RU	Poland-Russia CBC Programme
PSC	Project Selection Committee
PPF	Project Preparation Facility
RAG	Regional Assessors Group
RCBI	Regional Capacity Building Initiative
REEFs	Research and Restoration of the Essential Filters of the Sea
ROM	Results-oriented Monitoring
RO-UA-MD	Romania-Ukraine-Moldova CBC Programme
RO-UA	Romania-Ukraine CBC Programme
RO-MD	Romania-Moldova CBC Programme
SEFR	South-East Finland-Russia CBC Programme
SO	Specific objective
SP	Strategic project
ToC	Theory of Change
UfM	Union for the Mediterranean
TESIM	Technical Support to the Implementation and Management of ENI CBC programmes
ToR	Terms of Reference



1 EXECUTIVE SUMMARY

The aim of this evaluation is to assess the performance of Cross-Border Cooperation (CBC) in the EU neighbourhood funded in the framework of the European Neighbourhood and Partnership Instrument (ENPI) 2007-2013, in order to draw lessons for the new generations of neighbourhood cross-border cooperation programmes, currently implemented under the European Neighbourhood Instrument (ENI) 2014-2020¹. The evaluation was carried out on the basis of four OECD/DAC criteria (effectiveness, efficiency, impact, sustainability)² plus the EC criteria of coherence and complementarity, EU value added, and lessons learned. It consisted of 8 evaluation questions agreed in the Inception Report.

In addition to this Executive Summary (**Section 1**), the Final Evaluation Report consists of an introduction presenting the objectives, scope and stages of the evaluation (**Section 2**), a background section contrasting the ENPI CBC original vision and assumptions with the context and reality of implementation (**Section 3**), an overview of projects funded under the 13 programmes (**Section 4**), an assessment of ENPI CBC performance frameworks (**Section 5**), the replies to the evaluation questions assessing the performance of ENPI CBC 2007-2013 against the evaluation criteria (**Section 6**) and a set of 7 recommendations to improve the effectiveness, efficiency, impact, sustainability and coherence of ongoing and future cross-border cooperation (**Section 7**). The Final Report is supplemented with 16 Annexes compiling and summarising information about ENPI and ENI CBC, including three case studies on the results and impact of ENPI CBC on specific borders and sectors (tourism development, marine environment and border management).

1.1 Context and overall achievements

The European Neighbourhood Policy (ENP) was launched in 2004, with its core aim to support and foster stability, security and prosperity across the EU Neighbourhood. In 2007, the European Commission introduced a new financial instrument (ENPI) to contribute to the implementation of ENP, in particular through cross-border and regional cooperation. In this context, the ENPI CBC Strategy Paper (2007), laid down the four key (strategic) objectives of ENPI CBC, which were the foundation of ENPI CBC programmes.

The financial resources allocated to the ENPI CBC 2007-2013 amounted to € 947.2 million combining funds from ENPI, ERDF and IPA. The contribution from participating countries and/or project beneficiaries brought the total allocation to € 1.2 billion.

The 13 ENPI CBC programmes implemented during the period covered nine EU land borders, three sea basins and one sea crossing. The programmes involved 34 countries, 19 EU member states and 12 of the 16 ENP partner countries plus Norway, Russia and Turkey.

Altogether, the programmes funded 941 projects over the period for a total contracted amount of €910 million (April 2017), out of which 38% was channelled to projects promoting economic development, 32% to environment, 19% for social development and 11% for security issues. The bulk of EC funding (70%) was channelled through standard projects selected through calls for proposals. Large-scale projects (LSPs) represented 22% of the total EU funding contracted (approximately €195 million), while strategic projects covered a minor share (8% of the total EU funding contracted). In total, there were 867 standard projects, 51 LSPs and 23 strategic projects. The participation in calls for proposals has been very high (in total, more than 7,000 applications were submitted across all programmes), attesting the appeal of CBC among stakeholders in the

¹ In the present report, ENPI CBC means CBC programmes implemented under the European Neighbourhood and Partnership Instrument (2007-2013) while ENI CBC means the next generation of CBC programmes implemented under the European Neighbourhood Instrument (2014-20).

² The relevance of ENPI CBC programmes was assessed by the Mid-Term Evaluation carried out in 2013. The evaluation concluded to “a high degree of relevance of the ENPI CBC programme priorities both in terms of correspondence with the ENPI CBC strategy objectives and the needs of the programme area”.



eligible areas. In total, ENPI CBC involved 4,569 organisations from 36 different countries, out of which 2,106 were from partner countries.

As of April 2017, contracting rates were close to 100% of the funding allocated for all programmes. Overall, 85% of the EU allocations to projects had been disbursed (€732.3 million). These figures, however, are not final since 146 projects were still ongoing in April 2017. The amount of project expenditures approved by JMAs stood at 75% (€645.9 million) of the allocation to projects in April 2017.

1.2 Performance assessment of ENPI CBC 2007-2013

The evaluation questions addressed in the Inception Report provide the foundation for assessing ENPI CBC 2007-2013's performance against the evaluation criteria in the ToR:

Effectiveness: ENPI CBC resulted in an impressive number and variety of cross-cooperation projects with a high participation from partner countries. Compared to the previous period, ENPI CBC brought a higher degree of cooperation between EU and partner countries, which contributed to the development of more genuine and sustainable partnerships. In that sense, the ENPI CBC added an important territorial dimension to the ENP extending the principles of territorial cooperation developed in the context of the EU Cohesion Policy to the external borders of the EU. One of the major outcomes of ENPI CBC is the strengthening of capacities of CBC stakeholders across the neighbourhood. There is at present a much more solid basis for cooperation compared to the previous period, with well-established programme authorities, more experienced beneficiaries and a high degree of trust and commitment among officials from EU and partner countries. While the effectiveness of projects (and ultimately programmes) was affected by complex legal and regulatory frameworks and geo-political instabilities, there are many examples of successful cooperation delivering worthwhile outputs and results. Unfortunately, there is an absence of reliable, hard evidence to construct a comprehensive picture of programme effectiveness, due to weaknesses in the performance frameworks at programme level (shortcomings in both the intervention logic and the indicators) and the disconnect with the project level.

Efficiency: The fact that all 13 programmes managed to complete the ENPI implementation cycle with very high contracting rates is an achievement worth emphasising, especially bearing in mind that some programmes did not exist before ENPI or were launched under a new set-up. There were of course variations in the level of performance from one programme to another which are reflected in the effective use of funds.

The implementation delays experienced across almost all programmes, and the need for extending implementation deadlines, reflect the late start of the programmes, the long selection and contracting stages and the difficulties encountered during implementation. A major challenge for all CBC stakeholders was to learn how to implement programme/project activities in line with EU requirements while, at the same time, ensuring compliance with national regulatory frameworks. The efficiency of many projects was also affected by the political and economic instabilities experienced during the programming period. At project level, the JTSs and their branch offices played a crucial role in managing contracts and supporting beneficiaries to overcome the difficulties of implementation.

When successful, large-scale projects brought tangible benefits for the local economy and had a high visibility. However, their selection was not always based on strong strategic and cost-effectiveness considerations and their implementation often took up considerable time and capacities from the management structures to resolve legal and administrative issues connected to their implementation.

A major weakness in the management of ENPI CBC was related to monitoring and evaluation activities. At project level, many beneficiaries had a weak understanding of project intervention logic and paid insufficient attention to the design and monitoring of indicators of achievement.



There was a lack of connection between programme and project performance frameworks which made it difficult for managing authorities to measure the progress towards programme objectives.

The EC technical assistance (TA) projects³ contributed positively to the effective functioning of the programmes but the fact that there were two different projects implemented according to different calendars created some confusion among stakeholders and reduced efficiency. In their supportive role, the TA projects were not always able to provide accurate and timely clarifications and instructions to programme management structures and final beneficiaries, which occasionally affected programme implementation.

Support and guidance from the EC was always highly valued by CBC stakeholders. However, the EC faced considerable challenges in overseeing and coordinating the parallel implementation of 13 programmes with its limited human resources and frequent staff turnover, which reduced its capacity to provide definitive and timely guidance to CBC stakeholders.

Impact: The diversity of objectives and the broadly-formulated priorities diminished the overall impact of programmes. Even with greater focus, impact would be hard to measure, given the scale of the programmes, but was made harder due to insufficient performance data.

Notwithstanding these shortcomings, the impact of ENPI CBC must be viewed in the wider context of geo-political and economic developments. In normal circumstances, the ambitious objectives of ENPI CBC programmes would be difficult to reach given the modest amounts involved by the cooperation in relation to needs, but the political and economic instability experienced in the neighbourhood over the period rendered the original strategic aims of the respective CBC programmes even less achievable despite many examples within each programme of successful cooperation that had an impact on their specific area of intervention.

The level of cross-border cooperation reached thanks to ENPI CBC is, however, an achievement which should not be underestimated, especially in the current geo-political context. The programmes played – and continue to play - an extremely valuable role in developing and maintaining contacts and dialogue between people while promoting EU values and practices across the neighbourhood.

Sustainability: The durability of benefits derived from ENPI CBC is not easy to assess, due to a lack of data concerning the sustainability of results, the continuation of partnerships and the long-term impact of projects. Demand-driven projects with strong ownership, long-term partnership and links to regional/national levels had better prospects of sustainability. In the case of successful large-scale/strategic projects, the involvement of key state bodies usually guaranteed the long-term sustainability of results in both financial and institutional terms.

While there are examples of standard projects benefiting from the support of local and even national authorities, the mainstreaming of project results into national policies were an exception. Moreover, the continuation of project activities usually depended on the next calls for proposals.

Regarding the long-term prospects of CBC across the neighbourhood, the framework for cross-border cooperation is well established. This is not only true for the managing structures but also for many partnerships created under the ENPI CBC, which are being pursued in the new period.

Coherence and complementarity: ENPI CBC tended to be implemented in isolation of the rest of the Neighbourhood Policy. While the broadly formulated objectives and priorities of the ENPI CBC programmes ensured that the risk of contradiction with other interventions was relatively small, ENPI CBC was insufficiently articulated with other EU instruments and political initiatives. There were also limited connections with national and regional policies of participating countries. This disconnect has reduced the overall impact of the programmes. When synergies and complementarities were achieved, this was more the result of the projects themselves than programme incentives and/or mechanisms.

³ Regional Capacity Building Initiative (RCBI) and INTERACT ENPI



EU added value: ENPI CBC made a distinct contribution to regional/local development policies in the neighbourhood, fostering a greater involvement of local actors, promoting partnerships, and stimulating creative responses to common challenges. In the context of scarce public resources, the programmes represented an important source of funding without which local development goals would often not have been achieved. From the viewpoint of many beneficiaries, the added value of the programmes lies primarily in their capacity to mobilise partners across the border, overcoming the serious obstacles and barriers (physical and otherwise) that hinder the cooperation between the EU and its neighbourhood.

Lessons learned: The ENI programming and implementation environment has evolved markedly in five key areas from the ENPI framework: the strategic objectives of CBC have been streamlined with greater focus; the management, control and audit arrangements have been strengthened in all countries, but especially in partner countries; the rules on selecting projects, tendering and contracting are more appropriate to shared management including more detailed provisions for large infrastructure projects. Comparing the programming and implementation frameworks in the ENPI and ENI regulations, the latter has clearly taken on board lessons from the ENPI experience, and inevitably this has shaped the ENI CBC programmes. The decision to have only one technical assistance facility dedicated to ENI CBC was also well justified.

The relaxation of the ENPI requirement to apply the Practical Guide to Contract Procedures for EU External Actions (PRAG) to calls for proposals provides greater flexibility to link programme and project performance frameworks. The ENI CBC regulation puts also more emphasis on result-oriented programme and project monitoring. Overall, these changes should both improve, and make it easier to assess, efficiency, effectiveness, and impact, although the quality of performance frameworks continues to depend on the structure and suitability of objectives and indicators and the links established between programme and project levels.

1.3 Recommendations

The report concludes with seven sets of recommendations to enhance the efficiency, effectiveness and impact of ongoing and future ENI CBC programmes.

R1. Enhance focus and impact of ENI CBC

R1.1 Continue ENI CBC beyond 2020, with an increased strategic focus to maximise impact in line with the 2015 Review of the European Neighbourhood Policy, especially for sea-basin programmes, and only minor changes to the regulatory framework to maintain momentum from 2014-2020.

R1.2 Give more weight in project appraisal and greater attention at the selection stage to the impact and sustainability, including the cross-border dimension, and reflect these requirements in information and training for applicants and assessors.

R2. Seek more synergies with other EU instruments and policies

R2.1 Integrate ENI CBC with other ENP instruments and EU external policies, and ensure closer linkages of CBC programmes with other strategies, programmes and initiatives at regional, national and EU levels.

R2.2 Explore how to increase consistency between ENI CBC and Interreg regulatory frameworks, templates and tools .

R2.3 Enhance DG NEAR capacities to provide guidance and analyse overall performance of ENI CBC, and coordinate with DG REGIO over CBC in all its forms.

R2.4 Carry out a study of cross-border needs and obstacles to cooperation to identify bottlenecks and suggest measures to national authorities.

R3. Improve relevance and ownership of programmes

R3.1 Achieve more balanced partnerships through commensurate contributions from partner countries



R3.2 Towards the end of the current financial perspective, review the relative merits of bilateral and multi-country programmes (based on ENPI and ENI experience), with potentially new combinations of CBC countries to increase the homogeneity of programme areas.

R4. Enhance the added-value of large-scale projects

R4.1 Broaden the perspective of large-scale projects to truly strategic operations (which might include infrastructure) and in the case of research projects, these should concern the application of innovation, and not basic research.

R4.2 Expand the role of the Neighbourhood Investment Platform in securing funding for CBC infrastructure projects and support the development of the latter through a Project Preparation Facility for ENI CBC

R5. Improve programme efficiency

R5.1 Ensure early adoption of the ENI CBC regulatory and financing framework post-2020 to avoid reduced programme and project implementation periods.

R5.2 Consider introducing financial flexibility within the total ENI CBC allocation to support urgent projects that respond to opportunities or threats.

R5.3 Increase the frequency and improve focus of calls for proposals to increase their impact, speed up project selection and contracting and simplify rules, procedures and templates.

R5.4 Consider measures to speed up payment cycles to resolve cash flow problems in participating countries

R5.5 Consider simplifying State aid requirements for CBC projects

R5.6 Allow more flexibility in the use of savings from projects to improve the absorption and use of funds.

R5.7 Require/reinforce the presence of management structures in the border regions through JTSs and branch offices.

R6. Improve performance frameworks and monitoring and evaluation practices

R6.1 Strengthen the performance frameworks and their practical application through focused calls, project selection and implementation, enhancing the capacities of programme authorities and project beneficiaries, and allowing flexibility in post-2020 ENI to review and refine frameworks in response to evolving circumstances.

R6.2 Improve IT tools for programme management, monitoring and evaluation, drawing from experience within Cohesion Policy and Interreg and enhance the capacities of programme authorities to analyse context (including use of statistics) and draw up evidence-based strategies.

R6.3 Consider establishing a permanent Monitoring, Evaluation and Learning (MEL) Facility for ENI CBC to support CBC stakeholders, enhance results and impact and strengthen the learning process in view of future cycles

R7. Strengthen the technical assistance and support to programmes

R7.1 Continue the EC TA to CBC programmes as valued support to programme authorities and the interface with the European Commission, with renewed emphasis on simplification, results-based management and capitalisation.

R7.2 Ensure that the programmes' technical assistance budget reflect better the programme's actual need for technical assistance.



2 INTRODUCTION

2.1 Objectives of the evaluation

The objectives of this evaluation were:

- To assess in both qualitative and quantitative terms the **performance of ENPI CBC programmes (2007-2013)** particularly their effectiveness, efficiency, impact, sustainability and EU added value;
- To review/assess the existing practice in **programme implementation, monitoring and performance measurement** of ENPI CBC programmes, coming up with findings/conclusions on the pitfalls, drawbacks of the current systems and operational recommendations for improving the implementation, monitoring (including reporting) and evaluation of the ENI CBC programmes.

The results of the evaluation were intended to provide the EC with a set of **operational and useful recommendations** for the new generation of **ENI CBC programme implementation**.

The outputs of the evaluation are to be used to improve the capacity of the ENI CBC Programmes to achieve their objectives, among other regarding the possibility of:

- improving their **design** with special emphasis on monitoring and evaluation,
- improving the **implementation** of the programmes,
- improving the **impact** of the programmes,
- improving the **visibility** of the programmes.

2.2 Scope of the evaluation

Preliminary remark: *In the present report, ENPI CBC/ENI CBC means CBC programmes implemented under the European Neighbourhood and Partnership Instrument (ENPI 2007-2013) and the European Neighbourhood Instrument (ENI 2014-2020) respectively. Moreover, the term “ENPI/ENI CBC” should also be understood as covering CBC programmes with Russia although relationships between the EU and Russia are organised outside the European Neighbourhood Policy through a separate Partnership Agreement.*

The evaluation covered the 13 CBC programmes implemented under ENPI 2007-2013⁴ (see Table 1 below) including 9 EU land borders and one sea crossing as well as three common sea basins⁵. Altogether, 34 countries participated in ENPI CBC including 19 EU member states and 12 of the 16 ENP partner countries⁶ plus Norway, Russia and Turkey.

In order to draw the right conclusions and provide relevant and useful recommendations, it was also necessary to take into account the evolution of CBC under ENI 2014-2020. In particular, the evaluation examined whether the design of the new programmes reflected lessons learned from ENPI CBC.

⁴ 15 ENPI CBC programmes were foreseen in the ENPI CBC Indicative Programme (2007). The CBC Spain-Morocco Programme and the CBC Atlantic Programme were never implemented and are therefore not part of this evaluation.

⁵ 15 CBC programmes were originally foreseen but two programmes (CBC Spain-Morocco and CBC Atlantic Programme) were not established. The Russian Federation decided not to take part in the BSB and BSR.

⁶ Belarus, Moldova, the Russian Federation, Ukraine, Armenia, Georgia, Tunisia, Egypt, Jordan, Israel, Palestine and Lebanon. Four ENPI partner countries did not take part in the cooperation (Algeria, Azerbaijan, Morocco, Libya and Syria). The 19 EU member states are: Bulgaria, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Spain and Sweden. Turkey participates in the Black Sea Basin (BSB) programme via funding from the Instrument for Pre-accession Assistance (IPA). Azerbaijan took part in the development of the BSB programme but did not participate in the implementation stage. Syria took part in the Mediterranean Sea Basin until the second half of 2011 when participation was suspended for political reasons.



Table : CBC programmes covered by the evaluation

ENPI 2007-2013		ENI 2014-2020	
ENPI CBC Programme	Acronym	ENI CBC Programme	Acronym
LAND BORDER PROGRAMMES			
Poland-Belarus-Ukraine	PL-BY-UA	Poland-Belarus-Ukraine	PL-BY-UA
Lithuania-Poland-Russia	LT-PL-RU	Lithuania-Russia	LT-RU
		Poland-Russia	PL-RU
Romania-Ukraine-Moldova	RO-UA-MD	Romania-Ukraine	RO-UA
		Romania- Moldova	RO-MD
Hungary-Slovakia-Romania-Ukraine	HU-SK-RO-UA	Hungary-Slovakia-Romania-Ukraine	HU-SK-RO-UA
Estonia-Latvia-Russia	EE-LV-RU	Estonia-Russia	EE-RU
		Latvia-Russia	LV-RU
Latvia-Lithuania-Belarus	LV-LT-BY	Latvia-Lithuania-Belarus	LV-LT-BY
South-East Finland-Russia	FI-RU	South-East Finland-Russia	FI-RU
Kolartic	KOL	Kolartic	KOL
Karelia	KAR	Karelia	KAR
SEA CROSSING PROGRAMMES			
Italy-Tunisia	IT-TN	Italy-Tunisia	IT-TN
SEA BASIN PROGRAMMES			
Mediterranean Sea Basin	MED	Mediterranean Sea Basin	MED
Baltic Sea Region	BSR	Baltic Sea Region	BSR
Black Sea Basin	BSB	Black Sea Basin	BSB

It should be noted that the Baltic Sea Region CBC programme (BSR CBC) is an Interreg programme, which includes an external component funded through ENPI/ENI to enable the participation of non-EU countries⁷. Given the specificity of the BSR CBC, the findings and conclusions of this report do not always apply to this programme.

CBC programmes under ENPI 2007-2013 were governed by the provisions of *EC regulation N° 1638/2006* establishing the European Neighbourhood and Partnership Instrument⁸ and the detailed implementing rules laid down in *EC regulation N° 951/2007*⁹.

The establishment and implementation of CBC programmes under ENI 2014-2020 are governed by the following regulations: *EC regulation N°232/2014* (ENI regulation¹⁰), *EC regulation N°236/2014* (Common Implementing Rules¹¹) and *EC regulation N°897/2014* (Implementing rules related to CBC programmes¹²).

2.3 Evaluation stages

The following paragraphs describe the main activities carried out during each of the four evaluation stages with references to other sections of the report and the annexes for specific outputs (See also Evaluation Milestones Annex 13).

⁷ Namely, Belarus and Russia

⁸ REGULATION (EC) No 1638/2006 of 24 October 2006 laying down general provisions establishing a European Neighbourhood and Partnership

⁹ REGULATION (EC) No 951/2007 of 9 August 2007 laying down implementing rules for cross-border cooperation programmes financed under Regulation (EC) No 1638/2006

¹⁰ REGULATION (EU) No 232/2014 of 11 March 2014 establishing a European Neighbourhood Instrument

¹¹ REGULATION (EU) No 236/2014 of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action

¹² COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014



2.3.1 Inception phase (Feb-Apr 2017)

During the Inception Phase, the evaluation team organised the information and materials received from DG NEAR and TESIM or retrieved from the internet (See Annex 14). Responsibilities within the team were distributed with each expert being assigned specific programmes for the desk and field phases. The team started to familiarise itself with the context and the details of implementation by reviewing the available documentation (see Annex 14). Evaluation questions with judgement criteria and indicators were drafted in line with the ToR and discussed with the ISG (See Annex 4). The methodology for the evaluation was developed and described in the Inception Report including approaches and parameters for the desk review, the web survey, the case studies and the project sampling. DG NEAR also requested JMAs to update KEEP data to allow the evaluation team to set up an excel database containing the most recent programme and project data of ENPI CBC 2007-2013 (See Annex 16). The Inception Report was submitted on 20 March 2017 and approved on 24 April 2017.

2.3.2 Desk phase (Mar-Jul 2017)

The experts extracted basic data from the Joint Operational Programmes to create overviews¹³ of ENPI CBC (Annex 5). Programming and implementation documentation related to the ENI period were also reviewed and synthesised during the Desk Phase (Annex 7)¹⁴.

The information from the database was organised and analysed to produce summary tables and charts both at the level of individual programmes and the whole instrument and covering launched calls for proposals, amounts allocated/contracted/dispensed/spent, number of projects per type¹⁵ and per sector¹⁶ and number and type of project partners¹⁷.

The evaluation team reviewed the implementation materials available for each programme including Guidelines for Applicants, Annual Implementation Reports (including audit reports and final reports when available), ROM reports, external evaluations and publicity and visibility materials available from the websites (See Annex 14). This information was summarised in 13 programme fiches (Annex 8) which served as a basis for answering the evaluation questions. The evaluation team presented the objectives and timetable of the evaluation to the CBC stakeholders participating in the TESIM networking event on the closure of ENPI CBC programmes (Brussels, May 10, 2017).

A one-month web survey was launched in early May 2017 to query the opinions of CBC stakeholders about the performance of ENPI CBC. A separate questionnaire was developed for each type of stakeholders: JMA, JTS, national authorities of partner countries and project beneficiaries (Annex 9). The questionnaires were organised around the evaluation criteria and covered the main issues raised in the evaluation questions. A total of 433 replies were received by the deadline: 16 from JMAs¹⁸, 21 from JTSs¹⁹, 23 from national authorities and 373 from project partners. The results of the web survey, which are summarised in Annex 9 of this report, informed the replies to the evaluation questions.

¹³ Including ENPI CBC eligible areas, specific objectives, intervention logics, programme management structures and implementation timeframes.

¹⁴ Including overviews of intervention logics, strategic objectives, specific objectives, thematic objectives and priorities and programme areas and an analysis of performance frameworks

¹⁵ Standard, large-scale or strategic

¹⁶ Each project in the database was assigned a theme and a sector to allow for comparison of results between programmes. The list of themes and sectors is available in Annex 10.

¹⁷ Lead partner, country of origin

¹⁸ There was no reply from LT-PL-RU

¹⁹ There was only one reply per JMA but several per JTSs. All JTS sent replies except four (EE-LV-RU and BSB JTSs are not operational anymore. KAR, KOL and SEFR has no JTS. BSR sent common replies for JMA/JTS).



Interviews were also held with former representatives of the ENPI CBC TA facilities (see Annex 12), RCBI and Interact ENPI whose progress reports and main outputs were reviewed by the evaluation team (Annex 6).

The analyses carried out during the desk phase were synthesised in the Desk Report which included an overview of ENPI CBC, the results of the web survey, a presentation of the main features of ENI CBC with an analysis of the performance frameworks, and preliminary answers to the evaluation questions. The Report also presented the next evaluation steps including the detailed methodology for the case studies and the field phase²⁰. The latter was discussed on the third ISG on 06 July 2017 and approved on 14 July 2017 (See Annex 11).

The Desk Report was submitted on 31 July 2017 and comments from the ISG were discussed on the fourth ISG on 24 August 2017.

2.3.3 Field phase (Sep-Oct 2017)

The evaluation team conducted field visits during September and October 2017. The field phase involved face-to-face interviews with 8 programme management structures²¹, 2 national authorities²² and 16 project beneficiaries across 7 programmes²³. The aim of the field phase was threefold: 1. to capture the opinions and views from CBC stakeholders on the topics raised in the evaluation questions, 2. to validate or invalidate the findings from the desk phase and 3. to inform the case studies.

Additional interviews were conducted by phone or skype with the remaining 5 programme management structures and a sample of national authorities. All interviews were based on semi-structured questionnaires which were developed during the desk phase. The list of meetings and interviews held during the field phase is presented in Annex 12.

Three case studies were carried out to understand how ENPI CBC contributed to solving identified cross-border issues in line with the programme objectives and priorities. Each case study focused on selected sectors and border areas to make it possible to analyse problems and draw meaningful conclusions:

1. Tourism development in the Carpathian Mountains
2. Marine environment in Sea-Basin programmes
3. Border management on the Southern Finnish-Russian border.

2.3.4 Synthesis phase (Nov-Dec 2017)

The evaluation team drafted project visit reports, minutes of interviews and finalised case study reports (Annexes 1, 2, 3). The answers to the evaluation questions prepared for the desk report were reviewed taking on board comments from the ISG, the feedback from the field phase and the lessons learned from the case studies. Preliminary findings and recommendations reflecting the synthesis of the desk and field phases were submitted to the EC end of October 2017 together with the minutes of interviews. Comments from the ISG were discussed in Brussels on 8 November. A last round of interviews took place with the EC and other Brussels' stakeholders²⁴ in early November 2017 (see Annex 12).

²⁰ Including programme and project sample, questionnaires for the interviews and report templates

²¹ SEFR, HU-SK-RO-UA, PL-BY-UA, MED, IT-TN, EE-LV-RU, BSR and LV-LT-BY

²² Russia and Tunisia

²³ See list of visited projects and beneficiaries in Annex 11 Field phase methodology

²⁴ DG NEAR, DG REGIO, DG MARE, European External Action Service, Committee of Regions, European Free Trade Area, Conference of Peripheral Maritime Regions



The preliminary findings and recommendations were revised and sent in advance to the participants of the ENI CBC Conference in Tallinn which included representatives of the JMAs, JTSs, Branch Offices, National Authorities and the EC. The evaluation team presented the evaluation results during the Tallinn conference on 29 and 30 November 2017. The presentations were followed by a discussion moderated by DG NEAR. CBC stakeholders were given two weeks to provide additional written comments based on which the evaluation team finalised the findings and recommendations ²⁵ and drafted the Final Report which was submitted to the ISG on 28 December 2017.

2.4 Problems encountered, and solutions found

2.4.1 Data collection and web survey

The process of data collection, compilation and verification proved more time-consuming than expected as it was necessary to contact every JMA to clarify inconsistencies and/or close data gaps. Although the process started end of February, it was only effectively completed by the end of June 2017. There were also delays with the implementation of the web survey which was launched on 02/05/17 with a three-week deadline but which required an extension until 02/06/17 to improve response rates.

The EC agreed to postpone the submission of the desk report by one month until end of July 2017. This gave more time to the evaluation team to summarise and analyse data and information and draw preliminary conclusions. The postponement did not affect the timescale of the remaining evaluation activities.

2.4.2 Field phase interviews

A few selected project beneficiaries were not available on the dates proposed by the evaluation team for the field visits or could not be reached. Whenever feasible a skype interview was organised. Except for one case²⁶, all projects in the sample were visited and interviews were held with the majority of selected beneficiaries (Annex 12).

It proved difficult to meet some of the identified Brussels' stakeholders despite the intervention of DG NEAR to facilitate contacts. As a result, it was not possible to get the views from e.g. the European Parliament and the Association of European Border Regions (AEBR).

²⁵ Annex 15 gives an overview of comments received and actions taken

²⁶ ENPI CBC EE-LV-RU BCP Narva-Ivangorod. An interview was however held with the JMA by skype.



3 ENPI CBC 2007-2013 IN CONTEXT

3.1 Strategic Framework

The European Neighbourhood Policy (ENP) was launched in 2004, with its core aim to support and foster stability, security and prosperity across 16 partner countries bordering the EU to the east and the south²⁷. The ENP is implemented by means of Action Plans²⁸ laying down strategic priorities for cooperation within the framework of bilateral agreements signed between the EU and the partner country (See Annex 5).

The European Neighbourhood Policy's vision involves a ring of countries, sharing the EU's fundamental values and objectives, drawn into an increasingly close relationship, going beyond co-operation to involve a significant measure of economic and political integration. This will bring enormous gains to all involved in terms of increased stability, security and well-being.

European Neighbourhood Policy, Strategy Paper, 2004

In 2007, the Commission introduced a new financial instrument (ENPI) to contribute to the implementation of ENP, in particular through cross-border and transnational cooperation.

An ENPI CBC Strategy Paper, adopted in 2007, reiterated the core policy objectives of CBC on the external borders of the EU paving the way for the development of 15 CBC programmes.

The core objectives of this cross-border cooperation are to support sustainable development along both sides of the EU's external borders, to help decrease differences in living standards across these borders, and to address the challenges and opportunities following on EU enlargement or otherwise arising from the proximity between regions across our land and sea borders.

In particular, CBC is intended to help:

- Promoting sustainable development in regions on both sides of common borders
- Working together through joint actions to address common challenges, in fields such as environment, public health, and the prevention of and fight against organised crime
- Ensuring efficient and secure common borders through joint actions
- Promoting local cross-border "people-to-people" type actions

ENPI CBC Strategy Paper, 2007

A mid-term review of ENPI 2007-2013 CBC was carried out in 2012. It assessed positively the relevance of programmes but recommended the reallocation of savings resulting from the smaller number of programmes than originally planned²⁹.

3.2 ENPI CBC original strategic vision and assumptions

ENPI CBC programmes were designed in line with the principles of the European Neighbourhood Policy. The long-term goal was to strengthen the stability, security and prosperity of the Neighbourhood by establishing a mutually beneficial partnership between EU and partner countries. The rationale for such a policy was the acknowledgement shared by both sides that

²⁷ To the South: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine*, Syria and Tunisia and to the East: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. Russia is not a part of the ENP but has its own special relationship with the EU.

²⁸ or Association Agenda for Eastern partner countries

²⁹ The allocations of CBC Black Sea Basin and the CBC Mediterranean Sea Basin Programme were increased by €8.3m and €26.4m respectively.



the economies of the Neighbourhood were increasingly intertwined, that the 2004 EU enlargement created both opportunities and threats and that, in this context, thriving trading and economic relationships required special measures to mitigate the negative impact of the EU external border. Within this framework, the programmes sought to achieve four key outcomes in line with the ENPI CBC strategy: 1. more favourable conditions for socio-economic development in eligible areas, 2. major challenges that are common to both sides are successfully tackled through effective cooperation, 3. the efficiency and security of borders are reinforced and 4. local governance, democracy and mutual understanding are strengthened through intensified contacts and links among people and institutions across the border.

In line with the strategy, ENPI CBC funding would target cross-border initiatives likely to contribute to these outcomes such as SME development, tourism promotion, environmental protection, education, social inclusion, cultural exchanges, community development etc.

Political and economic stability in the Neighbourhood, continued commitment of participating countries to the objectives of the cooperation and a sufficient level of administrative and institutional capacity both within the management structures and among project applicants and beneficiaries were the main underlying assumptions for the success of the cooperation identified by all programmes.

The first of these assumptions clearly did not materialise. The world economic downturn triggered by the 2008 financial crisis put an end to years of expansion both in the EU and the Neighbourhood. Political upheavals both in the south and in the east further undermined the economies of partner countries while the EU experienced a serious and prolonged recession following the outbreak of the public debt and euro crises in 2010. The armed conflicts in Libya and Syria fueled an unprecedented migration crisis that affected both Europe and countries in the Neighbourhood. The Ukrainian crisis put the relationships between the EU and Russia under severe strain. The fundamental interest and willingness of partner countries to pursue their partnerships and implement joint CBC programmes remained, however, intact as evidenced by this evaluation (see Finding 3). The considerable number and wide range of projects funded across the Neighbourhood attests to the vitality of the cooperation and is also a testimony of the capacities built over time at both programme and project levels (see section 4 and Finding 2).

In the unfavourable economic and geo-political environment that characterised the period, the highly ambitious objectives of ENPI CBC became more difficult to reach even though there have been many examples of successful projects across all programmes contributing to the CBC priorities at their level (see Finding 4).

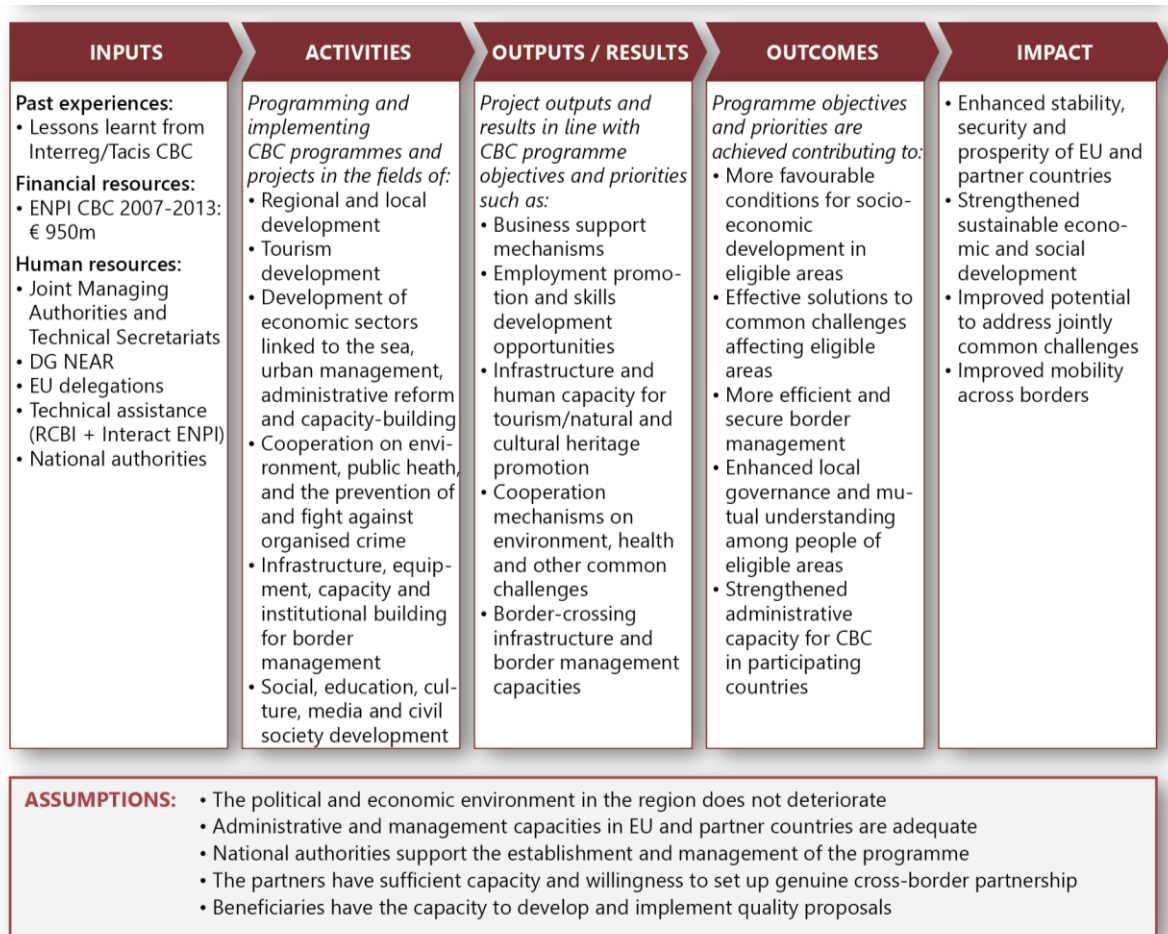
At the same time, the need for cooperation was thrown into sharper relief. The range and magnitude of common challenges that they face and the reality of physical and non-physical barriers that hinder contacts and exchanges call for continuing and vigorous actions and incentives to support and stimulate the cooperation between the EU and its neighbouring partner countries.

The ENPI CBC reconstructed intervention logic³⁰ is presented in the diagram overleaf.

³⁰ *The intervention logic is the logical link between the problem that needs to be tackled (or the objective that needs to be pursued), the underlying drivers of the problem, and the available policy options (or the EU actions actually taken) to address the problem or achieve the objective. (EC Guidelines on Impact Assessment)*



Figure 1: ENPI CBC Reconstructed intervention logic

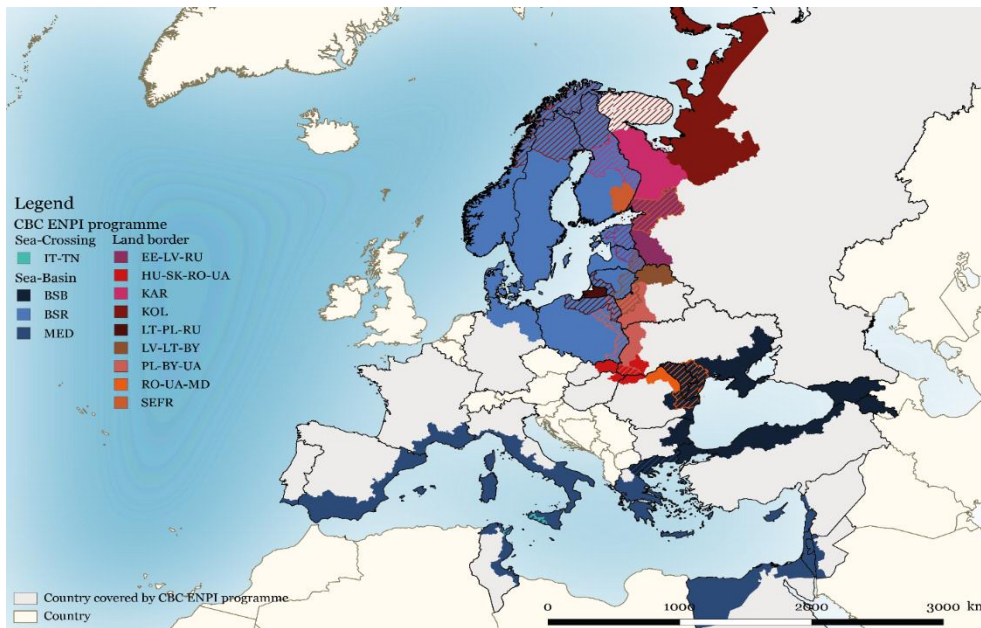


3.3 Geographical coverage

The ENPI CBC intervention areas stretched from the extreme North-East of Europe (Norway, Russia, Finland) to the Mediterranean South-East (Egypt, Israel and Lebanon). Eligible areas are summarised in Annex 5.



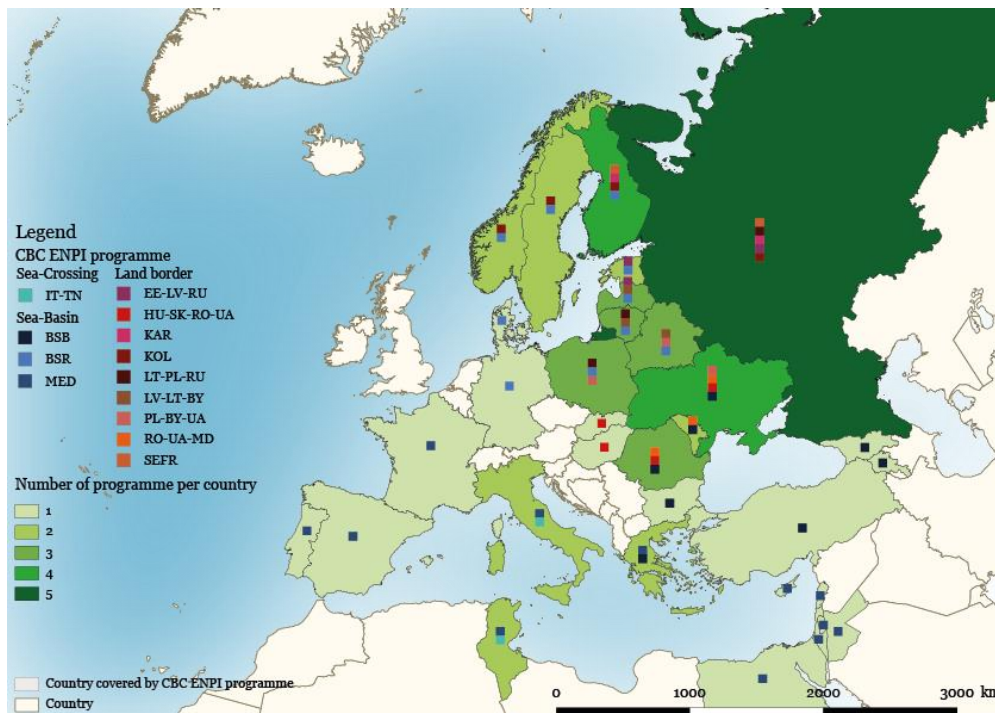
Map 1: ENPI CBC programme areas



Source: © EuroGeographics for the administrative boundaries and CBC ENPI programmes 2007-2013. Map created with QGIS (ETRS89); only participating countries.

Nineteen countries took part in only one programme (mostly the countries located in the south of the ENPI CBC area). At the same time, Russia was involved in five ENPI CBC programmes³¹ and Ukraine four³² (see Map 2: Number of ENPI CBC programmes per country).

Map 2: Number of ENPI CBC programmes per country



Source: © EuroGeographics for the administrative boundaries and CBC ENPI programmes 2007-2013. Map created with QGIS (ETRS89)

³¹ LT-PL-RU, KOL, KAR, EE-LV-RU and SEFR

³² HU-SK-RO-UA, PL-BY-UA, RO-UA-MD and BSB



4 ENPI CBC 2007-2013 IN FIGURES

4.1 Overall overview

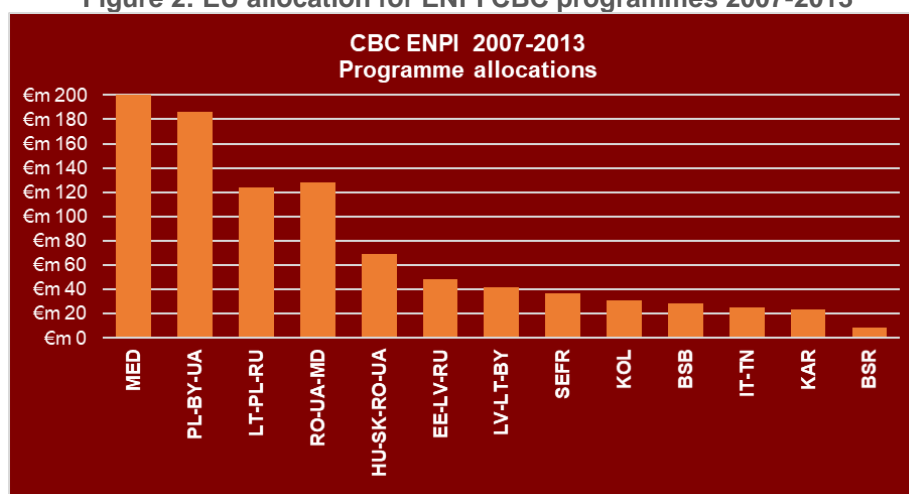
4.1.1 EU allocations for ENPI CBC

The total allocation initially planned for the 15 ENPI CBC programmes was €1,118 m³³. This total allocation was reduced following the non-participation of Russia into the ENPI CBC BSR programme and the cancellation of two sea crossing programmes³⁴. BSB and MED saw their original allocations increased as a result³⁵ because of their geographical coverage and the potential for absorption of additional funds demonstrated by the high number of applications to the first call for proposals. A final adjustment occurred in April 2013 when some funding was reallocated from LT-PL-RU to KOL. The final total EU allocation to programmes amounted to € 947.2m³⁶, out of which €861.2m for programme priorities and € 86m for the technical assistance priorities.

The allocation of four programmes exceeded €100 m. (MED, PL-BY-UA, LT-PL-RU and RO-UA-MD). The programme with the highest allocation was the MED, while BSR³⁷ and KAR had the smallest ENPI allocations of all 13 programmes.

Technical Assistance priorities accounted for approximately and not exceeding 10% of the total EC allocations as foreseen by the implementing rules³⁸.

Figure 2: EU allocation for ENPI CBC programmes 2007-2013



Source: JMA programme data, April 2017

4.1.2 Co-financing and contributions from partner countries

In line with the ENPI regulations³⁹, the EU contribution was complemented by public/private funds such as national, regional, local or beneficiaries' contribution. The co-financing rate represented at least 10% of the EU contribution. A few participating countries added their own funding, either as a direct contribution to the programme's budget⁴⁰ or as a separate co-financing mechanism for

³³ Strategy paper - Indicative allocations per programme 2007-2010.

³⁴ Spain/Morocco and CBC Atlantic

³⁵ by €8.3m and €26.4m respectively following the mid-term review.

³⁶ JMA data, April 2017

³⁷ Excluding ERDF allocations for EU member states

³⁸ ENPI CBC IR 951/2007

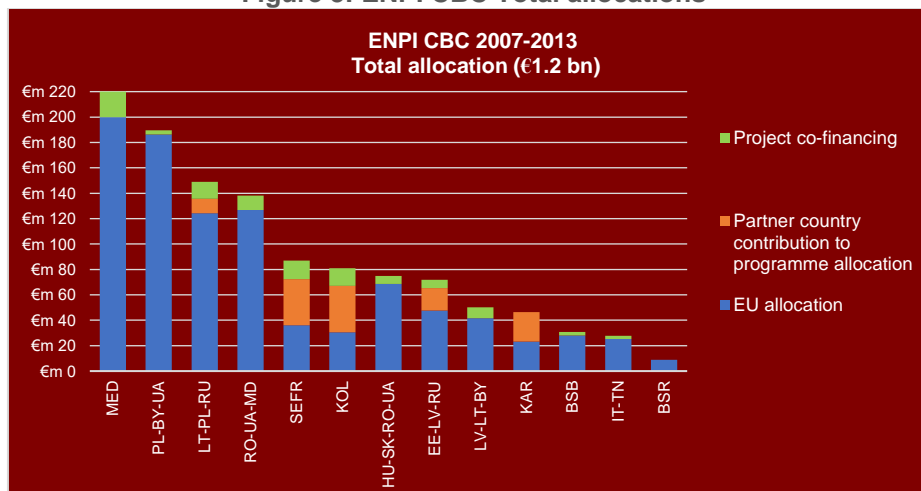
³⁹ Art. 4 ENPI 1638/2006 and Art. 20 ENPI CBC IR 951/2007

⁴⁰ Russia, Estonia, Finland



projects⁴¹. The total funding available to the 13 programmes amounted to €1.2bn as shown in the chart below.

Figure 3: ENPI CBC Total allocations



Source: ENPI CBC programmes + JMA data, April 2017

4.1.3 Contracting, disbursement and spending rates (EU funding)

Overall, 100% of EU funding allocated to programmes (outside TA) were contracted i.e. €862.6m⁴². The disbursement rate stood at 85% of the ENPI CBC allocation to projects⁴³ was disbursed according to JMA programme data, April 2017 (€734.8m.). Six programmes had disbursement rates above 90%⁴⁴, four others between 80% and 89%⁴⁵, and only three programmes below 80%⁴⁶. These figures, however, are not final since 146 projects were still ongoing in April 2017⁴⁷. Only when all programmes will be closed, will it be possible to measure the real absorption of ENPI CBC funding to programme priorities. By April 2017, the amount of project expenditures approved by JMAs was standing at 75% (€643.4m.) of the allocation to projects.

⁴¹ Norway, Sweden, Latvia, Italy, Greece, Hungary, Slovakia and Romania

⁴² The amount contracted is €909.3 when adding the ERDF share of BSR contracts.

⁴³ €m 862.6

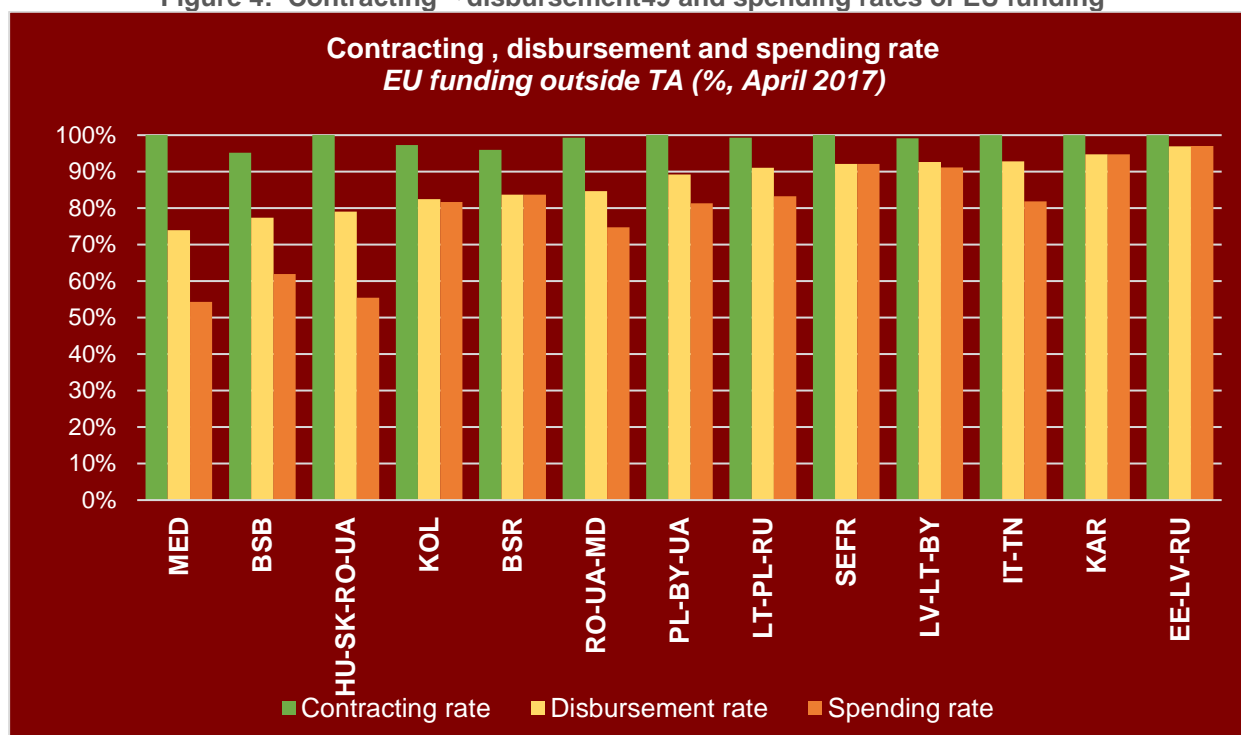
⁴⁴ EE-LV-RU (5 ongoing projects), KAR, LV-LT-BY, SEFR (1 ongoing project), LT-PL-RU (12 ongoing projects), IT-TN

⁴⁵ RO-UA-MD, BSR, KOL, PL-BY-UA

⁴⁶ MED (70%, 72 ongoing projects), HU-SK-RO-UA (79%, 28 ongoing projects) and BSB (22 ongoing projects)

⁴⁷ Three programmes will only be closed by the end of 2019: HU-SK-RO-UA, RO-UA-MD and PL-BY-UA



Figure 4: Contracting⁴⁸, disbursement⁴⁹ and spending rates of EU funding

Source: JMA project and programme data, April 2017

In addition, the totality of the allocation to technical assistance priorities (€85m) had been contracted across all programmes and 72% disbursed by April 2017.

4.1.4 Type of projects (contracted EU funding)

According to the evaluation database compiled with JMA project data, a total of 941 projects were contracted across the 13 programmes in April 2017 for a total EU funding contracted of € 909.5m⁵⁰. Three different types of projects were implemented under ENPI CBC programmes: standard projects, LSP (large-scale projects) and strategic projects⁵¹. The bulk of EU funding (70%) was channelled through standard projects selected through calls for proposals as shown in the figure below.

⁴⁸ Contracting corresponds to the value of projects contracted by the programme

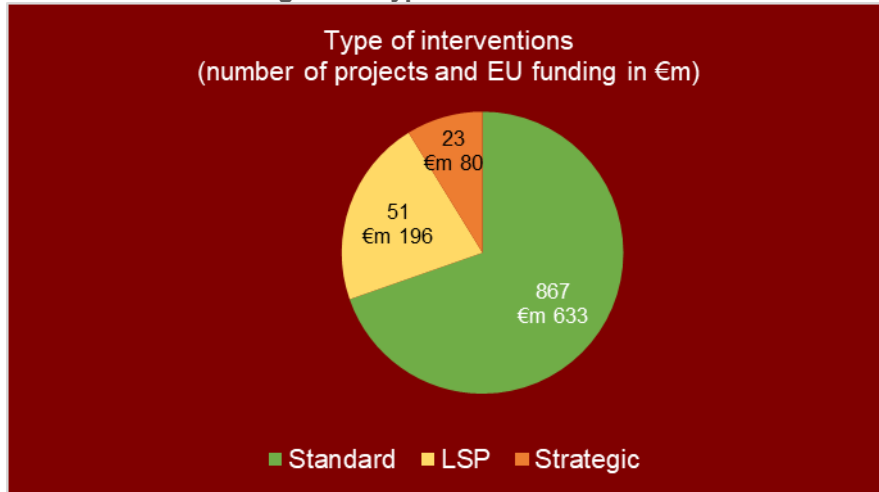
⁴⁹ Disbursement means the amount paid by the JMAs to the projects.

⁵⁰ Including ERDF share of BSR contracts.

⁵¹ Projects selected by the JMCs for their strategic importance to the border areas with strict eligibility conditions regarding nationality and type of partners (e.g. IT-TN: "The strategic projects aim at the implementation of concrete interventions in the territory, within the priorities identified previously by the Joint Monitoring Committee (CSC). These projects are based on the establishment of public-private partnerships, bringing together key actors of change around one of the major challenges of cross-border cooperation. The requirement is that each partnership is composed of a minimum of 4 and a maximum of 8 partners of which at least 2 are based in Italy and at least 2 in Tunisia, in the eligible territories. In addition, at least one of the partners must have a direct responsibility in developing public policies in the thematic areas selected by the Programme. Consequently, for each partnership, the participation of at least one Sicilian Regional Department and a Tunisian Ministry is compulsory. These projects, financed under the program, were selected through calls for proposals".



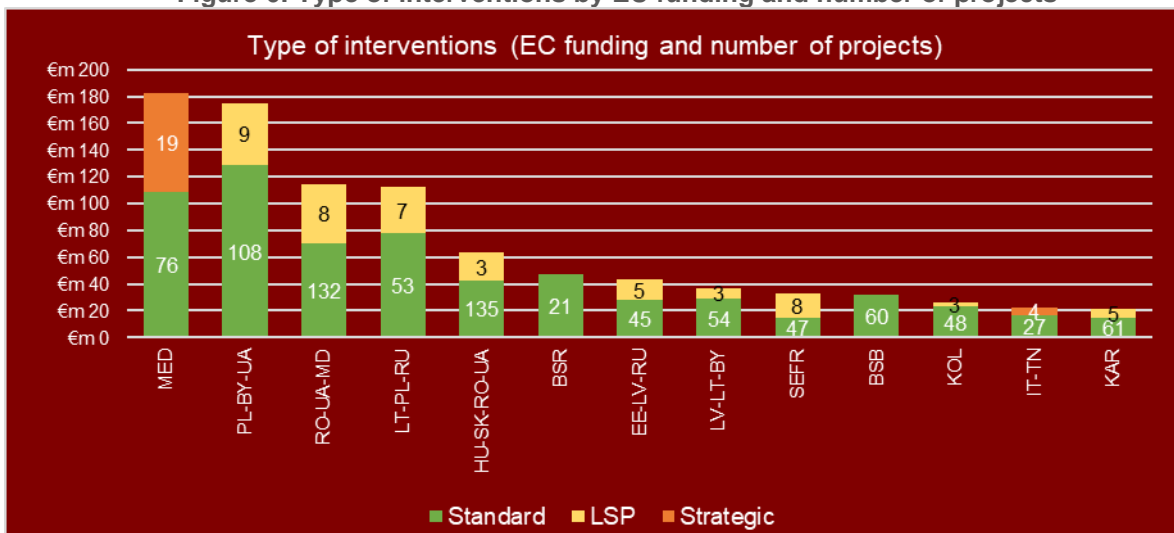
Figure 5: Type of interventions



Source: JMA project data, April 2017

Nine land border programmes implemented LSP for a total value of contracted EU funding of €196m. By contrast, MED and IT-TN implemented strategic projects.

Figure 6: Type of interventions by EU funding and number of projects⁵²



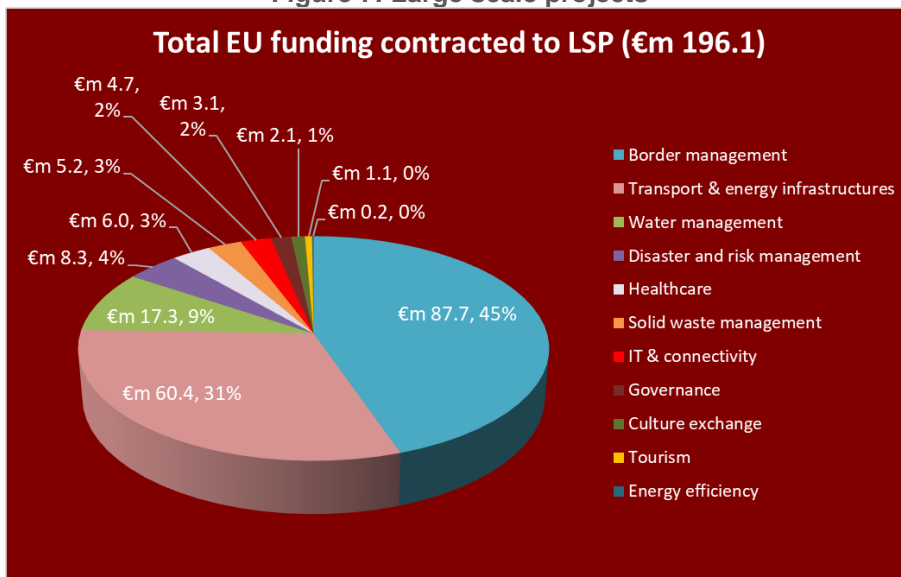
Source: JMA project data, April 2017

76% of EU contracted funding to LSP concerned border management, transport and energy infrastructure as shown in the figure below.

⁵² For BSR, only projects involving ENPI partner countries (i.e. Belarus) are taken into account



Figure 7: Large scale projects



Source: JMA project data, April 2017

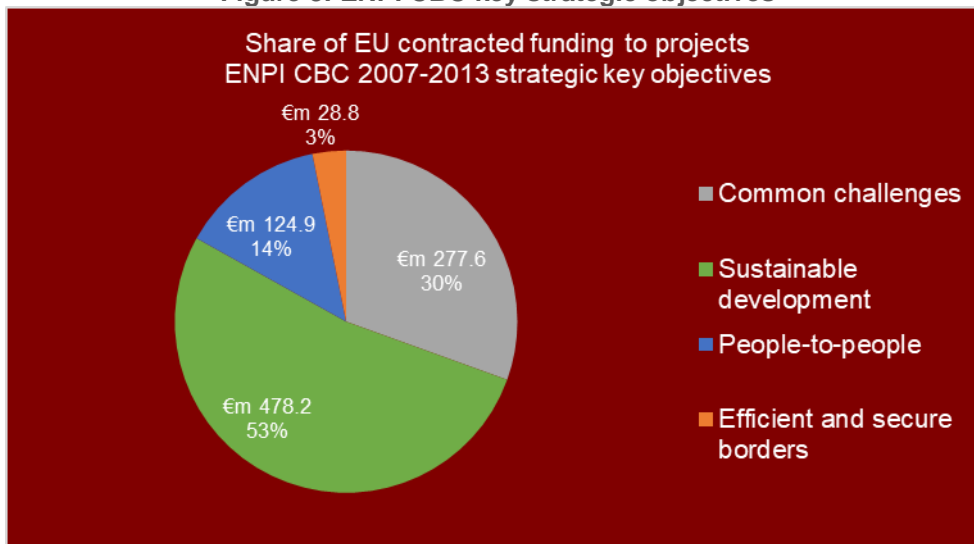
4.2 Sector Analysis

4.2.1 ENPI CBC strategy paper key objectives

The ENPI Strategy papers consisted of four key objectives⁵³: 1. Sustainable development, 2. Common challenges, 3. Efficient and secure borders and 4. People-to-people.

Across the 13 ENPI CBC programmes, sustainable development accounted for 53% of the total funding contracted to projects followed by common challenges (30%) as shown in the figure below.

Figure 8: ENPI CBC key strategic objectives



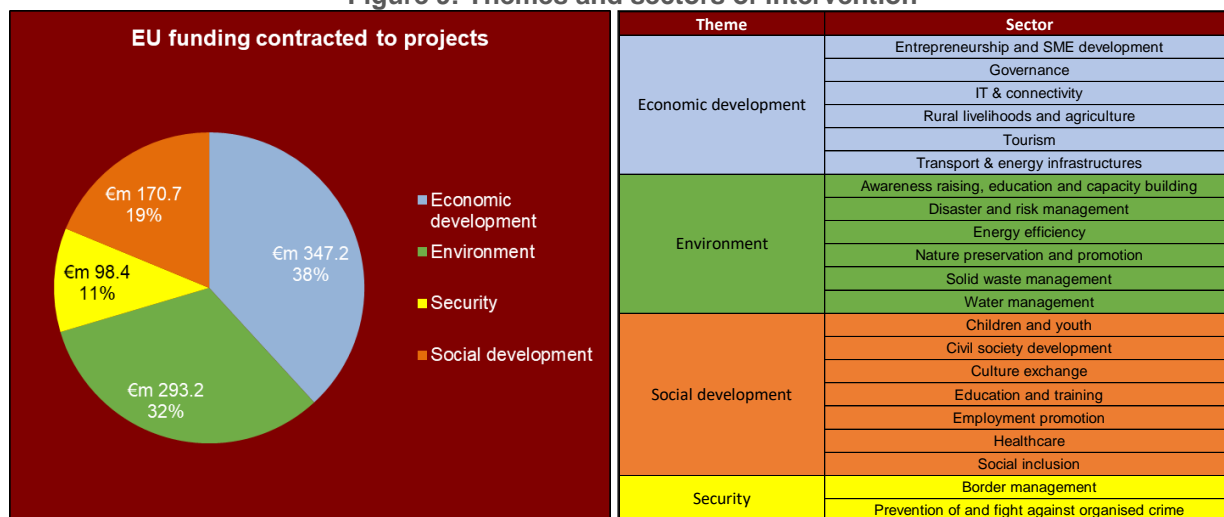
Source: JMA project data, April 2017

⁵³ 1. Promoting sustainable development in regions on both sides of common borders, 2. Working together through joint actions to address common challenges 3. Ensuring efficient and secure common borders through joint actions, 4. Promoting local cross-border "people-to-people" type actions

4.2.2 Projects per themes and sectors

To give a more accurate picture of the programmes' coverage (e.g., the objective 'people-to-people' can encompass many different types of projects), projects in the database were classified according to four themes (economic development, environment, security and social development), each being broken down into a total of 22 sectors as show in the figure below (see Annex 10 for the full definition of themes and sectors).

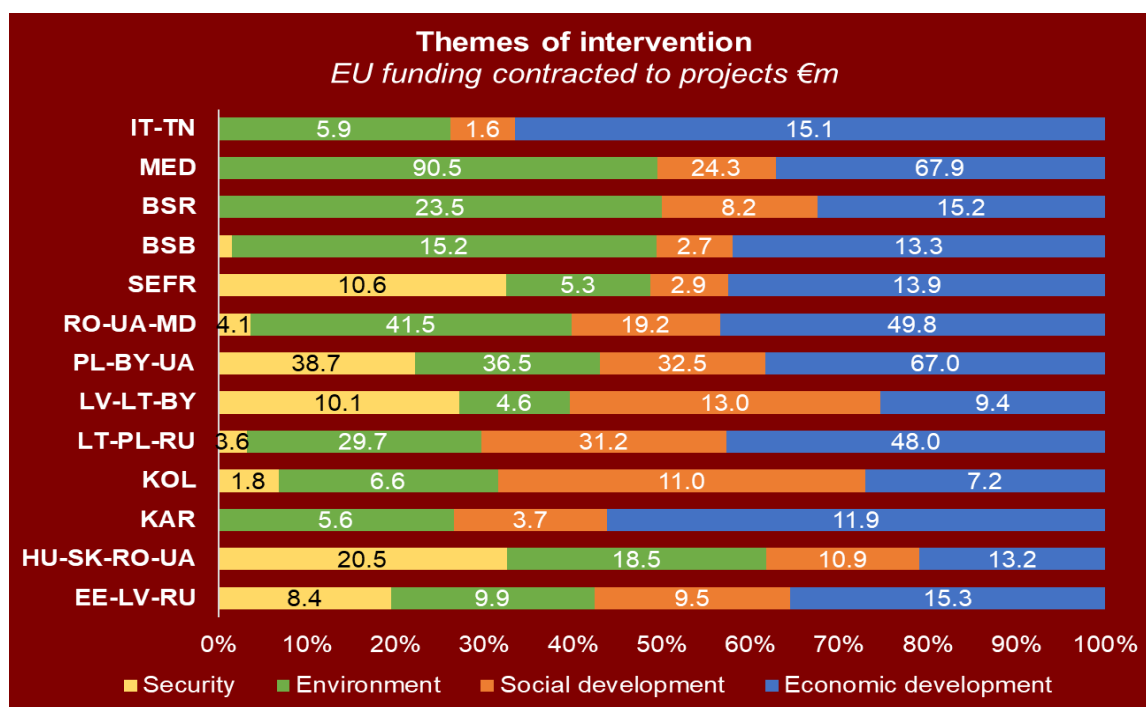
Figure 9: Themes and sectors of intervention



Source: JMA project data, April 2017

In funding terms, the most significant area of intervention of ENPI CBC was economic development (38%) followed by environment (32%), social development (19%) and security (11%). The figure below gives a more detailed breakdown per programme. Further analysis of ENPI CBC figures is presented in Annex 10.

Figure 10: ENPI CBC Themes of intervention



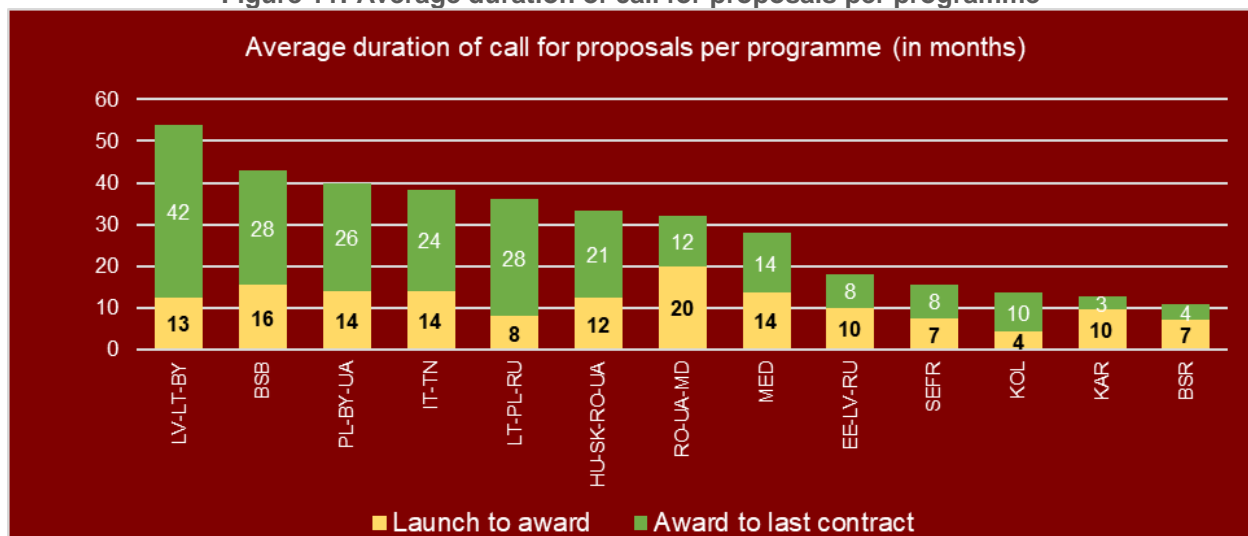
Source: JMA project data, April 2017



4.3 Timeline

The time lapse from the launch of the calls for proposal to the JMC award decisions is 11 months on average. The average duration between the JMC award decisions and the signature of the last contracted project is 17.5 months; ranging from 3 months (KAR) to 42 months (LV-LT-BY⁵⁴).

Figure 11: Average duration of call for proposals per programme



The evaluation and contracting processes typically lasted over a year and a half with some programmes taking well over two years from the time that calls for proposals are launched to contracting all selected projects⁵⁵.

4.4 Analysis of Participation

4.4.1 Levels of participation

The level of participation in the various Programmes was considerable. In total, 4,569 organisations from 36 different countries participated in ENPI CBC projects out of which 2,106 were from ENPI partner countries. More than 29,000 organisations took part in calls for proposals as partners, half of them located in ENPI partner countries⁵⁶. The LSP involved 174 partners from 12 countries⁵⁷.

In total, over 7,000 project proposals were submitted across the 13 programmes; The programme with the largest number of proposals was MED (almost 2,000 proposals submitted across the 3 calls for proposals); RO-UA-MD followed attracting around 1,500 proposals. By contrast, LT-PL-RU, and KAR programmes received less than 250 applications in total.

In the case of LT-PL-RU, HU-SK-RO-UA, EE-LV-RU, BSB, IT-TN and MED, most of the lead applicants were from EU Member States (between 75% and 85%).

The total financial value of the projects submitted was over €7bn⁵⁸.

⁵⁴ In the case of Belarus, there was a separate approval process by Belorussian authorities.

⁵⁵ 21 months elapsed between the launch of the second call for proposals and the first contract under LV-LT-BY. Another 16 months were necessary to contract all projects selected under the second call for proposals. Similar durations are observed under MED, IT-TN, RO-UA-MD and LT-PL-RU. There were improvements in later calls.

⁵⁶ No information related to the number of submissions has been reported for MED, PL-BY-UA, KOL and SEFR programmes. According to the INTERACT ENPI State of Play, April 2014, 29,990 partner organisations applied with the 7,151 lead partner organisations.

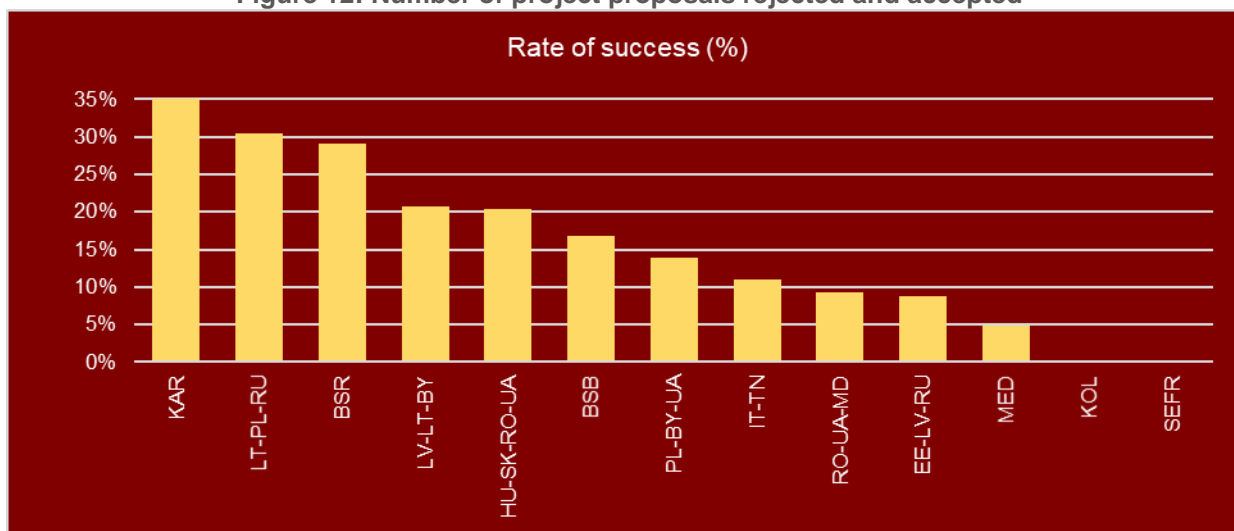
⁵⁷ EE, LT, LV, RU, FI, HU, SK, RO, UA, MD, PL, BY

⁵⁸ Interact ENPI State of Play, April 2014



The success rate⁵⁹ for grant applications varied from programme to programme due to different levels of participation. MED had the lowest success rate, with only 5% of proposals awarded. Four programmes had a success rate of around 10% (RO-UA-MD, EE-LV-RU, IT-TN and PL-BY-UA). The remaining programmes had a higher success rate, ranging from 20% to 35% (LT-PL-RU, HU-SK-RO-UA, BSR, BSB, LV-LT-BY and KAR)⁶⁰.

Figure 12: Number of project proposals rejected and accepted



*no data for KOL and SEFR programmes Source: JMA participation level data, April 2017

4.4.1.1 Number of projects per country of lead applicant

As shown in Map 3, the analysis at country level shows that:

- Most lead partners are located in EU member states. RO-UA-MD has the highest share of lead partners from ENPI partner countries (39%). In other programmes, that share is closer to 25%-30% and sometimes much lower for a few programmes⁶¹.
- Romania, Poland and Ukraine are the three countries with the largest number of lead partners⁶². It is, however, important to highlight the fact that these countries participated in more than one ENPI CBC programme⁶³.

⁵⁹ Number of awarded projects against total number of submitted projects

⁶⁰ No information reported for both KOL and SEFR programmes

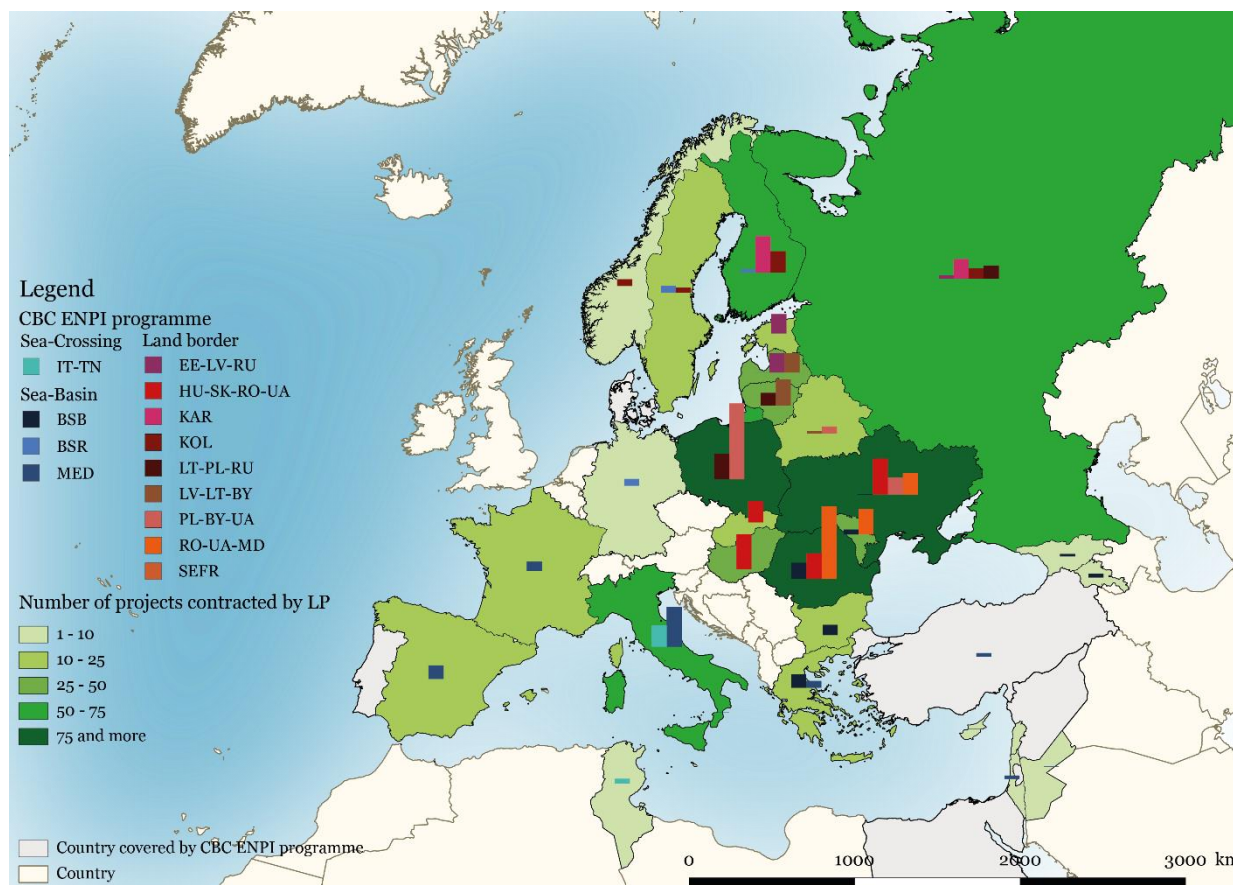
⁶¹ MED (6%), LV-LT-BY (6%), EE-LV-RU (8%)

⁶² 134 projects had lead partners from Romania, 119 projects had lead partners from Poland and 87 projects had lead partners from Ukraine

⁶³ , BSB, HU-SK-RO-UA, RO-UA-MD in the case of Romania, PL-LT-RU and PL-BY-UA in the case of Poland and BSB, HU-SK-RO-UA, RO-UA-MD, PL-BY-UA for Ukraine.



Map 3: Number of projects contracted per country and per programme



Source: © EuroGeographics for the administrative boundaries and CBC ENPI programmes 2007-2013. Map created with QGIS (ETRS89)

As shown in Map 4, there is a much more balanced participation when looking at the total number of partners with half of the partners (2,106) originating from partner countries:

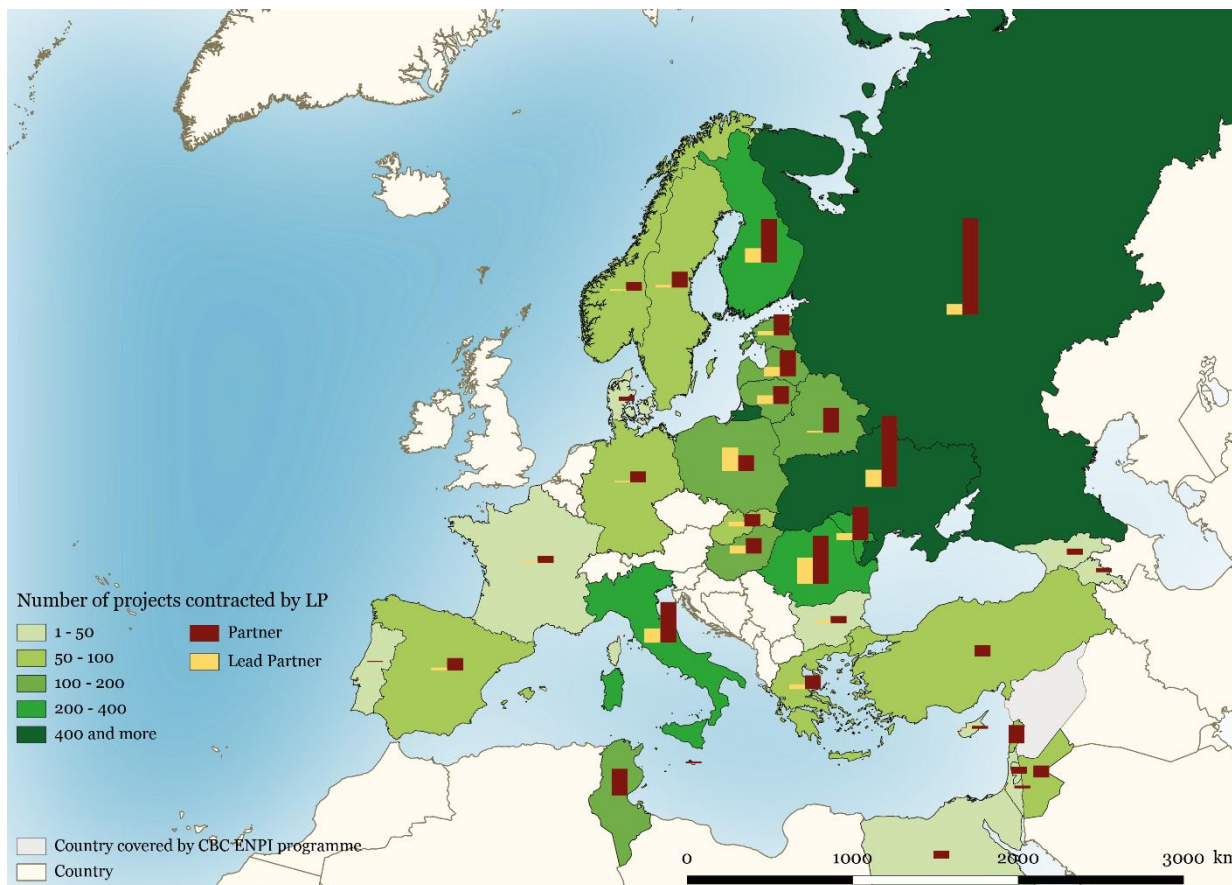
- Russia and Ukraine had more than 400 partners each (respectively 54 and 88 lead partners and 490 and 360 project partners), while Portugal, Malta and Israel had less than 20 partners involved in the ENPI CBC projects.
- Italy, Finland, Romania had more than 200 project partners involved in ENPI CBC projects (206, 221 and 246, respectively).
- Looking at the distribution of EU funding between partners from EU member states and ENPI partner countries, the picture is mixed. While funding is split almost equally between EU and ENPI partners for some programmes⁶⁴, the share of ENPI partner countries in terms of EC contracted funding is much lower for other programmes. This is particularly evident in BSB where 66% of EU funding was contracted to EU project partners and 34% to ENPI project partners. Similarly, for KAR, the ratio is 63%/37% while it is 76%/24% for PL-BY-UA and 84%/15% for LT-PL-RU⁶⁵.

⁶⁴ IT-TN, HU-SK-RO-UA, KOL, MED. IT-TN and MED reserved 50% of their allocations for ENPI partner countries.

⁶⁵ No data is available for SEFR



Map 4: Number of project partners (total) per country

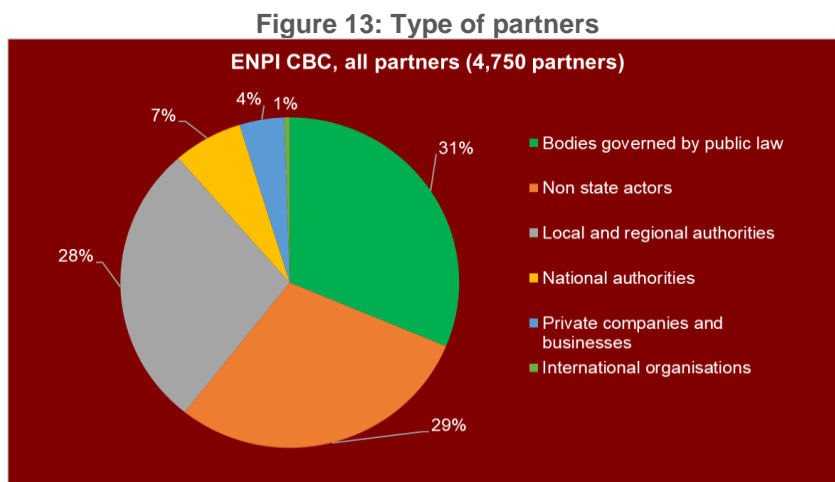


Source: © EuroGeographics for the administrative boundaries and CBC ENPI programmes 2007-2013. Map created with QGIS (ETRS89)

4.4.2 Type of organisation

4.4.2.1 Overall

The three main types of organisations participating in ENPI CBC projects were *bodies governed by public law*⁶⁶, *non-state actors* and *local and regional authorities*. The distribution of organisations between lead partner and project partner is very similar.



Source: JMA project data, April 2017

⁶⁶ These are primarily national authorities and agencies of various kinds, but also universities and research centres.



5 Analysis of ENPI CBC performance frameworks

In the following paragraphs, we examine the legal obligations that ENPI CBC Programmes were required to fulfil with regard to performance frameworks (see 2.7.1 “The theory”) and the way performance frameworks were designed and implemented in practice (see 2.7.2 “The practice”).

5.1.1 The theory

At the programme level, the 2004 ENPI CBC Strategy Paper laid out four key objectives for ENPI CBC⁶⁷, which set the framework for the strategic objectives, priorities and expected results in each programme⁶⁸, and which are the basis for defining the performance indicators that are to be monitored⁶⁹. This requirement was further clarified in the 2007-2013 Strategy Paper & 2007-2010 Indicative Programme, with illustrative examples of specific objectives / priorities and expected results for each key CBC objective. Furthermore, the Strategy Paper & Indicative Programme required programme partners “to set out in each programme the precise indicators relating to: a) the impact of the individual programme and its global objectives; b) the results from the selected priorities and their specific objectives; and c) the outputs from the types of projects to be supported under the operational objectives”⁷⁰.

At the project level, ENPI calls for proposals were subject to the Practical Guide to Contract Procedures for EU External Actions (PRAG)⁷¹, and hence project applicants were expected to complete logical framework matrices with objectively verifiable indicators for their overall objectives, specific objectives and expected results⁷².

In this context, the programme partners were expected to elaborate a hierarchy of objectives (global, specific and operational) and indicators (impact, results and outputs) at the programme level, and during implementation, the project applicants would self-define their own overall and specific objectives, and related indicators.

This presented the programme management structures with two challenges:

1. To develop an intervention logic in the programme document that cascaded from higher to lower levels of objectives and indicators; and
2. To ensure that the projects selected would be consistent with this hierarchy and would contribute to achieving the objectives of the programme.

5.1.2 The practice

In the context of the ENPI CBC strategy guidance:

⁶⁷ Promoting sustainable development in regions on both sides of common borders; working together through joint actions to address common challenges, in fields such as environment, public health, and the prevention of and fight against organised crime; ensuring efficient and secure common borders through joint actions; and promoting local cross-border “people-to-people” type actions (2004 ENPI CBC Strategy Paper, originally set out in COM (2003)393 final, 1.7.03)

⁶⁸ ENPI Regulation, Article 9

⁶⁹ ENPI Regulation, Article 12(2)

⁷⁰ This was accompanied by guidance on the meaning of impact (“long-term focus on changes of structures, improved development, environmental standards and the like”), non-sector indicators (e.g. number of established partnerships, number of successfully implemented CBC projects) and examples of programme indicators related to the CBC key objectives (e.g. regional GDP per capita under ‘economic and social development’).

⁷¹ See ENPI CBC Implementing Regulation (op. cit.), Article 23: “The procedures and related standard documents and contract templates to be used shall be those included in the Practical Guide to contract procedures for EC external actions with annexes in force at the time of the launching of procurement procedures or calls for proposals”.

⁷² Expected results are defined as “the outputs envisaged to achieve the specific objective”



- All the programmes have an overall objective, which is often highly ambitious in the context of the available resources⁷³ or a reformulation of the generic ENPI CBC key strategic objectives⁷⁴.
- The five programmes with specific objectives often rephrase the ENPI CBC key strategic objectives⁷⁵ or articulate them very broadly, without any degree of SMART-ness, so that they cannot easily be measured⁷⁶. Three of the eight programmes without specific objectives formulate objectives under their priorities (thus inverting the usual hierarchy of 1. objectives and 2. Priorities)⁷⁷.
- The level below the specific objectives is priorities⁷⁸, but in many cases, these essentially correspond also to the ENPI CBC key strategic objectives and/or the specific objectives⁷⁹. Even where the coverage is narrower, these priorities typically lack focus, which is necessary to make meaningful use of limited resources⁸⁰.
- Below the priorities are individual measures⁸¹, which are the basis for inviting and selecting project applications.

The review of the programme documents shows that the programme partners have struggled with the programme intervention logic (see **Error! Reference source not found.5**). It should normally be possible to follow the path from overall objective to specific objective to priorities to measures to projects, and vice versa, and to see a clear picture - how the level below contributes to the level above and ultimately the overall objective (vertical logic) and how the combinations within each level (e.g. all the measures under priority X) complement each other (horizontal logic). In practice, however, the vertical logic often lacks causal relationships⁸², while the horizontal logic is not always synergistic (e.g. overlaps in SEFR's 'priority aims' 1.1⁸³ and 1.6⁸⁴). In some cases, the objectives (or 'aims') appear at a level below the priorities.

The disjointed intervention logic has an inevitable knock-on effect on the set of indicators. This is compounded by flaws in the indicators themselves:

- Only few programmes have impact indicators, while the interpretation of impact varies considerably⁸⁵. Taking the example of BSB, given total financing of EUR 27 million over 7

⁷³ **IT-TN overall objective:** "To promote the economic, social, institutional and cultural integration between Sicilian territories and Tunisian territories by supporting a joint sustainable development process around a cross-border cooperation pole"; **SEFR overall objective:** "To promote the position of the programme area as an integrated economic zone and a centre for transportation and logistics in order to strengthen its competitiveness and attractiveness to investors, and to improve the state of the environment and the standard of living and welfare of its citizens."; **KOL overall objective:** "To reduce the periphery of the countries' border regions and its related problems as well as to promote multilateral cross-border cooperation"

⁷⁴ **RO-UA-MD overall objective:** "To improve the economic, social and environmental situation in the Programme area, in the context of safe and secure borders, through increased contact of partners on both sides of the border"; **LT-PL-RU overall objectives:** "1. Promoting economic and social development on both sides of the common border 2. Working together to address common challenges and common problems, 3. Promoting people to people cooperation"

⁷⁵ **IT-TN specific objectives:** "1. Economic and social development, 2. Common challenges and 3. Cooperation people to people"; **BSB specific objectives:** "1. Promoting economic and social development in the Black Sea Basin area, 2. Working together to address common challenges, 3. Promoting local, people-to-people cooperation"

⁷⁶ **EE-LV-RU specific objective:** "Make the wider border area an attractive place for both its inhabitants and businesses through activities aimed at improving the living standards and investment climate"

⁷⁷ BSR, SFR and KAR.

⁷⁸ Programmes without specific objectives define a focus/aim/objective for each priority.

⁷⁹ **KOL priorities:** "1. Economic and social development, 2. Common Challenges, 3. People-to-People Cooperation and Identity Building"

⁸⁰ **BSB priorities:** "1. Cross border support to partnership for economic development based on combined resources, 2. Networking resources and competencies for environmental protection and conservation, 3. Cultural and educational initiatives for the establishment of a common cultural environment in the basin"

⁸¹ apart from KAR, SEFR, KOL, which have "indicative actions"

⁸² LT-PL-RU, LV-LT-BY, KAR

⁸³ "To foster socioeconomic development and to encourage business and entrepreneurship"

⁸⁴ "To promote the preconditions for effective entrepreneurship and the creation of various kinds of accompanying businesses in rural areas"

⁸⁵ In MED, for example, impact indicators include "number of cross-border projects realised" (target 250) and "quantitative and qualitative improvement of connections (goods, people)" (target 10%). No definition is provided for the latter, and it is effectively unmeasurable. By contrast, the BSB programme includes: "number of tourist arrivals" (baseline 13.3 million), "population having access to improved water infrastructure" (baseline 86%); and "enrolment rate in higher education institutions" (baseline 44%).



programme years, 10 countries and 7 measures, the contribution of ENPI CBC activities to the overall objective of the Programme⁸⁶ will be difficult to measure, and the indicators themselves will be heavily influenced by exogenous factors and unforeseen events, such as the Russian-Ukrainian conflict in this case. It is questionable whether programmes should include impact indicators for their global objectives. The measurements set out in the BSB programme, for example, would be better employed as context indicators.

- Only one programme (BSB) has indicators for its specific objectives. However, it could be argued that, as specific objectives hardly differ from the priorities, the most important question is whether indicators exist at one or other level.
- The result and output indicators themselves are often flawed - not clearly defined, lacking in focus, or confusing one with the other. In many cases, this is a by-product of the priority / measure being too broad in its scope. In general, result indicators included in ENPI CBC programmes measure outputs, rather than results (e.g. EE-LV-RU⁸⁷). In some cases (e.g. LT-PL-RU, PL-BY-UA, KAR), programmes include only output indicators and lack targets to measure achievements. Some other programmes include result indicators, but do not provide for quantification of results (e.g. IT-TN). Just a few cases (e.g. MED, BSB, HU-SK-RO-UA, RO-UA-MD) contain a full set of impact, result and output indicators with corresponding targets but with no clear distinction between results and outputs, i.e. what is considered as being indicators of “result” at the level of priorities are in fact close to “output”.

Ultimately, the purpose of indicators is to learn lessons for current implementation and future programming. When included in the programmes, result indicators do not *appear* to have been measured throughout implementation, as evidenced by the Annual Implementation Reports, which do not include a section on effectiveness (and impact).

At the project level, log frames did not link to their programme intervention logic and indicators⁸⁸. This would have required some written guidelines⁸⁹, training events and ad hoc support to ensure that all applicants, all assessors and those beneficiaries whose projects are selected knew how to develop, evaluate and monitor (respectively) their objectives and indicators, in line with the programme’s hierarchy of objectives and indicators.

⁸⁶ “To achieve stronger regional partnerships and cooperation. By doing so, the programme aims to contribute to its key wider objective: “a stronger and more sustainable economic and social development of the regions of the Black Sea Basin””.

⁸⁷ Priority 1: “*To foster socio-economic development and to encourage business and entrepreneurship*” has a results indicator “*number of projects supporting business development and labour market development in the border area*”.

⁸⁸ The issue is partly linked to the PRAG templates which do not foresee such links. They were, however, some inconclusive attempts under the BSB and RO-UA-MD to adapt the application form to create such links.

⁸⁹ There was no such guidance in the individual guidelines for applicants or the RCBI project implementation manual



6 ANSWERS TO EVALUATION QUESTIONS

Preliminary remark: The responsibility for ENPI CBC within the EC was transferred from DG DEVCO to DG NEAR during the ENPI period. References to DG NEAR in the text below apply to both DGs as appropriate.

EQ 1. How effective have the CBC programmes been in achieving their objectives and the outcomes and results envisaged in the target border communities and what have been the main factors affecting the programmes' ability to achieve these results?

Finding 1. ENPI CBC offered an enabling framework for promoting socio-economic development of eligible areas adding an important territorial dimension to the European Neighbourhood Policy. Compared to the previous period, ENPI CBC brought a higher degree of cooperation between EU and partner countries, which contributed to the development of more genuine and sustainable partnerships.

Many participating countries had started cross-border cooperation before ENPI. However, compared to the ENPI period, the amounts available were modest and projects were funded by two different instruments: Interreg for EU member states⁹⁰ and TACIS for partner countries. The launch of ENPI CBC in 2006 represented major progress, since it created a single policy-driven instrument pooling resources allocated to CBC under both ERDF and ENPI.

The ENPI regulation introduced shared management which considerably simplified the administration of CBC programmes. At project level, this made partnerships more genuine and sustainable through the design and implementation of common activities through a single contract involving partners from both sides of the border with a single contracting authority⁹¹. The new instrument was based on a common strategy linked to the objectives of the European Neighbourhood Policy, which gave a clearer framework to participating countries to agree on the objectives and priorities of their cooperation taking into account the specific needs of their border areas.

The ENPI CBC added an important territorial dimension to the European Neighbourhood Policy extending the principles of territorial cooperation developed in the context of the EU Cohesion Policy to the external borders of the EU. Just like Interreg within the EU, ENPI CBC gave local actors an invaluable policy tool to achieve socio-economic development by overcoming border obstacles and tackling common problems by joint cross-border actions.

In contrast to ENPI bilateral and regional programmes where the EC steering role is more pronounced, ENPI CBC left the initiative to the participating countries to define and implement cooperation objectives and priorities. Within this framework, the programmes were instrumental in developing institutional capacities, raising ownership and fostering links among national and regional administrations of participating countries.

Another achievement linked to the specific nature of CBC was to forge enduring cross-border ties between partners despite different national frameworks and rules. This is clear from the number of ENPI partnerships which are being continued under ENI both in the East and in the South. In this context, the role of the CBC in stabilising the neighbourhood need to be considered from a long-term perspective just as the objectives of territorial cooperation within the EU are designed to be achieved over a long time-scale.

⁹⁰ Phare funded the participation of candidate countries before 2004

⁹¹ The BSB is the only programme where projects with Turkish partners were still implemented by means of two contracts: one funded under IPA for Turkish partners and one under ENPI for all the other partners.



Finding 2. ENPI CBC resulted in an impressive number and variety of cross-cooperation projects with a high participation from partner countries. The fact that ENPI CBC achieved these results in a particularly unstable political and economic environment is a testimony to the interest and commitment of CBC stakeholders to pursue cooperation despite external challenges and obstacles, which nonetheless affected the ability of some projects to achieve their results (see Finding 12).

A total of €947.2 million was made available from the EU for funding ENPI CBC 2007-2013 across 13 programmes (see above section 4.1). By the end of 2008, the 13 out of the 15 programmes originally prepared had been officially adopted⁹² and the first calls for proposals were launched in 2009/2010⁹³. The most intensive phase spanned the years 2011-2014 with projects under implementation in all 13 programmes. Altogether, the programmes funded 941 projects⁹⁴ for a total contracted amount of €909.5 million covering a wide range of topics and issues and involving soft and hard investment (see above sections 4.2 and 4.3).

The participation in calls for proposals has been very high (in total, more than 7,000 applications were submitted across all programmes)⁹⁵, attesting the appeal of CBC among stakeholders in eligible areas (see above section 4.4).

The political and economic context experienced during the ENPI period was particularly challenging. The Arab Spring slowed down the implementation of IT-TN and MED⁹⁶ while the conflict in Ukraine disrupted the implementation of programmes involving that country. There was however a strong determination on the part of all CBC stakeholders involved in these programmes to continue the cooperation. The managing authorities demonstrated a lot of pragmatism and creativity in helping project beneficiaries adapt to circumstances and reduce the negative impact of these external events, which nonetheless made it more difficult for projects to implement activities and achieve results.

Political tensions over Ukraine put the cooperation with Russia at risk. However, the programme authorities lobbied the EU for the CBC programmes involving Russia not to be affected by the EU sanctions, reflecting the importance participating countries attached to the cooperation.

Finding 3. One of the major outcomes of ENPI CBC is the strengthening of capacities of CBC stakeholders across the neighbourhood. There is at present a much more solid basis for cooperation compared to the previous period, with well-established programme authorities and more experienced beneficiaries. A high degree of trust and commitment has been achieved among officials from EU and partner countries participating in the cooperation. The interest in CBC remains high across the neighbourhood, despite the difficulties encountered during the ENPI period.

While there was some experience with CBC prior to 2006, the ENPI period achieved remarkable results in developing and strengthening the overall framework for cross-border cooperation with the neighbourhood. All 13 adopted programmes managed to set up management structures in a timely manner in line with the ENPI regulations and establishing effective partnerships among participating countries. Programme authorities acquired considerable experience in managing CBC programmes over the ENPI period, which is benefiting the current period and is likely to carry forward to the next financial perspective.

⁹² The CBC Atlantic and Spain-Morocco programmes were not submitted to the EC.

⁹³ BSR launched its first call in late 2008

⁹⁴ To try and give a more accurate picture of the programmes' coverage, ENPI CBC projects were classified according to four themes (economic development, environment, security and social development), each being broken down into a total of 22 sectors (see Annex 10) for the definition of themes and sectors). Security includes border management projects and prevention of and fight against organised crime.

⁹⁵ RCBI, ENPI CBC State of Play, 30 April 2014

⁹⁶ The Syrian civil war barred that country from the cooperation and destabilised neighbourhood countries in the region



Understanding implementing rules as well as their own duties and developing mutual trust - an essential element for the success of the cooperation - was a learning process for all JMC members, which took longer for programmes with less experience of CBC and/or involving more participating countries. Programme authorities have developed long-lasting relationships which is facilitating the implementation of the new programmes.

Faced with the day-to-day challenges of programme and project implementation, the JMAs/JTs and their branch offices have become much more knowledgeable and experienced with the nitty-gritty of EU and national rules and the procedures on which the cooperation is based. Given that there is overall a good staff retention rate, JMAs/JTs are much better equipped than they were 10 years ago to administer and organise the cooperation.

A similar trend can also be observed at project level. Experience from ENPI has been beneficial to the organisations that took part in the cooperation. There are many examples of project partners applying to new calls for proposals – often taking up the leading role – after a first successful cooperation. The response to calls was on the increase throughout the ENPI period and the first indications of the new calls suggest that this trend is not reversed under ENI. More significantly, there are also signs that organisations from partner countries are now more confident to apply as lead partner than they were ten years ago⁹⁷. ENPI CBC was instrumental in developing project management skills with the less experienced partners gaining from the exchange of information and practices which took place within the partnership.

Neither the difficulties sometimes encountered during implementation nor the political developments in the neighbourhood have diminished the fundamental willingness of participating countries to cooperate as attested by the smooth transition to ENI.

Geo-political realities, however, continue to weigh on some programmes: Russia and Azerbaijan are still not participating in the BSB programme and while Russia decided to participate in the BSR programme, Belarus has lost interest⁹⁸. Morocco, Algeria and Turkey, which did not take part in ENPI CBC MED, or had a modest participation, are unlikely to participate in the new programme.

Finding 4. While the effectiveness of projects (and ultimately programmes) was affected by complex legal and regulatory frameworks, which was particularly challenging for less experienced partners, there are many examples of successful cooperation delivering worthwhile outputs and results. It can therefore be safely argued that all programmes have achieved some results in fostering economic development, addressing common issues and intensifying contacts across the border. Hence, the programmes appear to have achieved their own objectives to some degree, but the extent is difficult to gauge due to insufficient performance data.

Despite the improvements introduced by ENPI, the legal and regulatory frameworks in which projects were implemented remained complex and burdensome. Interpreting EU and national rules and understanding how to apply them in the context of the cross-border cooperation was a challenging task for all CBC stakeholders (see Finding 9). This complexity very often slowed down the implementation of programmes and projects and sometimes affected the achievement of results. The implementation of large-scale projects was particularly demanding and, in a few cases,, the bureaucratic processes involved proved too impractical and time-consuming to ensure the success of the cooperation.

⁹⁷ Information from MED MA and PL-BY-UA branch office in Lviv.

⁹⁸ The decision of Belarus not to join the new BSR programme is not related to geo-political factors strictly speaking. The increased responsibility of partner countries in terms of management and control systems introduced by ENI regulation is considered too onerous by Belarusian national authorities in relation to the budget available for the country. Belarus, however, is participating in the ENI LV-LT-BY and the PL-BY-UA programmes.



There is, however, substantial evidence of effectiveness at project level which can be garnered from monitoring/evaluation reports. A few examples are presented below:

- Under KOL, transport infrastructure was upgraded between Finland and Russia (*reconstruction of the road Kandalaksha-Alakurtti-Salla checkpoint*) and power and research capabilities developed in the wind energy sector (*North-West United Power Generation Company*); and cross-border networks developed in tourism and agriculture (*AgroPark Alakurtti*).
- Under LV-LT-BY, the results evidenced at project level include improvement of cross-border checking conditions (e.g. “*construction of Švendubrė seasonal river border crossing point and Bugieda berth*”), increased opportunities for innovation and stronger cross-border networks for exchanging information and building up partnerships (e.g. “*innovation networking for economic Development*”) and increased health care across border areas (e.g. “*Improving the system of volunteer care for vulnerable in Lithuania, Latvia and Belarus*”).
- Under BSR, the project *Amber Cost Logistics* was effective in identifying Belarus’ shortcomings regarding its accessibility for major BSR transport corridors. By establishing a fair diagnosis of Belarus’ transport and logistic networks and regulatory framework, the project helped promote Belarus’ potential as a transit country and provider of logistic services in the region.

Projects visited in the framework of the case studies carried out by this evaluation confirmed the effectiveness of the cooperation across several programmes and sectors:

The tourism development projects funded in the Carpathian Mountains under two different CBC programmes⁹⁹ achieved worthwhile results that benefited the target groups in the border area.

The projects delivered their planned outcomes, thereby resulting in an improved promotion of the region, enhanced services offered to tourists, more diversified tourism products and enhanced qualifications of staff involved in the tourism sector. The effective cross-border partnerships enabled a broad range of Ukrainian partners to gain experience and strengthened their management capacities.

Case study on ENPI CBC and tourism development in the Carpathian Mountains

Effective projects were also observed in the south, for example, in the sea food sector.

The strategic project BIOVecQ (IT-TN) established a cross-border virtual laboratory which is fostering research cooperation between experts from Tunisia and Italy on sea food quality assurance. The Club Bleu Artisanal (IT-TN) contributed to integrate the fishing and tourism sectors by creating a value chain between local fishermen and the local hotel and catering industry with a quality label.

Case study on ENPI CBC and the environment¹⁰⁰

The border crossing infrastructure projects implemented in the framework of the SEFR have succeeded in strengthening capacities in line with the objectives of the partner countries involved:

In general terms, the upgrade of the border control infrastructure has increased the capacity of the border crossing points to handle larger volumes of passenger and freight traffic more efficiently and safely. It has also increased the capabilities of the border management institutions to deal with such larger volumes.

Case study on ENPI-funded border crossing projects

⁹⁹ PL-BY-UA and HU-SK-RO-UA

¹⁰⁰ Both Biovecq and Club bleu are classified as environment projects in the evaluation database. However, there were funded under the programme priorities “*Innovation and research*” (Biovecq) and “*Development and integration of economic systems*” (Club Bleu)



ROM reports derive conclusions at programme level from the projects' collective performance. For instance, ROM reports indicate that ENPI-CBC programmes are likely to achieve, or even exceed in some cases, their specific objectives and operational outcomes (e.g. LT-LV-BY). Both JMAs and project partners also have positive impressions of effectiveness. The web survey conducted as part of the desk analysis finds that over 80% of the JMAs consider that their ENPI CBC programmes fully or almost fully fulfilled their objectives, while all project partners involved in the survey consider that their project achieved its results as envisaged in the original plan. Unfortunately, however, there is an absence of reliable, hard evidence to support these impressions. It is difficult to construct a comprehensive picture of programme effectiveness, due to weaknesses in the performance frameworks at programme level (shortcomings in both the intervention logic and the indicators) and the disconnect with the project level (Finding 13).

EQ 2. What has been the added value of the INTERACT ENPI and RCBI technical assistance projects to the effective functioning of the programmes?

Finding 5. Both technical assistance facilities contributed positively to the effective functioning of the programmes as acknowledged by programme management structures. RCBI eased the transition from programming to implementation for management structures and made up for the lack of capacities and experience of some programmes. INTERACT ENPI facilitated a common understanding and interpretation of rules and procedures among programmes most of the time, and contributed to a more efficient communication with the EC and a better flow of information among ENPI CBC stakeholders at programme level.

Launched before the start of ENPI CBC, **RCBI** played a useful role during the programming process in training and advising officials from partner countries involved in developing the JOPs and setting up management structures. RCBI also provided crucial support during the preparation and launching phase of calls for proposals, training potential applicants and helping them identify partners and set up partnerships. This certainly contributed to improving the quality of projects submitted¹⁰¹. Awareness-raising and training activities carried out by the TA facility contributed also to the very high participation of applicants from partner countries in the calls for proposals. The assistance was flexible in responding to needs - programmes with low capacities, experiencing difficulties in disseminating information about upcoming calls and reaching out to potential applicants tended to use RCBI more often¹⁰². In this sense, RCBI contributed to making up for the lack of capacities which existed particularly with new programmes, and especially at the start of their implementation. Without such assistance, some management structures would have struggled to fulfil their basic obligations towards applicants and beneficiaries, particularly in the early days of implementation.

INTERACT ENPI project successfully built the network of programme management structures, organising one or two major conferences per year involving all programmes, as well as regular expert meetings, learning events and advisory services targeting specific programmes or topics. The TA projects set up and managed thematic networks and laboratory groups of programme authorities' staff and organised according to specific management themes (finance and audit, LSPs, procurement, monitoring and evaluation, management and control systems, communication and visibility), about which the TA project also developed working papers.

These activities facilitated a common understanding and interpretation of rules and procedures among programmes – although this sometimes proved difficult to achieve (see Finding 7) - and contributed to a more efficient communication with the EC and a better flow of information among ENPI CBC stakeholders. However, INTERACT ENPI did not always succeed in harmonising approaches among programmes as illustrated by the unsuccessful attempt to coordinate

¹⁰¹ This is also the opinion of the majority of ENPI stakeholders who took part in the web survey or were interviewed during this evaluation.

¹⁰² For example, BSB which started implementation without a JTS and relied a lot on the support from RCBI (and INTERACT ENPI) given its wide geographical scope.



derogation requests and adapt PRAG templates to CBC specificities. The possibility of sharing experiences and discussing common implementation issues with other programmes was underlined by all management structures as an extremely useful contribution of the INTERACT ENPI.

The project's experts participated in almost all JMC meetings, reviewing documents before their submission to JMC members for approval and providing ad hoc advice during discussions on steps to be followed or rules to be respected. Further assistance to JMAs included reviewing guidelines for applicants, advising managing authorities with request for derogations, drafting rules of procedures, training assessors/evaluation committees, observing evaluation meetings, etc. This support was flexible and demand-driven, prioritising programmes that were lagging in implementation and/or countries with specific capacity building needs. These activities certainly contributed to improving the effectiveness of programme implementation.

The networking activities were related to programme management and implementation. There was hardly any work done on the capitalisation of project/programme results and exchange of CBC best practices in this area. This is understandable given that the programmes were under implementation and there were few results. Moreover, the capacities of INTERACT ENPI after 2011 were mobilised to support the EC and participating countries in preparing for ENI 2014-2020. However, the facility compiled programme data to produce comprehensive overviews of ENPI CBC implementation ('ENPI CBC state of play'). It also connected ENPI CBC to Interact programme's Keep.eu database¹⁰³. These efforts were instrumental in disseminating information about ENPI CBC activities and results. Visibility was also enhanced through a dedicated ENPI CBC web page within the Interact website and support with communication and visibility activities carried out by the programmes.

Finding 6. The rationale for having two strands of assistance – one supporting programmes in reaching out to stakeholders in partner countries (RCBI) and the other directed at coordination, networking, exchange of information and consistency of approaches among programme management structures (INTERACT ENPI) - appears justified, although the fact that the assistance was delivered by two different TA projects and according to different calendars created some confusion among stakeholders and reduced efficiency. The decision to have only one technical assistance facility responsible for both strands under ENI was well justified.

There were huge needs for assistance when ENPI CBC was launched in 2006. While the previous CBC programmes had developed some capacities in EU and partner countries, the introduction of shared management and single-contract project changed the nature of CBC. The EC rightly decided to prioritise CBC final beneficiaries in partner countries where capacities were weaker, as there were concerns about the level of their participation in calls for proposals. RCBI's scope of work also included support for participating countries to set up management structures and programme the cooperation. The second TA project (INTERACT ENPI) was designed to promote coordination, networking, exchange of information and consistency of approaches among management structures based on the experience of Interact, the facility for Interreg programmes.

The timing of both projects was not optimal. INTERACT ENPI networking activities would have been useful already during the ENPI programming process. This was remedied partly by RCBI ensuring coordination and providing support to JMAs on an individual basis during this phase, but no major networking event was organised before INTERACT ENPI started. That the new project clearly filled a gap in this respect is clear from the JMAs' appreciation of these events when they were first organised. However, INTERACT ENPI's late and somewhat difficult start¹⁰⁴ created

¹⁰³ keep.eu compiles data regarding projects and beneficiaries of EU cross-border, transnational and interregional cooperation programmes within the EU, and between Member States and neighbouring countries.

¹⁰⁴ The project got poor marks when it was evaluated by ROM in November 2011



confusion among stakeholders who did not always understand the scope of the new project and the division of responsibilities with RCBI. There were expectations that INTERACT ENPI would replicate RCBI support for final beneficiaries from EU countries¹⁰⁵. Other stakeholders assumed that the project would be implementing activities based on the Interreg/ Interact model.

Over time coordination mechanisms were established and responsibilities clarified. Both EC TA projects maintained a high degree of communication to ensure there was no overlap and their respective resources were optimised for the benefit of programmes and their beneficiaries.

The closure of RCBI in 2012 when implementation of projects was in full swing may also have been premature, as the need for support was still apparent for some programmes with low capacities and/or wide programme area to cover. Almost all ROM reports identified the need for more assistance to project beneficiaries during implementation. Without RCBI, JTSs and their branch offices were left on their own to provide further support with project management, monitoring and reporting to their final beneficiaries. Considering that most beneficiaries in partner countries are not lead beneficiaries, the only support available to them was through the branch offices, which typically had limited responsibilities and capacities.

Finding 7. In their supportive role, the EC TA projects were not always able to provide accurate and timely clarifications and instructions to programme management structures and final beneficiaries, which occasionally affected programme implementation.

One of the main criticisms of the EC TA projects, as articulated by management structures and project beneficiaries, related to the timing of advice and support which did not always reach their target groups when needed. The late responses from the TA projects can be attributed to the fact that many problems became apparent only as the implementation progressed. Moreover, it was not always an easy task to clarify issues and provide consistent answers across so many programmes. Another problem was that the TA projects often required prior guidance and, in specific cases, approval from the EC or national authorities before sharing information and disseminating guidelines and tools among stakeholders¹⁰⁶. Delays in obtaining such guidance/approval made it difficult for the TA projects to always respond timely to needs (see Finding 14). The ex-ante approval granted for some topics by the EC to INTERACT ENPI partly solved the problem.

EQ 3. To what extent have the joint CBC programmes been implemented in a well-managed, cost-effective and timely manner?

Finding 8. All programme management structures managed to organise their cooperation in line with the ENPI regulations and they all deserve praise for achieving high contracting rates. There are of course variations in the level of performance from one programme to another which are reflected in the effective use of funds. Land border bilateral programmes with already well-established cross-border links and previous experience of CBC under Interreg/TACIS encountered the least problems, while the implementation of new programmes and/or many participating countries was more complex and strenuous, putting the inexperienced management structures under considerable strain. The implementation delays experienced across almost all programmes, and the need for extending implementation deadlines, reflect the late start of programmes and the difficulties encountered during implementation.

The fact that all 13 programmes managed to complete the ENPI implementation cycle with very high contracting rates is an achievement, especially bearing in mind that some programmes did

¹⁰⁵ According to several JMAs, there was a need in this area which was never covered during the ENPI period

¹⁰⁶ For example, the dissemination of Guides on national procurement was delayed due to slow or lack of response from national authorities



not exist before ENPI and had to start from scratch (MED, BSB, IT-TN) or were launched under a new set-up (HU-SK-RO-UA¹⁰⁷, EE-LV-RU, LT-LV-BY, KOL¹⁰⁸ and RO-UA-MD¹⁰⁹). All programmes had to implement the cooperation under a new framework that was considerably different from the previous period. The process of setting up management structures¹¹⁰ was easier for programmes with earlier experience of CBC but harder and more time-consuming for new programmes. There were delays in setting up some JTSs and branch offices which affected the efficiency of implementation in the early days. For example, the PL-BY-UA branch office in Lviv (Ukraine) and the LT-PL-RU branch offices in Olsztyn (Poland) and Vilnius (Lithuania) were not operating when the first call was launched, which reduced the participation of organisations from these partner countries. A few management structures remained fragile throughout the period, experiencing difficulties in handling the workload, particularly at the evaluation stage, and facing staffing and/or organisational issues that undermined their capacity to respond effectively to the challenges of programme implementation. This was the case of the BSB programme which functioned with a staffing level inadequate for such a large programme, incurred destabilising administrative reshuffles and never managed to maintain a permanent JTS.

In the case of BSB and MED, the national authorities played a much more active role than in land border programmes, acting *de facto* as programme branch offices¹¹¹ and often assisting applicants and beneficiaries with very specific management issues. The Turkish national authorities¹¹² played an important role during the implementation of BSB projects in Turkish eligible areas, monitoring projects and providing technical support to beneficiaries.

According to the beneficiaries, the support from the programme authorities was good and effective, although certain partners considered necessary to increase staff in the Tunisian contact point, in particular having two people working full time only on financial and administrative tasks. The role of the National Authority in Tunisia was also considered very important to facilitate the contact among partners.

Case study on ENPI CBC and the environment

Given that the ENPI Implementing Rules were adopted only in August 2007, the programme implementation phase did not start until late 2008 for the majority of programmes¹¹³. The late signing¹¹⁴ and slow ratification of financing agreements (FAs) reduced further the implementation phase of many programmes given that no contract can be signed before the signing/ratification of the FA. For example, the year 2009 was lost to implementation for KAR, SEFR and KOL with the FA signature occurring only in late November¹¹⁵. Likewise, it took two years for Russia to ratify the FA for the EE-LV-RU programme, which delayed the first call for proposals until August 2010. One year was necessary for the signing of the IT-TN FA by Tunisia. The process under MED involving seven countries also stretched until the end of 2009.

Eight programmes had launched their first calls for proposal by the end of 2009¹¹⁶ and the remaining five by August 2010¹¹⁷. The most intensive phase of project implementation spanned

¹⁰⁷ Romania was not part of the cooperation initiated by Hungary, Slovakia and Ukraine under the Interreg III Neighbourhood Programme 2004-2006

¹⁰⁸ KOL 2000-2006 was a sub-programme of Interreg III A North

¹⁰⁹ Interreg III Neighbourhood programmes with Estonia, Latvia and Romania were all bilateral programmes. While the participating countries in remain the same for ENPI CBC PL-BY-RU, LT-PL-RU and LV-LT compared to the Interreg III Neighbourhood Programmes, the eligible/adjacent areas changed. BSR also started under Interreg III but without the participation of Belarus.

¹¹⁰ JMA, JMC, JSC, JTS, branch offices, national info points.

¹¹¹ Given the number of countries involved, it was not possible to open a BO in each of them.

¹¹² Ministry for EU Affairs and CFCU

¹¹³ The execution period starts upon adoption of the programme by the EC. Most programmes were adopted in the second half of 2008.

¹¹⁴ All FAs were signed within the deadline set in the regulation art. 10.2 i.e. within one year of the Commission decision adopting the joint operational programme (N+1 rule).

¹¹⁵ The three FAs were signed on the EU-Russia Summit in Stockholm 18 November 2009

¹¹⁶ MED, HU-SK-RO-UA, BSB, RO-UA-MD, IT-TN, PL-BY-UA, LT-LV-BY. BSR launched its first call in February 2008.

¹¹⁷ KOL, SEFR, KAR, LT-PL-RU, EE-LV-RU.



the years 2011-2014 with projects under implementation in all 13 programmes¹¹⁸.

As at April 2017 (the most recent available data), contracting rates were close to 100% of the funding allocated for all programmes. Considering the complexity of CBC implementation and the geo-political instability that characterised the implementation period, such a result is no small feat. The situation is however more mixed when looking at disbursement rates¹¹⁹ outside TA. Five programmes have disbursement rates above 90%¹²⁰, six others between 80% and 85%¹²¹, and only two programmes below 75%¹²². Overall, 81% of the EU allocation to projects¹²³ had been disbursed by April 2017 (€703 million). These figures, however, are not final since 146 projects were still ongoing in April 2017¹²⁴. Only when all programmes are closed will it be possible to measure the real absorption of ENPI CBC funding. Moreover, allowances should be made for currency fluctuations when looking at disbursement figures¹²⁵.

By April 2017, the amount of project expenditures approved by JMAs stood at 75% (€645.9 million) of the allocation to projects. From this point of view, not all programmes managed to maximise the use of funds available to them although again these figures are not final. One issue which contributed to lower disbursement/spending rates¹²⁶ is the fact that it was not possible for programmes to reinvest the savings from projects after expiration of the contracting deadline for projects phase set in the regulation.

All programmes experienced implementation delays of varying degrees and nature, which motivated the EC to prolong the programme implementation phases. Except for BSR and KAR, the implementation phase for projects had to be extended by one year¹²⁷ for five programmes¹²⁸, by two years for three programmes¹²⁹ and by three years for another three programmes¹³⁰. The end of the execution period¹³¹ was postponed by one year for two programmes¹³² and by two years for three programmes¹³³.

The next findings analyse some of the factors that slowed down the pace of implementation in addition to the late start of programmes already mentioned above.

Finding 9. A major challenge for all CBC stakeholders was to learn how to implement programme/project activities in line with EU requirements while, at the same time, ensuring compliance with national regulatory frameworks. At project level, the JTSs and their branch offices played a crucial role in managing contracts and supporting beneficiaries to overcome the difficulties of implementation.

The use of PRAG provided a clear framework for the implementation of the cooperation. However, in practice, it proved difficult for the management structures to adapt PRAG procedures and

¹¹⁸ Project implementation before 2011 occurred only under three programmes: BSR (1st project starting on 01/01/09), HU-SK-RO-UA (1st project starting on 15/07/2010), KOL (1st project starting on 26/11/10). By the end of 2014, project activities were completed under three programmes only: BSR, EE-LV-RU and SEFR (the latter apart from one LSP).

¹¹⁹ Calculated as the ratio of funding transferred to projects against original allocations based on data provided by JMAs in March/April 2017.

¹²⁰ EE-LV-RU (5 ongoing projects), KAR, LV-LT-BY, SEFR (1 ongoing project), LT-PL-RU (12 ongoing projects)

¹²¹ RO-UA-MD, BSR, KOL, BSB, IT-TN, PL-BY-UA

¹²² MED (72 ongoing projects), HU-SK-RO-UA (28 ongoing projects).

¹²³ €m 865.8

¹²⁴ Under seven programmes: BSB, EE-LV-RU, LT-PL-RU, MED, HU-SK-RO-UA, RO-UA-MD, PL-BY-UA

¹²⁵ Currency devaluation in some partner countries (e.g. Ukraine, Tunisia) decreased the disbursed amounts reported in EUR.

¹²⁶ Disbursement rate is the amount transferred to projects against original allocations while spending rate is the amount of authorised expenditures against original allocations.

¹²⁷ The end of implementation period for projects was originally 31/12/2014

¹²⁸ 31/12/15: KOL, SEFR, LT-LV-BY, EE-LV-RU, LT-PL-RU

¹²⁹ 31/12/16: MED, IT-TN, BSB

¹³⁰ 31/12/17: HU-SK-RO-UA, RO-UA-MD, PL-BY-UA. The extension concerns only LSPs.

¹³¹ Originally set in the regulation on 31/12/2016

¹³² From end of 2017 to end of 2018 (MED, IT-TN)

¹³³ Until the end of 2019 (HU-SK-RO-UA, RO-UA-MD, PL-BY-UA)



templates to the specificities of ENPI CBC. Major issues, for example, arose when drafting the grant contract special conditions which required frequent derogation requests to the EC to deviate from EU contract general conditions. INTERACT ENPI tried to facilitate the approval process and ensure consistency of approaches. The attempt to produce a common ENPI CBC contract¹³⁴ approved by the EC - so that there would be no more need to seek derogations programme by programme - was unsuccessful.

At project level, applicants and beneficiaries often complained about the complexity of implementation rules and procedures and their interpretation and application by managing authorities. It required time for less experienced projects to get familiar with ENPI CBC requirements, especially when they differed from their own national practices. One of the major challenges was linked to the submission of narrative and financial reports, which was very demanding and time-consuming for projects with less experienced partners and often created cash-flow difficulties for beneficiaries when there were delays in the approval process (either due to requests for clarifications from managing authorities¹³⁵ or because of under-capacitated management structures).

Compliance with the national framework of partner countries was also challenging. It took time for management structures to clarify national rules and seek solutions when they conflicted with EU project requirements. Guidance to beneficiaries on these topics was crucial for the success of projects, especially because many of these rules were bureaucratic and complicated the implementation of activities. In Ukraine but also in countries like Tunisia and Lebanon, for example, transferring part of the grant to partner public entities had to take place via the Treasury through a time-consuming procedure which delayed payments to final contractors.

The project BIOVecQ (IT-TN) met difficulties in transferring funds from Tunisia to the other EU partners. A solution was found through an agreement with the central bank with the opening of an account in euro. Other issues pointed out by the Tunisian partners were the very low per diem, calculated according to national standards and insufficient to cover travel costs encountered in Europe, and the difficulty in obtaining VAT exemption forms from the customs office. In Ukraine, until recently funds allocated to public institutions were considered government-owned and held by the Ukrainian Treasury and project partners needed a permission from the Treasury to utilise the funds. The delay in granting this permission prompted the partners to request an extension of the project's duration, as was the case under "Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route".

Case studies ENPI CBC and the environment and ENPI CBC and tourism development in the Carpathian Mountains

In programmes involving Russia and Finland, some Finnish partners had to make payments to the Russian contractors on behalf of the Russian partner, as the latter was unable to open an EUR account¹³⁶. Different accounting practices often complicated the communication between partners from the EU and the partner countries during the preparation of the financial report.

In Belarus, the administrative environment was particularly challenging for project beneficiaries. Making bank transfers or securing VAT exemption involved complex procedures. The highly centralised and top-down decision-making process in the Belarusian administration affected the efficiency of projects involving state bodies which were most of the beneficiaries. The lack of clarity regarding the procurement rules to be applied complicated the implementation of activities in some instances. Different procurement procedures applied in Belarus and Ukraine depending on whether EU or co-financing money was being used to purchase goods or supplies.

¹³⁴ Initiated by the BSB programme. The BSB JMA also developed a template for expenditure verification consolidated report at project level which was integrated into PRAG (PRAG Annex VII).

¹³⁵ In some occasions, these requests were concerning trivial matters and unnecessarily delayed approvals of payments.

¹³⁶ A similar issue was experienced by some Estonian partners of border crossing projects



Finally, the cooperation was often undermined by administrative and physical barriers. Visa requirements and long border checks often limited the ability of partners to meet and organise joint activities within the short time-frame of projects (see also Finding 22).

JTSs played a crucial role in the management of contracts, checking that EU rules were well understood and applied, and processing requests for amendments. The latter activity brought a certain amount of flexibility to the management of projects, increasing their efficiency (provided the requests were submitted and processed on time) which was highly appreciated by the beneficiaries. Most addenda were about budget reallocation, change in partnership and/or staff and minor modifications to project activities.

Project beneficiaries highly valued the training organised by JTSs – often in cooperation with the RCBI – on key project management topics (financial management, procurement, reporting, monitoring, visibility, etc.). Ad hoc support and advice from JTSs was instrumental in overcoming the difficulties of implementation. Without this day-to-day assistance, many projects would have struggled in fulfilling their contractual obligations, particularly in partner countries where capacities were weaker. There were issues, however, where support from the JTS was considered insufficient by project beneficiaries, for example, in solving conflicts within partnerships¹³⁷.

While their scope of intervention was restricted by the regulation, the branch offices provided useful support to applicants and beneficiaries of partner countries, which was crucial to ensure a balanced participation in calls for proposals. Given the low level of experience in EU project management, the presence of branch offices was often crucial for the success of projects, as they provided a useful bridge between the requirements of the programme and the day-to-day reality of project implementation in the partner country's environment. ROM praised, for example, the performance of Arkhangelsk's and Murmansk's branch offices under the KOL programme in reaching out to potential applicants and providing much needed support during implementation¹³⁸.

Likewise, the PL-BY-UA branch office in Lviv visited during this evaluation was a well-established structure with experienced and motivated staff and a network of contacts in the region which can be activated during calls for proposals and partner searches.

Finding 10. The duration of evaluation, selection and contracting processes was often excessive, undermining the relevance of projects and weakening partnerships. There were, however, improvements in later calls for proposals. The time-consuming procedures to which additional steps were sometimes added, the high number of applications, which at times overwhelmed the capacities of programme management structures, as well as disagreement at the JMCs, explained delays experienced at this stage.

The time elapsing from the launch of a call for proposals to the start of the first projects was rarely below one year. The evaluation and contracting processes typically lasted over 18 months, with some programmes taking well over two years to conclude calls for proposals¹³⁹.

The high participation generated by calls for proposals was often the cause of major delays as the capacities of the JMAs were overwhelmed by the number of proposals to be evaluated. The

¹³⁷ In one project visited during this evaluation (HU-SK-RO-UA Carpathian Tourist Road), the lead partner "recovered" part of the money due by one partner by not making the final payment to two other partners, who complained to the JTS but without any success.

¹³⁸ See also Final Report, KOL: "The Russian BO was actively involved in the consulting of potential applicants in order to improve their knowledge of the programming rules. For this purpose, 15 round table discussions were organized on the Russian side of the Programme area (409 participants). The Russian BO was a responsible organizer of 18 events (562 participants) on the Russian side such as RCBI training workshops, Project Cycle Management workshops, Joint Monitoring Committees, Joint Selection Committees, Joint Programming Committees, RAGs, ROM missions."

¹³⁹ 21 months elapsed between the launch of the second call for proposals and the first contract under LV-LT-BY. Another 16 months were necessary to contract all projects selected under the second call for proposals. Similar durations are observed under MED, IT-TN, RO-UA-MD and LT-PL-RU. At the other end of the scale, KOL and BSR required only 9 to 10 months from launch of call to signature of the first contract.



amount of proposals submitted represented more than five times the number of proposals selected in the case of eight programmes¹⁴⁰. Only in rare cases (e.g. KAR) were the calls for proposals organised in two steps, with the guidelines for applicants setting a ceiling of concept notes to be evaluated (as a multiple of the call's total envelope).

The approach for evaluating projects was different from one programme to another: some used external assessors either recruited for specific call or for the entire programme duration (KAR), some set project selection committees (PSC) in addition to the JMC either to assess themselves proposals¹⁴¹ or to review the work of assessors¹⁴² before the JMC's final decision. An additional endorsement step by the EC, usually adding an extra month to the process, was not applied for some programmes¹⁴³. In the special case of Belarus, a separate approval process by national authorities prevented successful Belarusian applicants to start project activities at the same time as their other partners.

The JMC's decision on the selection of projects was often difficult to reach especially at the beginning of the cooperation. In the case of LT-PL-RU, there were major disagreements which led some projects to be reassessed four times. It was only after a meeting initiated by the EC and gathering all national authorities to agree on a clear and binding decision that the projects selected by the Evaluation Committee, and previously hotly disputed, were approved for contracting and implementation. The programme decided not to implement the envisaged second call for proposals because it was feared there was no sufficient time to repeat the process.

The protracted selection and contracting processes had often negative effects on the cooperation, undermining the relevance of objectives and/or activities, weakening partnerships (as some partners lost interest and had to be replaced) or even shortening implementation time.

Due to the lengthy evaluation process, the persons involved in the activities were not the ones who had designed the proposal as a result of staff turnover; and, on one occasion, one of the partners initially included in the proposal ceased to exist during the evaluation and contracting process. Tourism development projects were implemented by small NGOs for which the length of the process entails a major disruption of funding

Case study on ENPI CBC and tourism development in the Carpathian Mountains

There was, however, some improvement in the speed of calls for proposals as the management structures gained experience over time. Assessors became more skilful at scoring proposals, applying more judiciously the evaluation criteria (and thus reducing the number discrepancies in scoring that required the intervention of the PSC/JMC), the PSC/JMCs developed a stronger spirit of cooperation which facilitated discussions and decision-making and the JMA/JTS became more adept at steering the process.

Finding 11. There was a high interest in financing large-scale projects in land border programmes. When successful, these projects brought tangible benefits for the local economy and had a high visibility. However, their selection was not always based on strong strategic and cost-effectiveness considerations and their implementation often took up considerable time and capacities from the management structures to resolve legal and administrative issues connected to their implementation. In a few border infrastructure projects, the bureaucracy of participating countries collided with the demands of EU project management, resulting in sub-optimal results

¹⁴⁰ With MED evaluating almost 21 times more proposals than it selected projects and RO-UA-MD and EE-LV-RU more than 11 times each.

¹⁴¹ EE-LV-RU

¹⁴² HU-SK-RO-UA, MED

¹⁴³ BSR, BSB, EE-LV-RU, PL-BY-UA, MED, IT-TN



or even termination of contracts. In the south, IT-TN and MED funded no LSPs, but implemented strategic projects bringing key actors together around priority issues.

Given the scale of investment needs, the interest in large-scale projects was high among partner countries of land border programmes. They were also valued for their high impact and visibility they can potentially bring¹⁴⁴. In total, 51 large-scale projects were funded under ENPI CBC (out of total of 941 projects) for a total amount of contracted EU funding of €196 million, representing a fifth of the total EU funding committed in the period. Partner countries (Russia, Belarus, Moldova and Ukraine) were particularly keen to use CBC resources for funding investment needs in their border areas. Responding to this interest, the EU allowed programmes to devote a higher share of allocation to this type of project than originally foreseen with often substantial co-financing from partner countries. In the case of SEFR, the JMC decided to allocate up to 50% of total programme funds to be used for large-scale projects, which allowed the implementation of eight border management projects including border crossing points, access roads and a bridge.

Large-scale projects and their beneficiaries were not selected by calls for proposals but agreed between the participating countries through a negotiating process where strategic and cost-effectiveness considerations were not always given due importance¹⁴⁵. A direct award was signed with the identified partners after approval of the LSP application submitted to the EC. The fact that projects were not already identified and agreed during the programming process reduced the time available for implementation. The latter was particularly challenging for management structures. One of the reasons was that project partners were usually major state institutions with their own bureaucracy and limited knowledge of project management and EU requirements. In the case of several border crossing projects, the processes involved were so complex and time-consuming that the cooperation failed, especially when it was organised within an integrated project i.e. where each partner carried out a part of the activities of the joint border on its own territory.

This was the case of the three large-scale border infrastructure projects with Ukraine, funded under HU-SK-RO-UA. While the selection of the projects by the JMC was straightforward, there was disagreement within the partnerships how to distribute funding among partners, a weak understanding of EU rules and requirements on the part of the partners (particularly on the Ukrainian side) and a lack of commitment in fulfilling project obligations within deadlines. Institutional restructuring and administrative reshuffles in both EU member states and Ukraine considerably delayed the implementation. As a result, despite the extension of programme deadlines which allowed some of the works to be completed according to plan, the projects had unfortunately to be cancelled, and money lost for the programme (representing almost one third of the programme allocation, around €20 million). Thus the programme's effectiveness was seriously affected as far as its third specific objective is concerned (*"to increase efficiency of border management on the Ukrainian border"*).

The RO-UA-MD project to develop the infrastructure at two border crossing points between Romania and Ukraine (Krasnoilsk and Diakivtsi) is also likely to be terminated after consecutive extensions

Unsurprisingly, these failures may fragilise plans for future cooperation in this area and put into question the suitability of CBC funding mechanism for border crossing infrastructure.

There are counter-examples, however. The border crossing projects funded under SEFR and KAR were successfully completed, contributing to better border management with potentially

¹⁴⁴ *Large Scale Projects (LSPs) tend to be more tangible and sustainable, have longer lasting effects and reflect regional needs and priorities more closely*" (Final Report, KOL).

¹⁴⁵ Evaluation of CBC with Belarus, IBF, 2016



beneficial effects for the local economy¹⁴⁶. This success was based on a strong partnership among responsible organisations on both sides of the border and a shared vision how to address the infrastructure needs to improve cross-border traffic. The fact that these projects were symmetrical projects rather than integrated ones also facilitated the implementation.

In general terms, the development and design of the so-called “mirror projects” on both sides of the border seem to represent a good way to plan and manage large scale border crossing projects.

Case study on ENPI-funded border crossing projects

There are other successful examples of LSPs. Under RO-UA-MD, the project ‘*Improvement Of The Response Capacity Of Mobile Emergency Service For Resuscitation And Extrication (SMURD)*’ developed integrated emergency services and medical care between Romania and Moldova and raised the capacities of competent authorities to fulfil their mission for the benefit of the population on both sides of the border. The project ‘*Fennoscandian Green Belt*’ funded under KAR established genuine cooperation between protected areas of the Karelia region spanning both sides of the border and raised the standards of nature-based tourism services provided by the region’s parks to international levels.

In the south, no LSPs were funded but calls for proposals were launched to select and implement strategic projects. While the latter approach is common practice under Interreg, the ENPI regulation did not foresee this happening explicitly. To be strategic, the projects had to fulfil several criteria such as minimum budget size, focus on priority sectors or themes, regional significance and impact, coherence with national and regional strategic frameworks, partnership of competent authorities and actors, etc. In total, 23 strategic projects were funded under IT-TN (4 projects) and MED (19 projects) for a total EU contracted amount of €80 million. According to the ex-post evaluation of IT-TN, strategic projects did not distinguish themselves from standard projects in terms of efficiency and effectiveness. However, the involvement of national and regional actors ensured better ownership and sustainability allowing for a wider dissemination and application of results.

Finding 12. The efficiency of many projects was affected by the political and economic instabilities experienced during the ENPI period. In the south, the Arab Spring and its subsequent developments was a source of temporary disruptions for projects under the Mediterranean Sea Basin programme and the cooperation between Italy and Tunisia. In the east, the conflict and economic crisis in Ukraine created considerable uncertainties after 2014, affecting the efficiency of projects involving that country.

The Arab Spring and the conflict in Syria created uncertainties that have occasionally disrupted and delayed but not derailed projects. In Tunisia, the protests and the subsequent regime change in the years 2011 and 2012 temporarily suspended project activities. In the medium-term, however, the events revitalised existing partnerships and were eventually beneficial to the cooperation¹⁴⁷. The terror attacks in 2015 caused further disruption, reducing temporarily the willingness of stakeholders to travel and meet each other.

The 2014 political change in Ukraine opened a period of similar uncertainty for projects, most of which had just started. All the Ukrainian beneficiaries interviewed by this evaluation noted that the events in 2014 complicated the implementation of activities as the new government took office and the administration was reorganised. Many projects involving state institutions suffered delays resulting from the restructuring of entities responsible for implementation. The conflict in the Donbas region occasionally slowed down the cooperation as project partners postponed

¹⁴⁶ The projects’ completion coincided with an economic downturn and a reduction in cross-border traffic in the wake of EU sanctions on Russia.

¹⁴⁷ Ex-post evaluation Italy-Tunisia, June 2017



meetings and activities until the situation improved. Polish civil servants, for example, were barred from traveling to Ukraine at the peak of the conflict. The Crimea crisis put some BSB partnerships into question with partners having to be replaced. The economic crisis had also harmful consequences: several beneficiaries which had opened accounts in Ukrainian banks under liquidation could not access the money transferred by the JMA or the lead partner, while the devaluation of the Ukrainian hryvnia increased exchange rate risks. An unrelated event was the introduction of capital controls in Greece in 2015 which disrupted the implementation of a few BSB projects.

The management structures spent considerable time and efforts to minimise the effects of these external events on the implementation of projects. However, the problems encountered were real and often undermined the ability of project partners to achieve all the objectives of their cooperation.

Finding 13. A major weakness in the management of ENPI CBC is related to monitoring and evaluation activities. At project level, many beneficiaries had a weak understanding of project intervention logic and paid insufficient attention to the design and monitoring of indicators of achievement. There was a lack of connection between programme and project performance frameworks which made it difficult for managing authorities to measure the progress towards programme objectives. The problem was compounded by a shortage of adequate IT tools to collect and aggregate performance data although some programmes started to address the issue. Overall, too little effort was made to analyse the performance of programmes beyond the outputs level.

Shortcomings in M&E practices were observed both at programme and project levels.

At the level of projects, beneficiaries often lacked capacity to monitor the results and impact of their project. Weaknesses in projects' logframes, both in the intervention logic and the indicators, and the lack of basic skills and knowledge in this area among beneficiaries were repeatedly highlighted in ROM reports. These shortcomings made it difficult for monitors to assess project and programme performance. The projects visited during this evaluation confirm this diagnosis: the intervention logics were often flawed, and the indicators were not SMART and/or rarely measured properly.

At the level of programmes, managing authorities experienced difficulties in measuring programme performance with the available project monitoring data. The issue was not limited to weak measurement of indicators by project beneficiaries. When launching calls for proposals, insufficient attention was paid to linking project and programme indicators of achievements. The problem stemmed from the design of programme performance frameworks: ENPI CBC programmes had weak intervention logics, with unclear causal relationship between objectives, priorities and measures¹⁴⁸ and a lack of focus which made it nearly impossible to define SMART indicators and targets and to link programme and project performance frameworks.

This also reduced the benefits of ROM assessments¹⁴⁹ since ROM monitors could not measure the contribution of projects to programme results and objectives with any accuracy. Moreover, despite usually providing valuable information and advice to CBC stakeholders that contributed to the efficiency and effectiveness of implementation, ROM had its own limitations as a

¹⁴⁸ Not all programmes followed the same structure: some of them presented the objectives (or 'aims') at a level below the priorities. See Desk Report.

¹⁴⁹ ENPI programmes were monitored by the Results-oriented Monitoring (ROM) facility at regular intervals. During their field visits, ROM experts assessed the performance of a sample of projects giving recommendations to beneficiaries and management structures how to address identified shortcomings at project and programme levels. Individual project reports were supplemented by an assessment of the overall programme performance at the time of the mission with recommendations addressed to the JMAs and the EC.



management and learning tool. First, ROM evaluated different projects at different moments in time. As a rule, projects were monitored only once with no possibility for ROM to do a follow up and check how recommendations have been acted upon. Second, ROM monitors were recruited for specific missions from a pool of short-term experts who did not always assess the same programme(s) and for this reason needed time to get acquainted with the specific context and implementation details of the programme/projects they were visiting. There was also variation in the quality of assessment performed and a tendency to give average marks to projects in the absence of measurable indicators. As a result, ROM provided a very fragmented picture of programme implementation which could not be easily consolidated to reconstruct the overall programme performance.

The lack of reliable performance data at project and programme levels created similar obstacles for ex-post programme evaluations, which had to extrapolate the overall programme performance from a limited sample of projects.

Irrespective of the quality of performance data, programmes often lacked proper IT tools to collect and aggregate information although some of them started to develop original solutions under ENPI. The three programmes involving Finland set up a common electronic monitoring system (EMOS) as a management tool¹⁵⁰. Worth mentioning, KOL also conducted an Internal Qualitative Projects Monitoring (IPQM) in 2013 and 2014 to promote results-oriented monitoring, improve project management and facilitate lessons learning¹⁵¹.

Given the weaknesses in their monitoring and evaluation systems, ENPI CBC managing authorities struggled to analyse the wider effects of their programme. Unsurprisingly, the information and analysis available from the Annual Implementation Reports (AIR) regarding programme results and progress made towards objectives rarely went beyond the output level.

At the level of the instrument, INTERACT ENPI compiled useful programme data regarding the selection process, the thematic coverage, the participation levels of countries and types of institutions as well as the performance with contracting and disbursement of funds. However, producing such overviews across 13 programmes required considerable efforts as it involved individual requests to each managing authority and painstaking verification and cross-checking by Interact ENPI and JMA experts¹⁵². There was no system in place that would have allowed the exercise to be performed on a regular basis through automatic data transfer. Moreover, only six programmes carried out ex-post evaluations¹⁵³ with differences in scope and methodologies making comparisons and aggregation of performance data difficult. The same can be said about the AIRs and Final Implementation Reports which presented different levels of information and statistics¹⁵⁴. In these circumstances, it is difficult to produce comprehensive overviews of CBC showing the overall status of implementation and the combined results and impact of programmes.

¹⁵⁰ "EMOS is a web-based monitoring system serving the applicants and Programme authorities as well as cooperating bodies. Being a web-based system EMOS gave clear advantages to the project administration. The system was used during the whole implementation of the project, starting from the application and ending to the final report approval. Projects filled in interim and final reports to the system as well as updated and payment requests. When the authority had approved the reports, the approval was visible to the projects. Projects indicators were collected to EMOS in interim reports and the summary of the results can be print out of the system. Totally ca. 1500 active users were registered to the system. (Final Report KOL)

¹⁵¹ "IPQM aim to help and advice projects to guarantee delivering planned results and successful outputs by improving design and implementation of projects; providing the systematic feedback to projects; constant interaction between the JMA and projects; stimulating thinking in results-oriented terms of the projects implementers; awareness of the projects implementers and the JMA on the progress of the projects...IPQM system was performed as an online Questionnaire (Webropol), which was framed within the five quality criteria. Each question in the Questionnaire included optional answers (a/b/c) for project implementer to choose the most applicable with the possibility to give short clarifications" (Final Report KOL)

¹⁵² The data collected also fed into the KEEP database.

¹⁵³ IT-TN, SEFR, PBU, KOL, KAR and BSR

¹⁵⁴ Four Final Implementation Report were available to the evaluation team: BSR, KOL, KAR and LT-PL-RU



During the interviews conducted for this evaluation, most management structures acknowledged the shortcomings with the ENPI performance frameworks and monitoring and evaluation practices.

Finding 14. Support and guidance from DG NEAR was always highly valued by CBC stakeholders. However, DG NEAR faced considerable challenges in overseeing and coordinating the parallel implementation of 13 programmes with its limited human resources and frequent staff turnover, which reduced its capacity to provide definitive and timely guidance to CBC stakeholders.

In comparison with Interreg, considerable support was needed from the EC with management related issues at programme level due to the lack of experience and capacities of some managing authorities but also the complexity of the implementation environment under ENPI (Finding 4). In this context, all interviewed CBC stakeholders highlighted the importance of DG NEAR guidance and advice for the success of the cooperation. Several managing authorities praised the positive role played by their Brussels Desk Officer/Programme Manager in solving implementation issues or lending support at critical moments¹⁵⁵.

However, DG NEAR faced considerable challenges in overseeing and coordinating the parallel implementation of 13 programmes with its limited human resources and frequent staff turnover. Some managing authorities complained that DG NEAR's guidance and/or approval was not always forthcoming or that the advice provided was sometimes inconclusive or inconsistent with instructions already given to other programmes. The lack of guidance contributed to slow down the pace of implementation and might have occasionally led managing authorities to take the wrong course of action. Moreover, little capacity was left for a more strategic guidance of the programmes.

As already mentioned (Finding 7), the technical assistance facilities were often at a loss on how to answer questions raised by managing authorities – particularly the most common of them regarding contractual and financial issues - when prior opinion/approval from the EC was required but not obtained.

EQ 4. *What have been the macro impacts of the CBC programmes in achieving the strategic aims of the European Neighbourhood Policy?*

Finding 15. The objective of the European Neighbourhood Policy of creating a shared area of stability, security and prosperity with partner countries has experienced serious setbacks since the launch of ENPI CBC. Given the volatile geo-political context and adverse economic environment that characterised the period, it is doubtful that the ENPI CBC programmes have had a major impact on the socio-economic development of border areas or that they have contributed in a meaningful way to reduce differences in living standards across the border, as intended by the ENPI CBC Strategy.

The ENPI CBC instrument was intended to contribute to the strategic aims of the European Neighbourhood Policy, alongside other programmes and actions, as set out in the 2004 Strategy Paper and ENPI regulation. The European Neighbourhood Policy's vision involves “*a ring of countries, sharing the EU's fundamental values and objectives, drawn into an increasingly close relationship, going beyond co-operation to involve a significant measure of economic and political integration. This will bring enormous gains to all involved in terms of increased stability, security*”

¹⁵⁵ For example, EE-LV-RU JMA mentioned that “*the implementation of our large-scale projects would not have been possible without the support and advice of our Programme Officer in Brussels who clarified approval steps and requirements and provided the support we needed to complete the project within deadline*” (interview, Riga, 05/10/17)



and well-being". This vision informs the four key (strategic) objectives of ENPI CBC¹⁵⁶, which are the foundation of the 13 CBC programmes.

The impact of ENPI CBC must be viewed in the wider context of geo-political and economic developments. Irrespective of the success or otherwise of the individual CBC programmes, exogenous factors can have an enormous influence on the strategic aims of the European Neighbourhood Policy. The Ukrainian crisis and the armed conflicts in Syria and Libya have had a dramatic effect on "stability, security and well-being" in the neighbourhood, to the detriment of socio-economic development and even de facto borders in the case of Ukraine and Russia.

To date, there is rather little evidence to suggest that the selected projects have made much contribution to the socio-economic development of the Programme area. The building of the infrastructure itself contributed, of course, to local employment and generated multiplier effects in the local economy. These impacts are not insignificant. However, the larger expected benefits for trade, tourism and investment have not yet materialised. The reasons for this (the devaluation of the ruble, the financial crises, the sanctions, etc.) are all linked to unpredictable global events over which the Programme region had no control.

Case study on ENPI-funded border crossing projects

In normal circumstances, the objectives of ENPI CBC programmes would be difficult to reach given the modest amounts involved by the cooperation in relation to needs, but the political and economic instability experienced in the neighbourhood over the period rendered the original strategic aims of the respective CBC programmes even less achievable.

The visited projects had no obvious impact on socio-economic development, given the massive needs of the border areas, the external shocks that affected these regions in 2007-13 and the limited funding available. They produced some impact on cross-border contacts, however this impact is limited by persistent difficulties to cross the borders.

Case study on ENPI CBC and tourism development in the Carpathian Mountains

Geo-political tensions manifested themselves also in the participation of countries from the start. Russia and Azerbaijan did not sign the FA for the BSB programme within the deadline and as a result, there was no project with Russian or Azeri partners. In the MED programme, Libya and Syria (due to political upheavals), as well as Algeria, Morocco, and Turkey did not take part, while cooperation of Israel with neighbouring Arab countries was limited to Jordan and Palestine. BSR was affected by the non-ratification of the Financing Agreement by the Russian Duma. As a result, the programme "lost" €13.8 million of ENPI funding which was reallocated to other ENPI CBC programmes¹⁵⁷.

Finding 16. The level of cross-border cooperation reached, thanks to ENPI CBC, is an achievement which should not be underestimated. The programmes played – and continue to play - an extremely important role in developing and maintaining contacts and dialogue and promoting EU values across the neighbourhood. At programme level, ENPI CBC maintained a unique platform for exchanging views and discussing problems between the administrations of participating countries. In the context of the deteriorating geo-political environment, the CBC instrument is one of the very few modalities for continuing working-level relations between Russia and the EU.

¹⁵⁶ Promoting sustainable development in regions on both sides of common borders; Working together through joint actions to address common challenges, in fields such as environment, public health, and the prevention of and fight against organised crime; Ensuring efficient and secure common borders through joint actions; and Promoting local cross-border "people-to-people" type actions.

¹⁵⁷ 20 million euros from the LT-PL-RU were also reallocated by the Polish authorities to the Interreg Poland - Slovakia CBC Programme



ENPI CBC played an extremely important role in developing and strengthening ties across the border and in promoting EU values and practices through partnership-based development initiatives with the active participation of local stakeholders. *The projects turned ad hoc cooperation into more sustainable partnerships, as evidenced by the joint submission of proposals for ENI CBC projects and especially by the conclusion of agreements between municipalities across the border areas (e.g. between Ukrainian Truskavets and Polish Rymanów in the wake of the project “Cross-border cooperation for health tourism of Polish-Ukrainian borderland”). In addition, new partnerships developed as a result of the projects, e.g. between schools across the border areas.*

Case study on ENPI CBC and tourism development in the Carpathian Mountains

The ENPI period was instrumental in creating strong partnerships that became the basis for further cooperation within the framework of the ENI and/or other programmes and initiatives.

Developing a cross-border partnership takes time. The BSB programme gave participants the opportunity to identify suitable partners and establish strong relationships during the implementation of joint activities. These partnerships and networks are maintained after project completion and facilitate further cooperation. For example, the partners of project BSB “Strengthening the regional capacity to support the sustainable management of the Black Sea Fisheries” are continuing their cooperation in the framework of the BlackSea4Fish financed by the FAO.

Case study on ENPI CBC and the environment

CBC stakeholders from both Russia and Finland consider that the cooperation has gained even more importance since the imposition of economic sanctions on Russia, putting in relief the role played by the programmes in promoting dialogue and cooperation between Russian and its EU neighbours.

All Finnish interviewees recognised the contribution of CBC to achieving long-term and constructive relations with Russia. Similarly, senior Russian officials at both federal and regional levels place a high value of the programmes, not only for the usefulness of the investments but also for the diplomatic and political benefits they offer. Several Russian interviewees described the programmes as the last remaining threads of official cooperation with the EU, which made them all the more valuable.

Case study on ENPI-funded border crossing projects

Finding 17. There are examples within each programme of successful cooperation that had an impact on their specific areas of intervention. However, the broadly-formulated programme objectives and priorities of calls diminished the overall impact. Even with greater focus, impact would be hard to measure, given the scale of the programmes, but was made harder due to insufficient performance data.

Programme overall¹⁵⁸ and specific objectives¹⁵⁹ under ENPI CBC were highly ambitious in the context of the available resources, often reformulating the generic ENPI CBC key strategic objectives, without any degree of focus and SMART-ness (see Section 5 above). The wide scope of the programmes made it easier to meet the needs of the border areas but at the expense of the programme impact. In this context, it was clear from the beginning that the achievements of

¹⁵⁸ **RO-UA-MD overall objective:** “To improve the economic, social and environmental situation in the Programme area, in the context of safe and secure borders, through increased contact of partners on both sides of the border”, **LT-PL-RU overall objectives:** “1. Promoting economic and social development on both sides of the common border 2. Working together to address common challenges and common problems, 3. Promoting people to people cooperation”

¹⁵⁹ **IT-TN specific objectives:** “1. Economic and social development, 2. Common challenges and 3. Cooperation people to people”; **BSB specific objectives:** “1. Promoting economic and social development in the Black Sea Basin area, 2. Working together to address common challenges, 3. Promoting local, people-to-people cooperation”



individual projects would be too insignificant to make a difference at the level of the programme objectives and the measurement of such impact is therefore meaningless.

Moreover, opportunities to enhance impact during implementation were not seized. While guidelines for applicants were well-designed providing clear instructions to potential applicants, there was little attempt to focus calls for proposals whose priorities usually covered the whole scope of the programmes. KAR is the only programme that narrowed down the focus of priorities by launching thematic calls for proposals. Insufficient attention was also given to cross-border dimension and impact of projects when setting the parameters of the calls for proposals and evaluating proposals. As a result, selected projects were not always strong in terms of potential impact and contribution to cross-border links.

Programme evaluations can provide additional information about impact, yet just six programmes¹⁶⁰ have carried out external evaluations and these were conducted in the immediate aftermath of programme implementation, i.e. too early to be able to assess the long-term impact given that the full benefits of programme activities take time to emerge. The KAR evaluation indicates that overall, the programme has been able to cover the main objectives of its strategy even if more efforts have been produced on “*economic and development*” than on the “*quality of life*” priority. However, the lack of indicators measuring the results and impact limits the possibility of monitoring the overall effects at territorial level. For KOL, the evaluation assumes that projects contributed to ENPI CBC key goals of prosperity and stability in the border region and many examples of cross-border activities and partnerships initiated thanks to the programme would support this analysis. The evaluation of the SEFR programme identifies the transfer of know-how between Finland and Russia and improved logistics (especially on border-crossing points) as key impacts of the programme. The BSR evaluation indicates that, even though it has not sufficiently addressed accessibility to peripheral areas (Priority 2) and development of innovative products (priority 1), the programme has gathered stakeholders from around the Baltic Sea Region, developed and transferred knowledge, guided policy processes by providing analyses, and created strong platforms for longer-term action.

Given that many actions have only recently been completed or are still underway, it is too early to draw any definitive conclusions about their impact. However, there are already examples of successful cooperation under each programme that had an impact in their specific area of intervention. As already mentioned, general conclusions about the entire programme cannot be inferred from them.

The project BIOVecQ (IT-TN) increased the capacity to carry out high-quality applied research within the country and contributed to stronger links with the economic sector (thirteen agreements with private firms were signed regarding the transfer of scientific results to the production sector and a specific cooperation between the food industry and fishermen). The project Jellyrisk (MED) improved regular monitoring activities of the national authorities in charge of environmental surveillance which adopted the tools and methodologies developed by the project. The project succeeded also in raising awareness and mobilising fishermen in monitoring jellyfish movements which benefited the tourism industry.

Case study ENPI CBC and the environment

Regarding economic and social development of the border areas, the EE-LV-RU project “*economically and environmentally sustainable Lake Peipsi area*” has improved water quality and, by attracting summer residents, water craft users, fishermen and tourists, has enhanced the socio-economic potential of the Lake. Likewise, the project “*development of unique Narva-Ivangorod fortresses ensemble as a single cultural and tourist object*” helped develop tourism in the area, contributing to the local economy and fostered contacts between both sides of the

¹⁶⁰ BSR, KAR, KOL, PL-BY-RU, IT-TN and SEFR



border. As part of the IT-TN programme, the project DIVIN contributed to the socio-economic development of targeted areas by developing the mutual promotion of local products.

With regards to addressing common challenges, the BSB project “*innovative instruments for environmental analysis in North Western Black Sea Basin (Black Sea e-Eye)*” strengthened environment policies in participating countries by introducing the Water Quality Index approach for assessing the quality of the surface aquatic systems in the North Western Black Sea Basin. Under the RO-UA-MD programme, the project “*Not for Sale - Say Stop to the Human Trafficking*” contributed to reducing the risk of human trafficking in the border regions by developing a coordinated cross-border approach and raising awareness.

The external evaluation of the KOL programme also assumes that projects contributed to ENPI CBC’s key objective of efficient and secure common borders. For instance, the impact of the “*reconstruction of the road Kandalaksha-Alakurtti-Salla checkpoint*” on cargo and passenger flows and cross-border business links and opportunities was expected to be very high.

An overwhelming majority of respondents to the web survey indicate that ENPI CBC had an impact on people-to-people cooperation and good neighbourly relations.¹⁶¹ Strong consultation amongst partners during programme design stage, networking between beneficiaries and between ENPI CBC regions were regarded as key factors in achieving this impact. External evaluations and ROM reports confirm the impact of ENPI CBC programmes on the intensification of cross-border cooperation. According to the ENPI CBC mid-term evaluation, people-to-people cooperation achieves the highest assessment of impact among all four ENPI objectives.

EQ 5. How durable are the benefits deriving from the EU’s support to CBC programmes on both sides of the border?

Finding 18. Insufficient attention was paid to sustainability, either at the selection stage or during implementation. However, there are examples of durable and tangible benefits generated by individual projects in each programme. Demand-driven projects with strong ownership, long-term partnership and links to regional/national levels had better prospects of sustainability. Regarding the long-term prospects, the framework for cross-border cooperation is well established across all participating countries.

Insufficient attention was paid to sustainability at the project selection stage with the assessors unable to verify the applicants’ statements regarding the expected sustainability of results. Moreover, ROM reports indicate that sustainability was also not a high priority during project implementation, as few projects had a well-developed exit strategy to ensure that project results continue after EC funding runs out.¹⁶²

ROM assessments indicate good prospects for most interventions, although this is partly contradicted by mixed evidence of economic and financial viability. For many standard projects, the next call for proposals is often the main option available to projects to continue activities and sustain results. There are, nonetheless, examples of projects mentioned in ROM reports that were considered economically viable beyond project lifetime¹⁶³.

¹⁶¹ 100% of JMA and JTS and 96% of national authorities found that ENPI CBC had an impact on good neighbourly relations. For 88% of JTS, 92% of JMA and 91% of national authorities, this impact was considered high or major.

¹⁶² There are counter-examples, e.g. the project “Fostering capacity for tourism development in Latgale-Utena-Vitebsk cross border region” (LV-LT-BY).

¹⁶³ For instance, in the LT-PL-RU project “The cross-border areas and cooperation development supported by the construction of sports infrastructure in Gorowo llaweckie and Bagrationovsk” partners are able to allocate the required financial means to ensure a proper operation of the activities/infrastructures after the completion of the project.



Projects with a strong degree of ownership¹⁶⁴ which are demand-driven and well-embedded in local structures had a better chance of achieving durability, be it in financial or policy terms. Likewise, projects envisioning long-term, rather than project-based, partnerships¹⁶⁵ obtained better sustainability results. Finally, the improvement of partners' capacities thanks to ENPI CBC is also considered an important factor in the durability of results and impact¹⁶⁶.

In the case of successful large-scale/strategic projects, the involvement of key state bodies usually guaranteed the long-term sustainability of results in both financial and institutional terms.

The projects were carried out by partners who are well embedded locally and developed a solid partnership during implementation. However, in the absence of exit strategies, many of them rely upon new ENI-CBC funding to maintain the durability of the projects' results.

Case study on CBC and tourism development in the Carpathian Mountains

All management structures supported the introduction of sustainability-related conditionality in applications¹⁶⁷. While there are examples of standard projects benefiting from the support of local and even national¹⁶⁸ authorities, ROM frequently calls for better mainstreaming of successful projects in national policies, a measure which is also favoured by programme authorities.

Moreover, in some cases the durability of results and impact may crucially hinge on external policy factors, for instance the development of transport connections and infrastructure for projects promoting tourism.

There are, however, important obstacles to tourism development in the regions covered by the programmes. The weakness of both infrastructure and services (stemming from the lack of investment in the sector) is a major impediment to tourism development across the border areas. In both regions, tourist facilities are characterised by low quality standards; yet while the accommodation capacity¹⁶⁹ is insufficient to meet an increasing demand across the PL-BY-UA border, existing data shows that this capacity is underused across the HU-SK-RO-UA borders.

Case study on CBC and tourism development in the Carpathian Mountains

At programme level, the durability of benefits derived from ENPI CBC¹⁷⁰ is not easy to assess, due to a lack of data concerning the sustainability of results, the continuation of partnerships and the long-term impact of projects. The monitoring and evaluation reports that were analysed during the desk phase have limitations in this regard.

Regarding the long-term prospects for cross-border cooperation, a sustainable framework is well established across all participating countries, with well-designed management structures and national contact points. The successful transition to ENI seems to suggest that the capacities developed under ENPI have been retained.

¹⁶⁴ For instance, in the BSB project "Industrial Symbiosis Network for Environment Protection and Sustainable Development – SYMNET", ROM reports that the beneficiary and the stakeholders were involved in each stage of the project development and all the project's components were designed to increase their sense of ownership.

¹⁶⁵ However, the external evaluation conducted for SEFR notes that "it would be useful to maintain cooperation networks also after the projects end. Project partners can't be forced to do that but it might be useful to prioritize project applications which seem to lead to more permanent cooperation structures" which seems to suggest that projects are not usually sustainable in this respect.

¹⁶⁶ For instance, the BSB project SYMNET made a substantial contribution to the institutional and management capacity of the project participants, as a result of which the project's partners are able to continue delivering the project's services after the completion of activities.

¹⁶⁷ Web survey, April 2017

¹⁶⁸ This is the case the project Cross border infrastructure (Communication infrastructure between Romania and the Republic of Moldova), as evidenced by discussions for a second phase of the project.

¹⁶⁹ As measured by the number of bed places: 117,000 for the PL-BY-UA border areas in 2005 and 75,000 for the HU-SK-RO-UA border areas. Source: Joint Operational Programmes.

¹⁷⁰ Benefits derived from ENPI CBC include outcomes and impacts, but also cross-border partnerships generated by projects.



EQ 6. To what extent were the implementation of the CBC programmes coordinated with those of national and regional programmes and other donor initiatives to ensure complementarities/ synergies?

Finding 19. ENPI CBC was insufficiently integrated with other ENP instruments and initiatives. This has reduced the overall impact of the programmes.

ENPI CBC tended to be implemented in isolation of the rest of the Neighbourhood Policy. While the broadly formulated objectives and priorities of the ENPI CBC programmes ensured that the risk of contradiction with other interventions was relatively small, ENPI CBC was insufficiently articulated with other ENPI instruments (bilateral, regional and neighbourhood-wide assistance) and EU political initiatives (Eastern Partnership, Union for the Mediterranean, Northern Dimension and Black Sea Synergy).

For example, the Union for the Mediterranean (UfM) encourages regional and transnational cooperation among its member countries¹⁷¹ and helps projects that were awarded the UfM label gain political support and recognition¹⁷². The ENPI CBC MED and ENPI CBC IT-TN programmes included many projects that would have deserved the UfM label but the procedure for applying is slow and not well synchronised with the lifetime of CBC projects¹⁷³.

This disconnect is also visible under the new programmes with the same cross-border theme being addressed by separate instruments. For example, the ENI CBC PL-BY-UA programme covers thematic objective 10 (promotion of border management and border security, mobility and migration management) *inter alia*, including the planned reconstruction of border crossing points (BCPs). Funding was also provided under the ENI East Regional Programme in 2016 for an integrated border management (IBM) flagship initiative at the Belarus-Ukraine frontier¹⁷⁴, through indirect management with the International Organisation for Migration (IOM), at a total estimated cost of just under EUR 1 million. The action document for this IBM project acknowledges the PL-BY-UA programme, among others, and the intention to finance many large-scale projects on border management under CBC valued at almost EUR 17 million in total, but that it is "*likely that the focus will not be on activities at the Belarus-Ukraine border*".

While this reveals insufficient coordination within DG NEAR, at policy level, it appears that EEAS finds it difficult to incorporate ENPI/ ENI CBC into its policy instruments for pursuing the goals of the Neighbourhood Policy. This is also demonstrated by the lack of awareness about CBC in some EU Delegations.

Part of the problem is that ENPI CBC was designed and implemented directly by participating countries with the strategic guidance from DG NEAR focused to ensuring coherence of selected objectives and priorities with the ENPI CBC Strategy, but with limited capacity to influence and steer the subsequent implementation of programmes in that regard. Managing authorities had limited incentive to connect with the rest of the Neighbourhood Policy.

¹⁷¹ Including all EU member states and countries on the Southern shore of the Mediterranean

¹⁷² The label is awarded through a selection process to high-profile projects falling into the UfM six priority areas: Business Development, Transport & Urban Development, Energy & Climate Action, Water & Environment, Higher Education & Research, Social & Civil Affairs

¹⁷³ Only one ENPI MED project was awarded the UfM label for the results achieved in the city of Sfax, Tunisia ("*Mediterranean Network for the promotion of Sustainable Urban Development Strategies – USUDS*")

¹⁷⁴ Introduction of an automated intelligent video-control system at road border crossing point Novaya Huta – Novi Yarylovychi



Finding 20. Most synergies and complementarity achieved by projects were the result of the beneficiaries themselves, rather than incentives and mechanisms put in place by the programmes. These aspects were checked during the selection process but with no follow up during implementation. Coordination was facilitated by the overlap of programme management structures and/or people involved in them.

Every programme contained a section on coherence with other programmes and existing strategies, which provided a backdrop for the implementation of CBC activities. In their application form, applicants were invited to demonstrate the complementarity of their project with other EU and national initiatives. There was, however, no specific mechanisms or incentives put in place by management structures to facilitate synergies with other programmes¹⁷⁵.

Almost all programmes set out commitments to ensure complementarity and synergies during implementation and avoid duplication and double-funding¹⁷⁶. In practice, coherence and complementarity was checked in two stages during the selection process: first by the assessors/selection committees and then by the JMC¹⁷⁷. Based on the standard PRAG criterion¹⁷⁸, assessors scored the information provided by applicants in the relevance section of their application form about how the project built upon or complemented other initiatives. When reviewing assessment results, the JMC members provided information about regional and national context which sometimes put the relevance of projects in a different light and led to a decision to reassess and rescore proposals. There were instances of coordination/synergies taking place naturally, given the overlap of programme management structures and/or people involved in them. This was particularly the case for Interreg programmes, which often involved JMC members from ENPI CBC programmes.

The overlap of programme areas¹⁷⁹ and the similarities between programme objectives and priorities meant that applicants could often recycle project ideas¹⁸⁰ and increase their chances of getting funding. Programme management structures played an important role in detecting risks of double-funding exchanging information about submitted proposals and selected projects¹⁸¹ and excluding applicants that clearly sought to abuse the system.

Regarding evidence of practical actions, the ROM reports make very few references to complementarity and synergies, which is unsurprising as this is not one of the criteria that is typically assessed. The Annual/final Implementation Reports provide more substantial evidence in the case of four programmes:¹⁸²

- According to the BSR final report, the MA/JTS actively followed the implementation of related programmes, as well as other funding sources, made efforts to build linkages with other programmes to avoid overlaps as well as to build synergies between projects. It notes that the high number of relevant programmes for cooperation was a challenge for the MA/JTS, and that it was impossible to synchronise the timing of the calls. On a practical level, there were

¹⁷⁵ The situation is starting to change in the new period. See for example, the coordination initiated between territorial cooperation programmes in the Arctic regions where Interreg and ENI CBC managing authorities are discussing concrete steps to achieve synergies such as the development of a common logo, the organisation of joint workshops, the mutual participation in annual events and selection committees, the harmonisation of procedures and templates and the creation of an award to the best Arctic projects.

¹⁷⁶ This often starts from overall statements of intent such as “the JMA/JTS will look for complementarities and opportunities of synergy with other initiatives” (HU-SK-RO-UA), and “the partners will ensure coherence and complementarity between action and cooperation at national, regional and local level” (IT-TN)

¹⁷⁷ and occasionally by the EC which endorsed the list of projects selected under some programmes e.g. SEFR

¹⁷⁸ “The proposal is relevant to the particular needs and constraints of the target regions and their development strategies (including synergy with other EU and national initiatives implemented in the area and avoidance of duplication).”

¹⁷⁹ For example, organisations in the city of Uzhorod (Ukraine) could apply to three ENPI CBC programmes: HU-SK-RU-UA, RO-MD-UA, PL-BY-UA. Organisations in St Petersburg and the Leningrad oblast had the choice between SEFR, KAR and EE-LV-RU

¹⁸⁰ Almost identical applications from the same applicant were submitted to HU-SK-RO-UA and PL-BY-UA.

¹⁸¹ In the case of BSB and RO-UA-MD, JMA representatives attended mutual JMC meetings as observers. A high level of coordination also took place during implementation among the MAs of the three programmes with Finnish participation (KAR, KOL, SEFR).

¹⁸² BSR, HU-SK-RO-UA, MED & IT-TN. HU-SK-RO-UA is the most minimal: It is noted that synergies/complementarity at priority level were discussed at the 5th Joint Task Force meeting in March 2015



contacts in place with many secretariats, but the main work in creating synergies between funding sources was done by the project implementers themselves.

- With the IT-TN programme, it was reported that the synergies, complementarities and coordination activities with EU's ETC, CBC and interregional programmes, already established in previous years, intensified during 2015, with several specific examples. This included exchange of information through e-mail and meetings, sharing of tools and solutions for programme management, and at the level of projects as well.
- With the MED programme, the 2015 report highlights the role played by the Valencia Liaison Office in coordinating and exploiting synergies with the transnational MED Programme, financed by the European Regional Development Fund under the European Territorial Cooperation objective.

EQ 7. *How critical was ENPI CBC to the development of border areas?*

Finding 21. The ENPI CBC Programme contributed to a greater involvement of local actors in development policies and in enhanced mutual understanding between EU and ENPI stakeholders. The international networks established by the sea basin programmes stimulated creative responses to common challenges and were an important source of inspiration and change for local policies. The partnerships of land border programmes gave an impetus to local development policies, supplementing the scarce resources available to border areas.

The added-value attached to the cooperation reflects the different types of cross-border cooperation programmes. Sea basin programmes enabled the establishment of international networks within which project partners could pursue more efficiently their own objectives and activities, building on the information, experience and knowledge from other countries. The cooperation facilitated the adoption of new approaches and practices in addressing local development issues and in fostering cooperation among regional/local authorities, socio-economic partners and the civil society. For example, the MED project '*Selective collection of the organic waste in tourist areas*' offered new solutions for collecting and recycling biowaste which were tested and adopted by local authorities and municipalities of the six participating countries¹⁸³. Land border programmes represented an important source of funding for local authorities and stakeholders to address local investment needs and stimulate the economy of the border areas given the scarcity of funding for border areas. Without the cross-border partnerships and networks which the cooperation encouraged, border areas would have often struggled to agree on how to address common challenges through joint actions, let alone to finance them.

There is also evidence of ENPI CBC contribution to developing local stakeholders' skills, thereby facilitating future access to donors' funding and providing added value in terms of improving ENPI partners' access to resources. Many local organisations acquired management skills and developed competences that enabled them to engage more actively into local development. In Ukraine, this is indirectly supporting ongoing decentralisation efforts and the implementation of regional policy. In the south, this reinforced the efforts of the EU Neighbourhood policy to promote reforms, democracy and rule of law.

As pointed out by the BSR evaluation report, "*access to knowledge through international networks, development of common solutions, raising additional funds for the participating organisation, as well as belonging to the BSR community, are key factors motivating the participation of public authorities in the programme*". From this point of view, many beneficiaries in Belarus regret that their country is not taking part in the 2014-2020 programme.

ENPI CBC has also contributed to an enhanced mutual understanding between EU and ENPI stakeholders. While partner countries have been exposed to EU experience, there is also an interest on the EU side to cooperate with partner countries despite the additional difficulties and

¹⁸³ The project partners included three local authorities, three state bodies, one private company and one NGO.



hurdles that such cooperation often entails. For example, one of the motivations of EU partners involved in cooperation with Belarus was to build networks and contacts and deepen their understanding of the legal and administrative contexts while remaining abreast of developments in the country. In this context, the participation in ENPI CBC is often viewed as a long-term investment without which it would be difficult to seize the opportunities that the neighbourhood offers¹⁸⁴.

Another lesson of the case studies carried out during this evaluation is that programmes have been particularly good at fostering cross-border administrative links. For example, the border management projects implemented under SEFR or KAR built trust and understanding between the transport and customs authorities of both countries. Contacts between administrations grew thanks to the programmes, with each side discovering the benefits of cooperation.

“At the first stage of project development, projects were planned independently by the respective Finnish and Russian authorities, without specific reference to the interests of the other side. Later, however, after each side had established its own border management priorities, consultations were organised between the sides to ensure that projects would be of mutual benefit and synergistic to the extent possible”.

Case study on ENPI-funded border crossing projects

Remarkably, after the completion of the projects, meetings continued to be held at regular intervals to discuss problems, exchange information about future developments and identify possible areas of cooperation. These strong links are increasing the chances of success of future cross-border interventions.

Relations between Finnish and Russian state institutions in the transport sector appear to be very strong and there is a great willingness to continue cooperation. These practical forms of cooperation appear to be strongly supported at high political levels on both the Finnish and Russian sides. Collaboration on the specific projects themselves appears to have become part of a virtuous cycle of cooperation in which collective project actions have built trust and understanding which has, in turn, further enhanced the likely effectiveness of future Programme interventions.

Case study on ENPI-funded border crossing projects

Finding 22. The EU external border is not only a major hurdle to contacts and exchanges. It also separates countries with totally different policy frameworks and administrative and legal systems. In this context, ENPI CBC can only make limited contributions to alleviating the negative effects of barriers – physical or otherwise - existing between the EU and partner countries. From the viewpoint of final beneficiaries, however, the programmes are important precisely because they allow cooperation which would not have taken place given the existing obstacles.

The EU external border is a major hurdle to the development of contacts and exchanges and reduces significantly the economic opportunities for the population of border areas. It is also the dividing line separating EU countries that share common rules and policies from non-EU countries with markedly different administrative and legal systems. In contrast to Interreg where the cooperation takes place within harmonised frameworks and is facilitated by measures taken at EU and member state level to reduce border obstacles¹⁸⁵, ENPI CBC operates in a much more complex and heterogeneous environment.

The case study on CBC and tourism development in the Carpathian Mountains illustrates the difficulties encountered by partners in implementing activities and reaching lasting results in the

¹⁸⁴ Evaluation of cross-border cooperation with Belarus, IBF, 2016

¹⁸⁵ Boosting growth and cohesion in EU border regions, EC Communication, 20.09.2017



context of ENPI. Project activities were complicated by the length of border controls and checks which reduced contacts and meetings between the teams and complicated joint events.

The difficulty of border crossing was a major obstacle to mobility of project partners and hence affected cross-border cooperation. As a rule, project planners envisaged three days for a seminar under ENPI CBC projects, out of which only one was dedicated to the seminar itself and two to crossing the border.

Case study on CBC and tourism development in the Carpathian Mountains

The projects nevertheless succeeded in mobilising tourism stakeholders through effective cross-border partnerships, fostering an exchange of experience and ideas which helped them implement agreed activities more efficiently and effectively. While the projects contributed to improving the tourism offer on both sides of the border and created links which did not exist before and would have not been established without the cooperation, the objective of promoting cross-border tourism products remained unattainable given the physical obstacle that the border represents and the administrative and legal barriers that exist between EU and partner countries.

Finding 23. The Russian co-financing of the programmes not only added funding opportunities for developing projects. It also enhanced the ownership of the programme by Russian authorities and their commitment to the success of the cooperation.

Under ENPI, Russia topped up the EU funding with its own contributions to the programmes in which it was involved. By doing so, Russia sought to achieve a more balanced partnership with the EU and its member states with a view also to having a stronger say in setting the parameters of future cooperation. The case study on border crossing projects carried out during this evaluation shows that the contribution from Russia has had a beneficial impact on the cooperation, not only in financial terms, with more and/or larger projects funded but also in terms of ownership and commitment.

At a general level, Russian co-financing has helped to create a sense in which the CBC Programme is recognised as a genuine joint effort to address shared social and economic problems, rather than being some external aid programme over which the participants have little control. At the more operational level, Russian co-financing has imposed legal and administrative obligations on Russian authorities to obtain a good return for this investment.

Case study on ENPI-CBC funded border crossing projects

EQ 8. Did the new ENI CBC programmes take into account lessons learned from ENPI CBC?

Finding 24. The ENI programming and implementation environment has evolved markedly in a number of key areas from the ENPI framework: the strategic objectives of CBC have been streamlined with greater focus; the management, control and audit arrangements have been strengthened in all countries, but especially in partner countries; the rules on selecting projects, tendering and contracting are more appropriate to shared management including more detailed provisions for large infrastructure projects. Comparing the programming and implementation frameworks in the ENPI and ENI regulations, the latter has clearly taken on board lessons from the ENPI experience, and inevitably this has shaped the ENI CBC programmes.

The ENI Implementing Regulation introduces major changes that reflect lessons learned from ENPI.



First, regarding **scope**, while the ENPI CBC Strategy Paper set out four key objectives, this was rationalised in the new period¹⁸⁶ to three strategic objectives to provide greater focus to interventions within this strategic framework. The ENI CBC programme partners could select a maximum 4 from a list of 11 thematic objectives. This should *in principle* benefit efficiency, effectiveness and impact, although *in practice* the new programmes have diverse objectives, suggesting that the opportunity to prioritise has not been fully taken on board.

Second, the **management, control and audit arrangements** have been strengthened, which should provide greater assurance regarding efficiency and value for money:

- Under the ENPI implementing regulation (IR), responsibility for management and control rested solely with the JMA, although participating countries that were Member States could also establish their own systems of verification of expenditures to cover their own territories. No equivalent provision existed in the regulation for control systems in partner countries, which reflects the responsibility for financial recovery falling to the JMA and the European Commission.
- Under ENI, the Commission no longer bears automatic final responsibility for financial recovery. The IR requires each participating country, including partner countries, to appoint a national authority to assist the MA by setting up an effective management & control system, along with a control contact point and a representative to a newly-established group of auditors. It also explicitly tasks participating countries with preventing, detecting and correcting irregularities, including fraud, corruption and the recovery of amounts unduly paid¹⁸⁷.

The establishment of management and control systems in partner countries should reduce incidences of irregularity and recovery in principle, thereby improving actual net disbursement. However, it is also likely to slow down implementation initially as already evidenced by the length of the management authority's designation process¹⁸⁸. Along with the time-consuming designation process of management and control systems, another source of delay is the ongoing negotiation of the Financing Agreement as programmes are trying to clarify implementation modalities as much as possible before implementation starts in earnest. As was the case with ENPI, the subsequent signature and in some cases ratification processes will extend well into the implementation phase of projects.

Third, the transition from ENPI to ENI has been accompanied by a change to the rules on **selecting and awarding projects, tendering and contracting**, so that they are more appropriate to shared management:

- Under ENPI, the JMA was obliged to use the Practical Guide to Contract Procedures for EU External Actions (PRAG), which is the rulebook for enlargement, neighbourhood and other third countries. In practice, the adaptation of PRAG to the specificities of ENPI CBC was not straightforward and delayed launching, assessing and selecting calls for proposals, and ultimately undermining the overall efficiency of the programme. The identification of large scale projects was not required at programming stage.
- Under the ENI Implementing Regulation, the PRAG grant award procedures and rules are no longer compulsory. The participating countries / MAs can apply procedures that meet the standards set in the IR, such as content of projects and aspects of the PRAG. The provisions for large infrastructure projects in the ENI IR are also more detailed including total allocation, minimum size and contractual deadlines. This should improve programme management and therefore the absorption of funds.

¹⁸⁶ Programming document for EU support to ENI Cross-Border Cooperation (2014-2020)

¹⁸⁷ The financial liability of the partner countries concerns only public entities

¹⁸⁸ At the time of writing, only one MA had completed the designation process



Finding 25. The relaxation of the ENPI requirement to apply PRAG rules to calls for proposals provides greater flexibility to link programme and project performance frameworks. The ENI regulation puts also more emphasis on result-oriented programme and project monitoring. Overall, these changes *should* both improve, and make it easier to assess, efficiency, effectiveness, and impact, although the quality of performance frameworks continues to depend on the structure and suitability of objectives and indicators and the links established between programme and project levels.

The relaxation of the requirement to apply the PRAG to calls for proposals allows greater flexibility for programme management structures to design guidelines for applicants, project application forms and evaluation grids that make an explicit link with the programme objectives and indicators. In this context, INTERACT ENPI has published a supplementary list of common output indicators, which are necessary to aggregate the measurements to the level of the whole Instrument. To improve the quality of programming, monitoring and evaluation of EC programmes, DG NEAR has also issued guidelines on linking planning/programming, monitoring and evaluation¹⁸⁹ that provide valuable support to the monitoring and evaluation actors in the implementation of the monitoring and evaluation cycles. What will be important is consistency in their implementation given what could otherwise be distinct and divergent approaches by each programme management structure. The requirement for programmes to carry out mid-term and ex-post evaluations foreseen in the new regulation is also a major improvement.

While the greater focus of ENI CBC programmes should make it easier to design more robust performance frameworks than in the previous period, a review of programme documents reveals that despite improvements performance frameworks are still falling short of what would be required for an effective result-oriented monitoring: programme intervention logics (from overall objective to actions) have usually weak causal relationships and indicators are often not suitable or well-designed.

On the positive side, the MAs which have already launched a call for proposals at the time of writing included the introduction of an electronic application forms and instructions to project beneficiaries on how to connect their indicator systems to the programme performance framework. Considering that ENPI ROM reports highlighted systematically the weaknesses of project logical frameworks and the inadequate monitoring capacities among beneficiaries, it remains to be seen how ENI CBC applicants and beneficiaries will cope with the more complex and demanding monitoring practices introduced by the new regulation.

¹⁸⁹ https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/phare/evaluation/2016/20160831-dg-near-guidelines-on-linking-planning-programming-vol-1-v0.4.pdf



7 RECOMMENDATIONS

In the light of the preceding findings, the following recommendations were discussed with the Inter-service Steering Committee members (meeting in Brussels, 8 November 2017) and CBC stakeholders (Tallinn CBC Conference, 29-30 November 2017). The recommendations were revised based on comments received during these events and the subsequent written consultation organised in the first half of December 2017.

The recommendations are presented in six groups. For this section, we assume that the future instrument after 2020 will continue to be referred to as “ENI CBC”, notwithstanding any future reformulation.

R1. Enhance focus and impact of ENI CBC

R1.1 Continue ENI CBC beyond 2020, with an increased strategic focus to maximise impact in line with the 2015 Review of the European Neighbourhood Policy, especially for sea-basin programmes, and only minor changes to the regulatory framework to maintain momentum from 2014-2020.

The overall conclusion of the evaluation is that the positive net benefits of 2007-2013 ENPI, and the refinements that have improved the regulatory environment for 2014-2020 ENI, validate the continuation of Neighbourhood CBC into the 2021-2027 financial perspective. In an ever-changing geo-political climate, CBC has demonstrated its value as an instrument for better understanding and building relations among neighbouring regions, notwithstanding the ongoing challenges both east and south of the EU's external border.

To ensure continuity and keep up the pace of implementation, we propose that only minimal adjustments are made to the regulatory framework, as set out in recommendations that follow. The changes made for 2014-2020 (such as relaxing the previous obligation to apply the PRAG) have strengthened the programming and management framework, and we believe there is no case for a major overhaul in the implementing rules and structures, which would set back the authorities in adjusting to the new operating environment.

The only adjustment we would promote is to continue the trajectory from the last two programming periods towards an ever-more strategic focus to achieve greater impact while retaining the bottom-up approach which characterises CBC. The ENI regulation required the national authorities to orient their CBC programmes around up to four thematic objectives. Unlike Interreg, which falls solely under Cohesion Policy, ENI CBC contains elements of Cohesion Policy but also serves to operationalise the European Neighbourhood Policy (ENP). The 2015 Review of ENP¹⁹⁰ contained several findings of relevance to future CBC, including:

- The ENP should reflect EU interests and the interests of partner countries.
- Partners have different aspirations, and favour tailor-made differentiated approaches.
- Partnerships should be more focused on fewer priorities.
- Partners signalled strongly their interest in the EU as a partner for economic development and modernisation, investment, and developing the employment options for youth.

Along with other aspects of ENP and its Review, this provides a helpful framework for a post-2020 programming approach that can customise territorial cooperation thematic priorities to the needs of the Eastern Partnership (EP) and Union for the Mediterranean (UfM), while taking account of the specificities of land border, sea border and sea-crossing regions, as appropriate.

¹⁹⁰ Joint Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, *Review of the European Neighbourhood Policy, SWD (2015) 500 final*



Where a macro-regional strategy is agreed and operational (e.g. Baltic Sea, Danube), this should provide the main direction for appropriate CBC interventions taking also into account the specific needs of partner countries.

In particular, there are opportunities to give a more strategic direction to the sea basin programmes to enhance the impact and the coherence of interventions, by, for example, putting more emphasis on cross-border challenges that are explicitly related to the sea as a modality, such as environmental contamination (water pollution by waste products does not respect territorial boundaries), migration (sea crossings) and logistics (sea-based trade). Such cooperation on maritime issues¹⁹¹ could also be opened to countries with no direct access to the sea and complement other forms of cooperation on other important development priorities with high cross-border contents.

In this context, the next generation of CBC programmes (both land border and sea basin) should ideally contribute to financing priorities and measures of joint sector strategies covering the whole cooperation area.

Moreover, the ENP Review provides the framework for ensuring that individual programmes under ENI 2021-2027 have a strategic orientation. For example, the Review highlights “*support for greater connectivity as a key area for co-operation*”, including the headline proposal to “*extend core TEN-T networks to the Eastern partners*”. If the TEN-T extension can be agreed by the start of the next financial perspective¹⁹², it could indicate the most strategically important border crossing points by mode (road and rail) based on analysis of waiting and procedural times (delays) for passengers and freight. At present, border crossing projects are often selected without a clear strategic context (see Finding 11). The TEN-T extension would direct ENI beneficiary countries towards priority projects in border management and infrastructure modernisation with a genuine cross-border impact and inform the negotiations with the Commission over programme content and the selection of large-scale strategic projects for preparation (see R4).

R1.2 Give more weight in project appraisal and greater attention at the selection stage to the impact and sustainability, including the cross-border dimension, and reflect these requirements in information and training for applicants and assessors.

Every operation financed under an ENI CBC programme in 2014-2020 (and beyond) should have a clear cross-border dimension, otherwise they are development projects only.

For the purposes of this recommendation, we propose the definition of genuine and lasting cross-border cooperation from the evaluation of 2007-2013 CBC in the Western Balkans under IPA: “*joint implementation of activities by partners resulting in the intensification of cross-border links and sustainable cross-border partnerships and/or the removal of cross-border obstacles to sustainable socio-economic development*”.

For example, the phenomenon of ‘mirror projects’ (i.e. projects contributing to the development of eligible areas but without genuine cross-border dimension and impact) would not represent cross-border cooperation, even if the overarching project was agreed on both/all sides at the concept and preparation stages¹⁹³. By contrast, those projects that involve close working relationships at

¹⁹¹ The advantages of maritime cooperation were highlighted in a recent Interact Paper: “*The sea is a joint resource, a joint problem, a joint advantage and a joint responsibility – asking for joint policies to effectively address maritime issues at stake and for joint solutions developed by cooperation*”, The added value of maritime cooperation Input paper from the Knowledge of the seas network 8 December 2017.

¹⁹² Indicative maps of the extension of TEN-T to Eastern Partnerships countries have been developed but not yet formally agreed.

¹⁹³ Single-country projects should, however, be possible for infrastructure projects if there is clear evidence that the infrastructure will contribute to the removal of cross-border obstacles. For example, partners on both sides of the border might agree on modernisation of, say, a road on just one side from which both border areas will benefit.



every stage, from concept to closure, and deliver tangible cross-border benefits would be classified as full cross-border cooperation.

Unlike ENPI, the programme authorities for ENI are no longer required to follow PRAG procedures for grant schemes, and hence there is considerable latitude to design project application and selection which is tailored to maximising the cross-border impact and sustainability. In many cases, we anticipate that managing authorities will wish to use their Structural Funds processes, which have been tried and tested for ERDF and ESF and customise their scoring / weighting systems accordingly. Project selection can be determined using simple yes/no questions, minimum thresholds, and ranking by highest score. There is a case for making 'the cross-border dimension' either a yes/no or threshold condition for potential projects, in which failure to demonstrate CBC leads to rejection. Furthermore, there is the opportunity to reward applicants with a higher score, if they can show a history of cross-border partnership and/or convincing sustainability plans.

The definition of a cross-border dimension, and the logic behind it, should be communicated to both potential applicants (by means of the websites, guidelines, manuals, etc.) and decision-makers (i.e. through the training of assessors and selection committee members), and widely promoted by management structures including during promotional events, information sessions and training of applicants organised by the JTSs and BOs. It would also need to be factored into the harmonisation of application packs for overlapping programme areas (see R5.3).

R2. Seek more synergies with other EU instruments and policies

R2.1 Integrate ENI CBC with other ENP instruments and EU external policies and ensure closer linkages of CBC programmes with other strategies, programmes and initiatives at regional, national and EU levels.

At present, there is a risk that CBC programmes do not fully enjoy synergies with other ENP and national and regional initiatives that are implemented over the same period. There is no clear demarcation between CBC programmes and regional programmes / projects in the actions being financed¹⁹⁴. A better articulation of the rationale for financing under different ENP instruments and other EU initiatives and programmes available in the neighbourhood¹⁹⁵ would help beneficiary countries in their future programming, in the interests of complementarity and coherence.

There is a need to strengthen links and exploit synergies with the political initiatives that shape the EU external policy such as the Eastern Partnership, the Union for the Mediterranean, the EU macro-regional strategies for the Danube region and the Baltic Sea region, the Northern Dimension or the Black Sea Synergy. For example, mechanisms should be reinforced for making the benefits of the UfM more readily available to projects funded ENI CBC MED or IT-TN programmes, many of which are clearly contributing to the objectives of the UfM (see Finding 19)¹⁹⁶.

With regards to complementarity with other EU external instruments and initiatives as well as with strategies and programmes at regional, national and EU levels, we propose the future ENI regulation and any DG NEAR guidelines should require participating countries to explain how the synergies with ENI priorities and the actions that are described in their programme documents

¹⁹⁴ As already indicated, the territorial cooperation in the Eastern Partnership is funded under a regional programme and not under ENI CBC.

¹⁹⁵ Including ESIF and Interreg but also other EU financial instruments such as Horizon 2000, LIFE+, Creative Europe, etc.

¹⁹⁶ The MED JMA and the Secretariat of the UfM met in January 2017 to discuss how to better coordinate their activities. In particular, the possibility to jointly define an annual action plan based on continuous exchange of information as regards scheduled public events, valuable contents to be integrated in newsletters, thematic working groups to be organized on specific topics, as well as a more effective use of the UfM label for CBC projects.



will be carried through to the calls for projects and subsequent project selection. For example, guidelines for applicants could map out existing opportunities for synergies but also sectors already covered by other initiatives to guide potential applicants in designing relevant and well linked projects¹⁹⁷.

Coherence and complementary should also be enhanced by harnessing existing resources and communication channels better. Within the EC, there is a need to strengthen links with DG NEAR geographical units and the Centres of Thematic Expertise (CoTEs) and the EEAS to ensure a better fit between CBC and other EU programmes and initiatives. Coordination with line DGs during programming and the implementation of LIPs should go beyond the inter-services consultations. There should also be a more active involvement of EU Delegations with better codified duties for the operational managers to follow up the implementation of programmes, avoid overlaps and promote synergies with bilateral assistance, and also contribute to a higher visibility of ENI CBC.

More generally, there is a need to reconsider the role of DG NEAR in providing strategic guidance to the managing authorities. As mentioned in Finding 19, under the current set up, the capacity of DG NEAR to shape programmes and give strategic impulses during implementation is limited.

R2.2 Explore ways how to increase the consistency between ENI CBC and Interreg regulatory frameworks, templates and tools.

At present, most of the ENI CBC managing authorities are also involved in implementing Interreg programmes. In practice, this means they must satisfy two sets of regulatory requirements, the former falling under DG NEAR's competence and the latter under DG REGIO's. While we do not propose any major revisions in the regulatory framework for ENI CBC (see R1), and we note that coordinating regulations can disrupt the timely start of programmes at the beginning of the financial perspective (as happened under both ENPI and ENI, and led to implementation delays while awaiting the approval of EU legislation), we are conscious that there are parallel processes under two DGs to achieve the same outcome: for example, the designation of the management structures for CBC. Hence, in that case we would recommend as the preferred option that the templates and tools applied by the two DGs are aligned with each other, so that the managing authorities only need to fulfil one set of criteria. This should also include solutions applied to raise the (common) visual identity of CBC programmes carried out in the context of Interreg and ENI CBC. The extent of such alignment should be discussed and agreed with CBC stakeholders.

R2.3 Enhance DG NEAR capacities to provide guidance and analyse overall performance of ENI CBC, and coordinate with DG REGIO over CBC in all its forms.

Given the geographical coverage and geopolitical context, ENI CBC is an important and diverse instrument, whose significance has been confirmed by the 2015 review. DG NEAR sits at the hub of CBC activity, overseeing a network of programme management structures covering 34 participating countries within and beyond the EU's borders, receiving performance information from a variety of sources (including the AIRs) and directing policy. Currently, DG NEAR has a relatively small staff complement to fulfil this role. As well as more staff, it is important to have continuity, which implies efforts to reduce turnover, so that the knowledge and expertise is retained. DG NEAR would also benefit from closer links to DG REGIO, given the latter's considerable experience with Interreg and management tools (see R5 and R6).

¹⁹⁷ Such an approach is already adopted by ENI CBC programmes involving Finland



R2.4 Carry out a study of cross-border needs and obstacles to cooperation to identify bottlenecks and suggest measures to national authorities.

For the future programming of the ENI CBC instrument, DG NEAR could usefully commission research and analysis on the hurdles in territorial cooperation across each border combination, such as issues of compatibility of EU roles and those of ENI partner countries, for example around specific normative and institutional obstacles to cross-border exchanges. This should consider the needs of different border types: land border, sea basin and sea-crossing.

This could follow the example of the exercise conducted in 2016 for DG REGIO in the context of Interreg (“Collecting solid evidence to assess the needs to be addressed by Interreg cross-border cooperation programmes”), which looked at the various types of border regions and considered socio-economic disparities (economic structures and behaviours), physical obstacles limiting access across borders; cultural barriers, and normative and institutional obstacles (different organisations, procedures and rules), and potential for CBC.

The analysis should lead to a diagnosis for each programme area, which takes account of local factors and circumstance, with recommendations to national authorities to address obstacles and barriers. The Interreg study found that most border regions suffered from an inefficient use of the resources they already have, and hence there may be similar lessons from an ENI study which can improve the effectiveness of CBC interventions.

R3. Improve relevance and ownership of programmes

R3.1 Achieve more balanced partnerships through commensurate contributions from partner countries

The concept of more balanced contributions is illustrated under ENI by the programmes involving Russia where the partner country is supplementing EU funding with its own resources at programme level. This was already the case under ENPI where the Russian contribution to the five ENPI CBC programmes in which it participated represented 40% of the EU funding¹⁹⁸. This approach would seem, in principle, to reinforce the notion of parity in the partnership, ownership and enhanced financial responsibility, provided it does not result in two sets of implementing rules. In the case of Russia, it also signals a perception of cross-border cooperation as taking place within its ‘near-abroad’, as much as the EU’s neighbourhood.

To make the national contribution more manageable for ENI partner countries, we propose that this could include funds from international financial institutions (IFIs), specifically in the case that ENI CBC programmes involve plans to fund LSPs.

R3.2 Towards the end of the current financial perspective, review the relative merits of bilateral and multi-country programmes (based on ENPI and ENI experience), with potentially new combinations of CBC countries to increase the homogeneity of programme areas.

The transition from ENPI to ENI was accompanied by a move from trilateral programmes (e.g. EE-LV-RU) to bilateral ones (e.g. EE-RU and LV-RU). This has the advantage of being easier to manage, but the proportionally smaller allocations also mean less impact, reduced opportunities for cooperation, and fewer possibilities to finance large strategic projects, especially the more expensive infrastructure operations. They are also less cost-effective, as they require two managing authorities, rather than one.

¹⁹⁸ The contribution from the Russian federal budget represented in total 103.7 MEUR against 261.8 MEUR of EU funding.



We recommend the Commission reviews the pros and cons of bilateral and multilateral CBC programmes post-2020 on a case-by-case basis, drawing on the experiences of ENPI 2007-2013 and ENI 2014-2020, based on the most suitable combinations of neighbouring countries with contiguous borders to reflect geographic, economic, environmental and social circumstances. This stock-taking should take place towards the end of the current financial perspective although the discussion on this topic can already be initiated in the follow up actions to this evaluation. It should also explore the reasons behind the failure of some programmes¹⁹⁹ or the non-participation of certain countries²⁰⁰ under ENPI and ENI CBC and suggest measures which could be taken at EU level to address the identified obstacles to cooperation.

Under ENPI, for example, Ukrainian authorities could participate in the PL-BY-UA programme on their north/north-west borders, or the HU-SK-RO-UA programme on their west/south-west borders, but there was no programme which brought together their partners in Poland, Hungary, Slovakia and Romania, which reflects the orientation of western Ukraine. In the evaluation interviews, partner countries have made the case for contemplating Euro-regions as the basis for CBC partnerships (in this example, the Carpathian Euroregion).

Under ENI, it is possible for programmes to open their cooperation to partners from other countries in order to strengthen the composition of partnerships²⁰¹. However, just a few programmes seized this opportunity²⁰² which requires the adaption of management and control systems.

The possibility of extending or creating new European Groupings of Territorial Cooperation (EGTC)²⁰³ to develop cross-border cooperation with regions and local authorities of partner countries should also be explored following the example of the EGTC Tisza²⁰⁴.

There could also be more scope for cross-border cooperation among partner countries, which was already launched for the Eastern Partnership on a pilot basis²⁰⁵ but is not yet available to countries in the Southern neighbourhood.

Finally, the case could be made for a ENI interregional cross-border programme opened to all EU and neighbourhood countries on the model of what exists within the EU with Interreg Europe offering opportunities for regional and local public authorities to set up multi-country partnerships around selected topics of general interest.

R4. Enhance the added-value of large-scale projects/large infrastructure projects

R4.1 Broaden the perspective of large-scale projects/large infrastructure projects to truly strategic operations (which might include infrastructure) and in the case of research project should concern application of innovation, not basic research.

¹⁹⁹ E.g. CBC Spain-Morocco

²⁰⁰ E.g. Russia and Azerbaijan in CBC BSB

²⁰¹ ENI Implementing Rules allow projects to be implemented outside the programme area under certain conditions (Art. 39.2)

²⁰² For example, ENI CBC EE-RU allows the participation of Finnish and Latvian partners from regions adjoining the programme area.

²⁰³ The EGTC is an European legal instrument designed to facilitate and promote cross-border, transnational and interregional cooperation. The EGTC is a legal entity and as such, enables regional and local authorities and other public bodies from different member states, to set up cooperation groupings with a legal personality. Since 2013, EGTC can also be extended to regions of non-EU neighbouring countries.

²⁰⁴ The EGTC Tisza was established in 2015 to develop cross-border cooperation between Szabolcs-Szatmár-Bereg County (Hungary) and the Transcarpathian region (Ukraine) through participation in EU programmes. The EGTC Tisza is currently preparing a project application under the ENI CBC HU-SK-RO-UA.

²⁰⁵ Funded under the ENPI East Regional Action Programme 2013, the Eastern Partnership Territorial Cooperation (EaPTC) was launched in 2013 to promote sustainable development between neighbouring regions of EaP countries through territorial cooperation. Four cooperation programmes were implemented (AR-GE, AZ-GE, BY-UA, MD-UA).



The scope of large scale projects (LSPs) in 2007-2013 was specified more tightly for ENI as large infrastructure project (LIPs). We consider that other instruments are better suited than CBC to finance such projects, including IFIs and blending facilities such as the Neighbourhood Investment Platform. Within the sector focus outlined in R1, we propose a return to 'LSPs' in 2021-2027, but this time defined as large strategic projects, focused on a specific sector / theme with a minimum threshold, a clear objective and expected results, and with the involvement of strategic public/private actors at regional and national levels to enhance dissemination and mainstreaming of project results and impact (see Finding 11). This would not *preclude* the LSP having an infrastructure component, where appropriate, within a broader integrated package of measures with a strategic purpose and a people-to-people dimension.

Furthermore, to avoid duplication and overlap with other EU-financed instruments, such as Horizon 2020, the funding of cross-border basic research should be proscribed, but the *application of research outcomes* should be encouraged.

R4.2 Expand the role of the Neighbourhood Investment Platform in securing funding for CBC infrastructure projects and support the development of the latter through a Project Preparation Facility for ENI CBC

While we recommend that large strategic projects (LSPs) for 2021-2027 have a wider scope than the current LIPs (see R4), it is likely that many LSPs will continue to contain an infrastructure component that should be financed, wholly or partly, with the support of the NIP rather than by programme resources exclusively.

Although all large-scale projects take time to prepare, those that involve construction are especially prone to delays. There are many steps to project maturity from agreeing the initial concept, forming appropriate partnerships (often involving municipalities, public enterprises and/or other publicly-funded bodies) and legal agreements, identifying and acquiring land, securing ownership rights, preparing preliminary and final designs, producing pre-feasibility and feasibility studies, including cost-benefit analyses, and environmental impact assessments, arranging location and building permits, and all within national and local laws, and in line with the applicable FIDIC conditions of contract, and any other conditions depending on funding sources (EU, IFI, etc.). These steps must be fulfilled before the construction project is ready for tendering, and typically cost 7-10% of the total project value. Gaps in the process and insufficient documentation can create significant hold-ups or even cancellations, even within single countries. Where the project involves cross-border cooperation, and the application of laws and rules (e.g. permitting processes) in more than one jurisdiction, plus the requirement for Commission approval, the failure risk is substantially higher. Better prepared projects facilitate the approval process, leaving more time for implementation.

In this context, and on the assumption that ENI continues to benefit from substantial resources in the next programming period, we recommend the financing of a Project Preparation Facility (PPF), ideally within the 2014-2020 perspective, which can start work on potential LSPs for 2021-2027 based on preliminary indications of priorities by the ENI beneficiary countries. Projects developed under the PPF could then be co-financed by the CBC programme and resources pooled and leveraged within the NIP.

R5. Improve programme efficiency

R5.1 Ensure early adoption of the ENI CBC regulatory and financing framework post-2020 to avoid reduced programme and project implementation periods.

In previous financial perspectives, the regulations governing ENPI / ENI CBC have been drafted, subjected to consultation and adopted over a timescale that has postponed the start of the



programme execution period. This has meant that programmes have been prepared initially without an agreed set of objectives and priorities at the instrument level, followed by a hurried finalisation so that further time is not lost. In the case of ENPI, this led to implementation delays which are noted in the evaluation findings. There is an inevitable knock-on effect on calls for proposals and the launch of strategic projects / LSPs, which is accentuated by any delays in signing and ratifying financing agreements for individual programmes. As argued already (see R1), we recommend largely carrying forward the existing regulatory framework with only minor refinements, which would mean the ENI CBC regulations could be adopted in a timely fashion.

R5.2 Consider introducing financial flexibility within the total ENI CBC allocation to support urgent projects that respond to opportunities or threats.

The geo-political environment for ENI is much less stable than for equivalent programmes within the EU or even in the pre-accession context of IPA. When programming 2014-2020, the conflict on Ukraine's eastern border and occupation of Crimea could not have been foreseen and factored into plans, for example, which is reflected in the 2015 review of the EU's Neighbourhood Policy. While the seven-year programming perspective is adequate for addressing medium-long term needs, such as strengthening border and transport infrastructure, managing natural resources such as water, developing cultural heritage and tourism, there is always the potential for emerging events to disrupt these plans and create immediate problems - but also new possibilities.

In this light, we recommend that DG NEAR considers designing into the post-2020 regulatory framework a requirement or expectation that individual programmes set aside a performance and flexibility reserve that can be used to respond to external events, enhance impact or address needs, either through new calls for proposals / strategic projects or extending the budgets / timescales of existing projects. If this reserve (say 5-10% of the total allocation) is not drawn down within the first half of the programme period, it should be increasingly 'freed-up' for existing measures during the second half, rather than remaining unused.

R5.3 Increase the frequency and improve focus of calls for proposals to increase impact, speed up project selection and contracting and simplify rules, procedures and templates.

We recommend that programme authorities publish a calendar of calls, so that potential applicants have notice of when grant applications should be submitted, and the topic being covered. This will allow them plenty of time to find suitable partners, develop high quality proposals with realistic budgets and well-elaborated performance frameworks, and secure any necessary approvals.

Each call for proposals should be tightly focused, rather than providing blanket coverage of the whole CBC programme, in line with the recommendation that CBC should aim for a greater strategic impact (see R1). We propose more frequent calls for proposals – for example, by launching calls with the same focus twice, allowing enough time in between to draw lessons and give feedback to failed applicants – which should improve the programme's impact, as well as its efficiency, as a greater turnover of calls should enable the programme management to achieve a higher absorption rate.

The evaluation shows that the period from grant scheme application to approval is too drawn out, putting programme implementation at risk. There are several ways to accelerate the timescale, improve the quality of selected projects and keep applicants informed:

- Project appraisal and selection should be simplified by reducing the steps in the evaluation process. For example, some programmes under ENPI introduced a project selection committee before the JMC meeting, adding an extra stage and stretching the timeline, which should be avoided.



- More efforts should be made to adhere to the timetables published in the guidelines for applicants and showing the maximum time for each step, so that applicants have notice in advance and the management structures are held accountable.
- The authorities should also look to restricted calls for proposals and a two-stage approach, with concept notes appraised first and only high-quality concepts progressing to full application stage. This might appear to add an extra step, but it cuts down on the average workload for the applicant (only successful stage 1 applicants prepare detailed and fully-costed proposals for stage 2), the MA / JTS and the assessors. This will free time for the JTS to support successful stage 1 applicants (rather than all applicants).
- The MAs should also set ceilings of the number of proposals to be evaluated with stricter minimum thresholds to pass the quality checks.
- Moreover, managing authorities should recruit specialist assessors for each topic for the entire programme period, rather than contracting them on a call-by-call basis, which can add to the delays in evaluation, especially as they need to become familiarised with local procedures. The latter point takes on added significance given PRAG is no longer obligatory. The MAs should invest in training assessors in their project selection systems.

The decision to relieve the programme management structures from applying the PRAG to calls for proposals in 2014-2020 in the ENI Implementing Regulation²⁰⁶ is seen as an opportunity to reduce the administrative burden on both the programme authorities and the project applicants / beneficiaries and been widely welcomed by managing authorities. Most crucially, it enables them to develop calls for proposals and other procedures which are targeted and tailored to CBC requirements, such as assessing the cross-border dimension (see R1).

However, this new flexibility is a challenge for MAs. In overlapping programme areas, there is a risk that different approaches by different management structures might make the procedures and templates more complex and confusing for potential and actual grant beneficiaries that are entitled to apply to more than one programme. In this light, we recommend that the managing authorities coordinate together and harmonise their application packs and implementation rules²⁰⁷, within the context of administrative simplification. This is already happening to a certain extent under ENI, but should be adopted as a common approach wherever there are programme overlaps, with the support of TESIM.

R5.4 Consider measures to speed up payment cycles to resolve cash flow problems in participating countries

With all grant schemes, there is a question of the beneficiary's financial capacity to manage the cashflow consequences of payment cycles. Delays in receiving money from the EC can be critical for beneficiaries with weaker financial standing. Under ENI, there is scope for more flexibility regarding payment than ENPI (as PRAG need no longer apply), but the increased national controls might prolong the process, and the programme authorities' draw-down of EU funding remains a constraint on more regular and/or higher percentage payments to grant recipients. We recommend that measures are considered under ENI by MA to speed up processing of payments, including simplified cost options²⁰⁸.

²⁰⁶ COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August.

²⁰⁷ Including eligibility criteria for expenditures, procurement rules and State aid provisions

²⁰⁸ In the period 2014-2020, simplified cost options are used in Interreg programmes to a much bigger extent than in the past. They are one of the measures to help reduce the administrative burden on both beneficiaries and programme management structures. Contrary to the principle of real costs, flat rates, standard scale of unit costs and lump sums are defined ex-ante based on calculations that involve averages or analysis of historical/statistical data. Eligible costs within projects are calculated by applying a fixed percentage (flat rate) to some other costs, or a fixed price (standard unit cost or lump sum) is paid subject to reaching concrete inputs/outputs agreed in advance.



R.5.5 Consider simplifying State aid requirement for CBC projects

According to the ENI regulation, CBC projects must comply with the applicable Union rules on State aid²⁰⁹. Adhering to these rules represents an additional administrative burden for both programme management structures²¹⁰ and applicants as very detailed information is required in project applications to be assessed during the selection process²¹¹. At present, managing authorities have limited experience and capacity in performing State aid assessment of CBC projects. The latter can be extremely complex and time-consuming in the case of projects involving many partners and activities²¹² and frequently lead to ambiguous results. Moreover, since State aid rules apply only to EU partners, this creates imbalances within the cross-border partnership. Considering that the financial value of CBC projects is usually small and taking into account the specificities of cross-border cooperation, a blanket exemption of CBC from State aid rules²¹³ would reduce the transaction costs for both the programme management structures and the applicants. It is recommended that the matter be discussed with DG COMP.

R5.6 Allow more flexibility for use of savings from projects to improve the absorption and application of funds.

At present, any funds from individual operations (whether standard or strategic projects), which remain unused at the end of the project cycle due to underspending, are typically returned too late to the management structures. By the time the repayment of advance or interim payments is made, it is often too close to the end of the project contracting deadline²¹⁴, or even after, and there is insufficient time to launch a new call for proposals, let alone to implement selected projects. It is proposed that the regulatory framework is modified to allow the contracting and implementation phases to be extended for recycling funds²¹⁵.

R5.7 Require and reinforce the presence of management structures in the border regions through JTSs and branch offices.

De jure, the JTS exists as the technical secretariat of the MA and JMC, reporting to the former. *De facto*, the JTS does provide this assistance, but performs also a support function to the grant applicants and recipients, before and after the call for proposals. For many beneficiaries, the JTS can be indistinguishable from the rest of the management structures, especially if it is based in the capital and co-located with the MA. In these cases, it is often the branch office that is viewed by the beneficiaries as their main interface.

There is a case for arguing that the JTS should be based outside the capital city, in one of the border areas, especially as the ENI regulation restricts the branch office role to information, communication, and support to the MA, but without decision-making. However, the JTS' twin role, facing inwards to the MA/JMC and outwards to the applicant/beneficiary, leaves location open to debate. Either way, we recommend strengthening the role of the branch offices in the border

²⁰⁹ ENI IR Art.12

²¹⁰ Granting and reporting State aid is ultimately the responsibility of national authorities. In practice, given that CBC programmes deal with comparatively small funds, they are not a priority for overloaded national State aid units and therefore programme management structures bear the main responsibility for assessing State aid.

²¹¹ To ensure that projects are not relevant to State aid or fall into the exemptions foreseen by General Block Exemption Regulation (GBER), (EU) N°651/2014)

²¹² Managing authorities have been strengthening their capacities to deal with State aid at the selection stage. For example, a call was launched under ENI CBC PL-BY-UA to create a pool of State aid experts in charge of assessing projects against state aid rules.

²¹³ At present, exemption from the notification requirements applies only to some costs incurred by SMEs participating in European Territorial Cooperation projects (Article 20, (EU) N°651/2014 GBER).

²¹⁴ ENI IR specifies that all projects should be signed before 31 December 2021 and that all project activities should be concluded by end of 2022 (Art.18).

²¹⁵ Another option would be to allow over-contracting as it the case under Interreg



regions, which would involve the MAs and partner countries²¹⁶, potentially supported by TESIM in developing a model approach regarding staffing, human resources management, training, systems and procedures, and ensuring their continuity into the new period. It should also be considered to re-brand them as 'CBC Support Offices', to make their mandate clear to applicants and beneficiaries.

R6. Improve performance frameworks and monitoring and evaluation practices

R6.1 Strengthen the performance frameworks and their practical application through focused calls, project selection and implementation, enhancing the capacities of programme authorities and project beneficiaries, and allowing flexibility in post-2020 ENI to review and refine frameworks in response to evolving circumstances.

The ENI CBC implementing regulation required each MA to carry out result-oriented programme and project monitoring, as well as mid-term and ex-post evaluations. As noted in this evaluation (Finding 24), despite improvements compared to the previous period, the programme documents show shortcomings in the cascade from objectives to actions and poorly-defined indicators, although some management structures are making efforts to strengthen the application of the performance frameworks in practice.

These efforts should be maintained, enhanced and become widespread throughout the ENI programmes, with TESIM continuing to play a supportive role by disseminating good practices, guiding and training programme managing authorities as appropriate. In cascading the current performance frameworks to the project level:

- Calls for proposals should be focused thematically, and application forms should be tailored to require project applicants to set out the planned outputs from their activities and expected outcomes, in a format that tallies with the programme framework. Guidance should explain the rationale, how to identify indicators and complete the application, and the implications for gathering data if the project is selected.
- Selection decisions can then take account of the project's contribution to the programme objectives through the indicators.
- Contracts with projects, whether standard or strategic, can make the provision of performance information mandatory (as a pre-condition for payment, and the subject of verifications and audits), as well as participation in future evaluations.
- The use of online IT tools as a medium for sending data (see R6) can ease the process for project beneficiaries and enable programme management to assemble information into a readily-usable form.

At the programme level, we recommend that the ENI regulation for 2021-2027 should allow flexibility in reviewing and revising the performance framework during the programme's lifespan. Ideally, each programme should contain a robust set of objectives and indicators at every level, with an intervention logic based on causal relationships. Even with the most rigorous programming, it might become obvious in the process of implementation that indicators are not suitable, or circumstances have changed. Hence, more flexibility should be introduced into the process (through the JMC, with Commission approval) by which specific objectives and detailed indicators and their values can be refined to reflect the changing situation and evolving knowledge, even as the programme's vision and high-level objectives remain the same.

²¹⁶ Partner countries play an important role in setting up and maintaining branch offices. In the case of programmes with Russia, branch offices situated in the Russian Federation are accountable primarily to the national authorities.



We recommend that all programmes (both under ENPI and ENI) conduct a final external evaluation to measure results and impact and draw lessons for the future²¹⁷.

R6.2 Improve IT tools for programme management, monitoring and evaluation, drawing from experience within Cohesion Policy and Interreg and enhance the capacities of programme authorities to analyse context (including use of statistics) and draw up evidence-based strategies.

In line with strengthening the performance framework, there is a need for better IT-based management of information flows at all levels, from projects to programmes to the entire instrument. The MAs need IT tools to assist them in two aspects of programme implementation. The first is contract administration and management, which is about payment information allied to performance information. The second is monitoring and evaluation, which concerns the oversight of fund use and learning lessons. The outputs from the programme IT system should help managing authorities to prepare their AIRs, administer projects and programmes in real-time, and provide a bedrock of information to feed into mid-term and final evaluations and the next programming cycle.

Ultimately, ENI CBC would benefit from a user-friendly and standardised information system that can regularly and easily collect application, approval, contract, payment and performance data from all individual projects, through to closure, and can then automatically assemble it for use by the programme authorities, TA and MEL facilities (see R6), the Commission itself, and wider audiences as appropriate, including the public via websites. Individual MAs' systems should be compatible so that the information can be communicated to the European Commission, which needs to develop its own system to be able to aggregate data from all programmes, irrespective of local language and disparate IT systems, into a single format along the lines of what is being done for the ESIF²¹⁸. The tools developed in the context of the Cohesion Policy²¹⁹ and Interreg²²⁰ could be adopted and adapted to meet the needs of ENI CBC.

A more strategic and focused approach to CBC programming and management necessitates high quality sectorial analysis and a corresponding performance environment to assess progress towards results and take appropriate action to ensure the programme achieves its high-level objectives.

This could include directing CBC funds towards research studies to establish a more accurate diagnosis of the border area's socio-economic development, as a basis for the programming process to achieve greater focus (and hence impact) and improve performance management frameworks, and to identify those themes where CBC can best add value.

It could also be linked to the European Spatial Observation Network (ESPON), the European Grouping on Territorial Cooperation, which has been assembling a pan-European knowledge base and statistics related to territorial dynamics since 2002, co-financed by ERDF ETC through three successive operational programmes (<https://www.espon.eu/>). Currently, ESPON covers

²¹⁷ By October 2017, only six programmes carried out an external evaluation: BSR, KAR, KOL, PL-BY-RU, IT-TN and SEFR.

²¹⁸ The open data platform (<https://cohesiondata.ec.europa.eu/>) gives access to data on financing and achievements under the ESIF Funds 2014-2020. The data is directly fed from the managing authorities in charge of the programmes.

²¹⁹ The Commission developed SFC2014 as the common information system for electronic exchange concerning shared management between Member States and the Commission (DG REGIO, DG EMPL, DG AGRI, DG MARE and DG HOME), concerning a range of 2014-2020 funds, including ERDF, ESF, Youth Employment Initiative (YEI), Cohesion Fund, Asylum, Migration & Integration Fund (AMIF), Internal Security Fund (ISF), ETC and IPA.

²²⁰ The Interact programme developed the free online Electronic Monitoring System (eMS) to enable management structures to collect and store all necessary project and programme information, and features an online communication portal that enables secure electronic contact with beneficiaries. It is based on free-to-use technologies as far as possible; where license fees apply, these are covered by Interact. Once calls are opened, potential applicants can submit their application forms. After projects are approved, the beneficiaries use eMS to report on their activities and incurred costs.



only the EU's Member States plus other EAA countries and Switzerland, and hence not the full set of ENI beneficiary countries.

The use of CBC resources in this way would aim to reinforce efforts at the country level to improve national statistics.

R6.3 Consider establishing a permanent Monitoring, Evaluation and Learning (MEL) Facility for ENI CBC to support CBC stakeholders, enhance results and impact and strengthen the learning process in view of future cycles

The MEL approach²²¹ is becoming increasingly established in the donor community (e.g. USAID, DFID) as a way of tracking the progress of programme implementation in real-time, identifying interesting practices for dissemination, drawing out lessons and feeding them back into the policy-making process to inform implementation and future programming. The MEL Facility runs in parallel, and can perform early stage and interim evaluations, to take stock of performance at regular intervals, and assess the achievement of outcomes and impact. This could be a viable alternative to the classic mid-term review, with the advantage that the MEL Facility can build its knowledge base over time, rather than taking a 'snapshot' of performance (see Finding 13). Another advantage of MEL is the higher level of consistency it would allow regarding evaluation data at programme level. The experience from ENPI shows that the external evaluations commissioned by managing authorities differ in scope and approaches which makes it difficult to draw lessons at the level of the entire CBC instrument.

We recommend that DG NEAR explores how a MEL Facility could be made available to ENI CBC. Being the permanent provider of technical assistance with a unique overview of ENI CBC and access to implementation data from all the programmes, TESIM is ideally placed to perform MEL duties²²². This would involve the review, consolidation and synthesis of results-monitoring data²²³ and the use of additional qualitative and quantitative methods to measure programme outcomes and impact during and after implementation. It would provide both the programme management structures and the EC with regular overviews of ENI CBC performance together with management and strategic recommendations allowing for timelier corrective actions and/or strategic decision-making at programme and instrument levels.

In the medium term, MEL functions could be integrated into the ROM facility, linking also to EC ongoing efforts to strengthen its M&E tools and practices²²⁴. This would necessitate a dialogue between DG NEAR and DG DEVCO to revamp the ROM system along MEL principles allowing for a better analysis and use of performance data collected across the various external assistance programmes and instruments

R7. Strengthen the technical assistance and support to programmes

R7.1 Continue the EC TA to CBC programmes as valued support to programme authorities and the interface with the European Commission, with renewed emphasis on simplification, results-based management and capitalisation.

²²¹ Sometimes the acronym 'MEAL' is used with the addition of A for accountability.

²²² A clear separation between TESIM support to programme management structures and MEL functions would however be required

²²³ Originating both from managing structures and ROM

²²⁴ In particular, the EVAL-module and the Operational Information System (OPSYS) which are shared by DG NEAR, DG DEVCO and the service for Foreign Policy Instrument (FPI). The EVAL-module is a database and IT tool facilitating the management of evaluations and the dissemination of evaluation results. OPSYS is an IT platform currently under development, which will give a single access to the entire cycle of external action data including programming and action documents, legal decisions, contracting figures as well as information on procurement, results and other monitoring indicators.



The principle of a TA facility for the whole instrument is well-established and continues to be justified, based on the experience from 2007-2013 onwards. Under ENI, we see no case for changing the scope and modalities of the TA facility which should continue to support MAs with programme and project management and facilitate the communication and dialogue with the EC. However, we recommend prioritising activities on some of the new aspects introduced by the ENI e.g. result-based monitoring and performance frameworks, simplification and harmonisation of procedures and templates (e.g. application packs and the selection process/assessment), management and control systems in partner countries, and large infrastructure projects.

We also recommend expanding the organisation of specific networks and laboratory groups for programmes sharing common characteristics e.g. programmes with Russia or Mediterranean programmes.

The administration of ENI CBC is not limited to the formal management structures alone. In some programmes, the national authorities play an active role, for example operating as unofficial branch offices or contact points in the sea-basin programmes. The TA facility, now and in the future, needs to take account of (enhancing) their capacities, to ensure they are providing the right information about the programme and its requirements to potential and actual beneficiaries, and they can help clarify national rules and resolve issues at the points where EU and national frameworks conflict (through dialogue with central authorities).

Efforts initiated by TESIM around capitalisation and knowledge management should be stepped up to identify the lessons learned from projects and apply good practices across the participating countries. While there is already some cooperation between Interact and the ENI CBC managing authorities, we also propose this should be further intensified, with more opportunities for exchanging experience and networking with Interreg and IPA CBC programmes. This requires specific Interact events to be tailored to the needs of partner countries.

Each programme period typically involves the re-tendering of TA for the entire instrument and all its programmes. In order to avoid delays and gaps in the provision of the technical assistance, we would suggest that the contract for 2021-2027 is launched well in advance of the start of the financial perspective.

R7.2 Ensure that the technical assistance budget to reflect better the programme's actual need for technical assistance.

The ENI Implementing Regulation allows participating countries to set higher allocations for technical assistance to reflect the real needs of programmes²²⁵. In practice, ENI CBC programmes have all allocated around 10% of the co-financing to the technical assistance (TA) priority. However, this did not always reflect the situation on the ground. The management and administration associated with a two-country programme with a land border are considerably less demanding than the requirements of a multi-country programme around a sea basin, for example. We recommend that, for 2021-2027, the TA rate applied to programmes take better account of geographic coverage, and the capacity and experience of the participating management structures. In line with the regulation, the increase over 10%, however, should be justified during the programming by means of an action plan and detailed budget.

²²⁵ ENI IR, art.34





Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

Final Report

Volume II: Annexes 1-3

January 2018

Evaluation carried out on behalf of the European Commission



Consortium composed of GDSI Limited, Altair Asesores S.L., A.R.S. Progetti S.P.A., EEO Group,
NSF Euro Consultants s.a, GDSI UK Ltd, Pohl Consulting & Associates

Leader of the Consortium: GDSI Limited

Contact Person: Pauric Brophy

FWC COM 2015

EuropeAid/137211/DH/SER/Multi

Specific Contract N°2016/379792

Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

This evaluation was commissioned by
The Evaluation Unit of the DG NEAR (European Commission)

DISCLAIMER

The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the concerned countries



The report consists of three volumes:

- **Volume I: Main report**
- **Volume II: Annexes 1-3**
- **Volume III: Annexes 4-16**

VOLUME I: MAIN REPORT

1	EXECUTIVE SUMMARY	
2	INTRODUCTION	
3	ENPI CBC 2007-2013 IN CONTEXT	
4	ENPI CBC 2007-2013 IN FIGURES	
5	ANALYSIS OF ENPI CBC PERFORMANCE FRAMEWORKS	
6	ANSWERS TO EVALUATION QUESTIONS	
7	RECOMMENDATIONS	

VOLUME II: ANNEXES 1-3 CASE STUDIES

ANNEX 1. CASE STUDY ON ENPI CBC AND TOURISM DEVELOPMENT IN THE CARPATHIAN MOUNTAINS	1
ANNEX 2. CASE STUDY ON ENPI CBC AND THE ENVIRONMENT	25
ANNEX 3: A STUDY OF ENPI-FUNDED BORDER CROSSING PROJECTS – THE CASE OF SOUTH EAST FINLAND-RUSSIA	49

VOLUME III: ANNEXES 4-16

ANNEX 4:	MATRIX OF EQ, JUDGEMENT CRITERIA, INDICATORS & ANALYSIS	
ANNEX 5:	OVERVIEW OF ENPI CBC 2007-2013	
ANNEX 6:	OVERVIEW OF ENI CBC 2014-2020	
ANNEX 7:	ENI CBC 2014-2020	
ANNEX 8:	PROGRAMME FICHES	
ANNEX 9:	WEB SURVEY	
ANNEX 10.	DATABASE ANALYSIS	
ANNEX 11.	FIELD PHASE METHODOLOGY	
ANNEX 12.	INTERVIEWS AND MEETINGS HELD	
ANNEX 13.	EVALUATION MILESTONES	
ANNEX 14.	DOCUMENTS CONSULTED DURING THE EVALUATION	
ANNEX 15.	COMMENTS RECEIVED FROM CBC STAKEHOLDERS AND ACTIONS TAKEN	
ANNEX 16.	ENPI 2007-2013 CBC PROJECTS	



LIST OF ABBREVIATIONS AND ACRONYMS

AIR	Annual implementation report
BCP	Border Crossing Point
BIOVecQ	Biotechnologie marine vecteur d'innovation et de qualité/ Marine biotechnology vector of innovation and quality
BSB	Baltic Sea Region CBC programme
BSC	Black Sea Convention
BSR	Black Sea Basin CBC programme
CBA	Club Bleu Artisanal/ Creating a cross-border club for the promotion of products of artisanal fisheries
CBC	Cross-Border Cooperation
CfP	Call for Proposals
CSO	Civil Society Organisation
DG	Directorate General
DG DEVCO	Directorate-General for International Cooperation and Development, European Commission
DG NEAR	European Neighbourhood Policy and Enlargement Negotiations
DG REGIO	Directorate-General for Regional and Urban Policy, European Commission
EaPTC	Eastern Partnership Territorial Cooperation
EC	European Commission
EEAS	European External Action Service
EE-LV-RU	Estonia-Latvia-Russia CBC programme
EE-RU	Estonia-Russia CBC programme
EGTC	European Grouping of Territorial Cooperation
EQ	Evaluation Question
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood Partnership Instrument
ERDF	European Regional Development Fund
ESIF	European Structural and Investment Funds
EUD	European Union Delegation
EU	European Union
FA	Financing Agreement
FPI	Foreign Policy Instrument
HU-SK-RO-UA	Hungary-Slovakia-Romania-Ukraine CBC Programme
ICZM	Integrated Coastal Zone Management
IPA	Instrument for Pre-accession Assistance
IPCC	Intergovernmental Panel for Climate Change



IR	Implementing Rules
ISG	Inter-service Steering Group
IT-TN	Italy-Tunisia CBC Programme
JELLYRISK	Integrated monitoring of jellyfish outbreaks under anthropogenic and climatic impacts in the Mediterranean Sea (coastal zones): trophic and socio-economic risks
JMA	Joint Managing Authority/ies
JMC	Joint Monitoring Committee
JSC	Joint Selection Committee
JTS	Joint Technical Secretariat
KAR	Karelia CBC Programme
KOL	Kolartic CBC Programme
LIP	Large infrastructure project
LSP	Large-scale project
LT-PL-RU	Latvia-Lithuania-Russia CBC Programme
LT-RU	Lithuania-Russia CBC Programme
LV-LT-BY	Lithuania-Poland-Russia CBC Programme
M-3HABs	Risk Monitoring, Modelling and Mitigation of benthic harmful algal blooms on Mediterranean coasts
MAP	Mediterranean Action Plan
M&E	Monitoring and evaluation
MED	Mediterranean Sea Basin CBC Programme
MEL	Monitoring, Evaluation and Learning
MS	Member State
MSFD	Marine Strategy Framework Directive
NGO	Non-governmental Organisation
NIP	Neighbourhood Investment Platform
OVI	Objectively verifiable indicator
PL-BY-UA	Poland-Belarus-Ukraine CBC Programme
PL-RU	Poland-Russia CBC Programme
PSC	Project Selection Committee
PPF	Project Preparation Facility
RAG	Regional Assessors Group
RCBI	Regional Capacity Building Initiative
REEFs	Research and Restoration of the Essential Filters of the Sea
ROM	Results-oriented Monitoring
RO-UA-MD	Romania-Ukraine-Moldova CBC Programme
RO-UA	Romania-Ukraine CBC Programme
RO-MD	Romania-Moldova CBC Programme
SEFR	South-East Finland-Russia CBC Programme
SO	Specific objective



SP	Strategic project
SRCSSMBSF	Strengthening the regional capacity to support the sustainable management of the Black Sea Fisheries
ToC	Theory of Change
UfM	Union for the Mediterranean
TESIM	Technical Support to the Implementation and Management of ENI CBC programmes
ToR	Terms of Reference
WEI	Water Exploitation Index
WFD	Water Framework Directive



ANNEX 1. CASE STUDY ON ENPI CBC AND TOURISM DEVELOPMENT IN THE CARPATHIAN MOUNTAINS

1. Introduction

Tourism development illustrates both the challenges facing cross-border cooperation and the opportunities it can offer in the context of the European Neighbourhood Policy. Tourism can provide an important avenue of employment and economic growth and foster people-to-people contacts, thereby promoting a harmonious development and a better mutual understanding across the border areas. This is especially important in light of the broadening economic gap and decrease in contacts between Central and Eastern European countries (now EU members) and former Soviet Republics (now ENI partner countries) since the 1990s. Yet tourism development hinges crucially on the accessibility of border areas, which presupposes a dense transport network as well as smooth and effective border crossing.

This case study analyses whether and how ENPI-CBC programmes have contributed to tapping the full potential of tourism across the border areas. It provides an in-depth analysis of the impacts of six standard projects funded by two different programmes, PL-BY-UA and HU-SK-RO-UA.¹ The case study starts by reconstructing the logic of intervention for tourism development in the selected programmes. It then analyses the contribution of the projects to economic and social development and cross-border links in the Carpathian Mountains against key contextual factors. On the basis of this in-depth analysis, it identifies the factors that affected the performance of CBC in tourism development and offers recommendations to enhance impact through future programmes.

2. ENPI-CBC intervention in tourism development

2.1 Context of ENPI-CBC intervention

When the ENPI CBC programmes were being designed in the mid-2000s, the economic context in the Carpathian Mountains was conducive to tourism development. In 2005, the eligible areas covered by the HU-SK-RO-UA and PL-BY-UA programmes experienced a significant positive economic growth rate, e.g. 9.2% in Belarus, 3.2% in Poland and 2.6% in Ukraine. The tourism sector also demonstrated first signs of development, as indicated by the establishment of cross-border partnerships in this area and the introduction of new types of tourism in the Carpathian Mountains (e.g. rural tourism). The expectation deriving from this positive economic context was that the tourism offer would substantially expand and become increasingly diversified. This expectation was underpinned by structurally favourable conditions for tourism development in the regions covered by PL-BY-UA and HU-SK-RO-UA programmes. The area covered by the PL-BY-UA Programme enjoys a strategic position between European and Asia transport networks and it is crossed by 5 Pan-European transport networks. The regions eligible under both programmes have a rich historical and cultural heritage. Approximately 3,000 monuments are disseminated across the PL-BY-UA border areas; some of these are listed on the UNESCO World Cultural Heritage Site, which also includes monuments of the HU-SK-RO-UA border areas such as the wooden churches of Maramureş in Romania and the Slovak karsts. Finally, the Carpathian Mountains benefit from relatively unspoilt natural conditions, including a high biodiversity, a low level of pollution and large protected areas (e.g. 10 national parks in the Polish-Ukrainian part of the PL-BY-UA programme). Thus, there is a strong potential for a variety of tourism types in the regions covered by both programmes, including agro- and ecotourism, culture, health, spa and wellness, and pilgrimages.

¹ The six projects included in the sample are presented into greater detail in the field visit reports annexed to this report.



Crucially, while not being then a sector of significance owing to the lack of investment and the predominance of labour-intensive sectors in both regions, tourism was identified as a potential strong driver of development in border areas faced by a difficult economic and social situation. Located at the peripheries of the countries concerned, these areas were characterised by GDPs well below the national average (in the case of HU-SK-RO-UA, ranging from 1% of the national GDP in Chernivetska to 12.89% in Košice), a low level of income per capita, an insufficient competitiveness, a low level of foreign direct investment and (especially on the Polish, Hungarian and Slovakian sides of the border) a high rate of unemployment (between 17 and 21% in Poland). In addition, the border areas were characterised by economic imbalances between the two sides of the borders, as well as between urban and rural areas, the latter lagging behind in terms of economic activity.

It is in this context that ENPI-CBC prioritised tourism development. Economic growth in the areas covered by the programmes and the subsequent increase in the population's income across the border areas were expected to foster local and regional tourism. In order for this to unfold, ENPI CBC supported the border areas in addressing key obstacles to tourism development. The weakness of both infrastructure and services (stemming from the lack of investment in the sector) was a major impediment to tourism development across the border areas. In both regions, tourist facilities were characterised by low quality standards; yet while the accommodation capacity² was insufficient to meet an increasing demand across the PL-BY-UA border, existing data showed that this capacity was underused across the HU-SK-RO-UA borders. In 2005, the number of bed places in the eligible areas of the programme totalled 74,566, while 1,964,772 tourists visited the region. Potentially attractive tourism sites and monuments in areas covered by both programmes were in bad condition and/or could not be easily accessed, especially in ENPI partner countries. In addition, tourism services were of poor quality. Information (e.g. tourist information systems) and communication services (e.g. promotional material) were underdeveloped. As indicated by interviews with tourism stakeholders, tourism strategies were prepared at the local or regional level, and the border areas lacked a common strategy. In fact, the border regions had no experience of international cooperation for tourism development, and instead competed due to the similarity of tourism products, e.g. health tourism.

Changes needed to tackle the needs of the tourism sector in the Carpathian Mountains

Changes needed to exploit the tourism potential of the PL-BY-UA and HU-SK-RO-UA border areas included first and foremost the establishment of *supportive conditions for tourism development*. This relates primarily to the creation of new infrastructures and/or the modernisation of existing tourism infrastructures, e.g. roads, recreation facilities, tourism paths and routes, information boards. It also entails developing the regions' accessibility by upgrading local and regional transport infrastructures and border crossing points.

In the border areas covered by both programmes, changes also pertained to *tourism management*, i.e. the development of tourism strategies, innovative approaches to tourism standards and development of products, communication, promotion and information, using new technologies; and the improvement of staff qualifications. Owing to the similarity of problems faced by the border areas, cross-border cooperation is relevant to design common tourism strategies, approaches and products that are nevertheless implemented separately in each of the participating countries.

Finally, changes involved *tourism policy*. They entail devising a common strategy to fully tap the potential of tourism across the border areas (as existing strategies are designed per administrative entity, e.g. Podkarpackie in Poland, Lviv and Ivano Frankivsk Oblasts in Ukraine) and developing cross-border networks of tourism stakeholders (e.g. local authorities; chambers of commerce; tourism agencies; educational and training institutions).

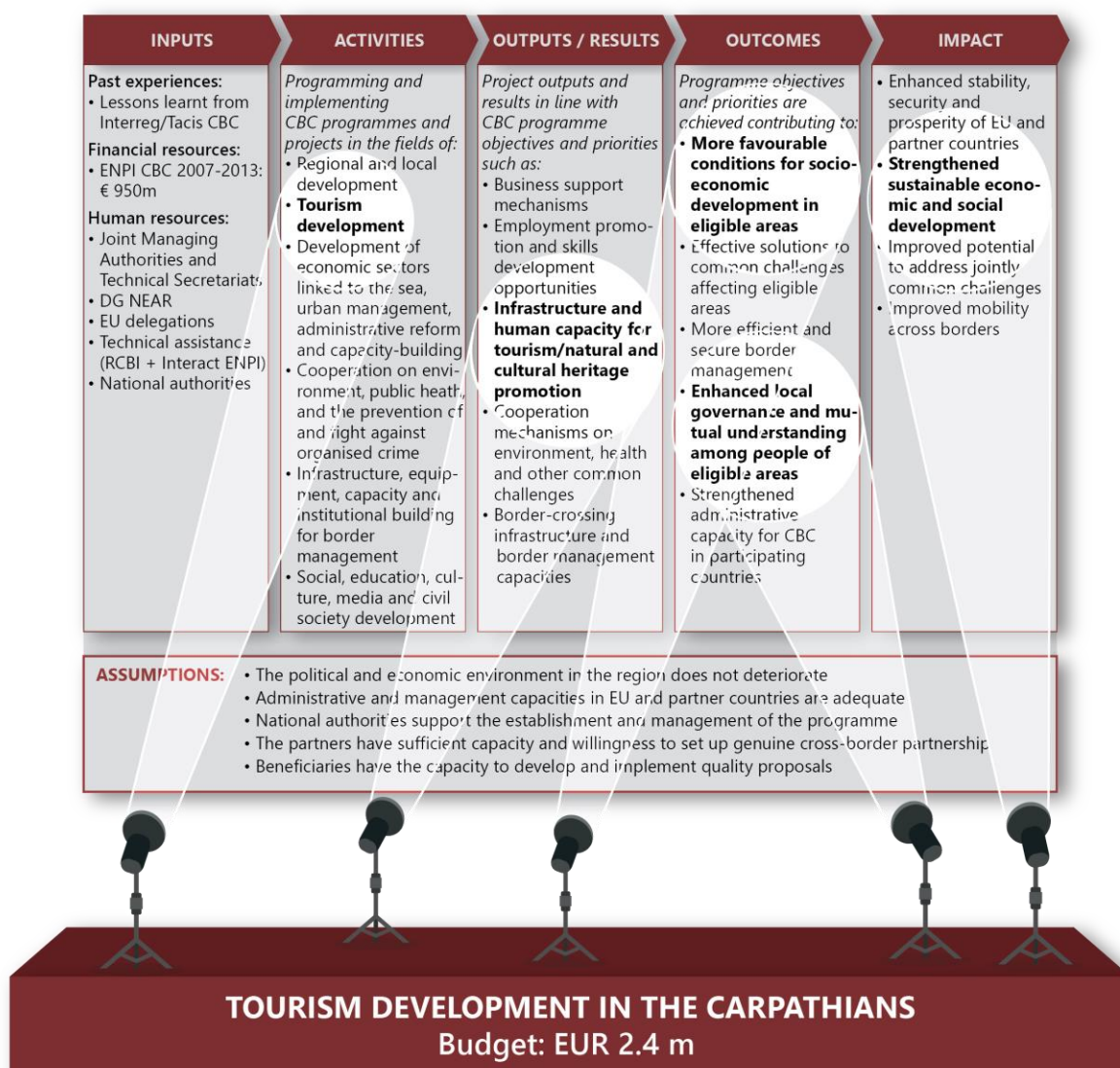
² As measured by the number of bed places: 117,000 for the PL-BY-UA border areas in 2005 and 75,000 for the HU-SK-RO-UA border areas. Source: Joint Operational Programmes.



By bringing about these changes, ENPI CBC was expected to result in expanding and strengthening the tourism sector. In turn, this would contribute to promoting economic and social development in the regions and expanding cross-border links. The prioritisation of tourism as an instrument to expand people-to-people contacts across the borders was especially important in the context of the accession of Poland, Slovakia, and Hungary to the Schengen area in late 2007 and the introduction of local border traffic (LBT). Upon joining the Schengen area, these countries introduced a special regime (LBT) for systematic border crossing by inhabitants of border regions and their stay in a defined area (30-50 km from the border)³ on the basis of a special permit for (among others) tourism purposes.⁴

Such a strategy was however premised on the assumption that the economic trends observed in 2005 would persist (thereby fuelling tourism demand and investments in the tourism sector) and that no external shock would affect the implementation of ENPI CBC.

Figure 1: The place of tourism development projects in the intervention logic of ENPI CBC Programmes as a whole



³ Vladimír Benč (ed.), *Enhancing cross-border cooperation between the European Union and Ukraine with regard to regional development, investments and social capital development in the cross-border region*, Prešov: SFPA, 2014.

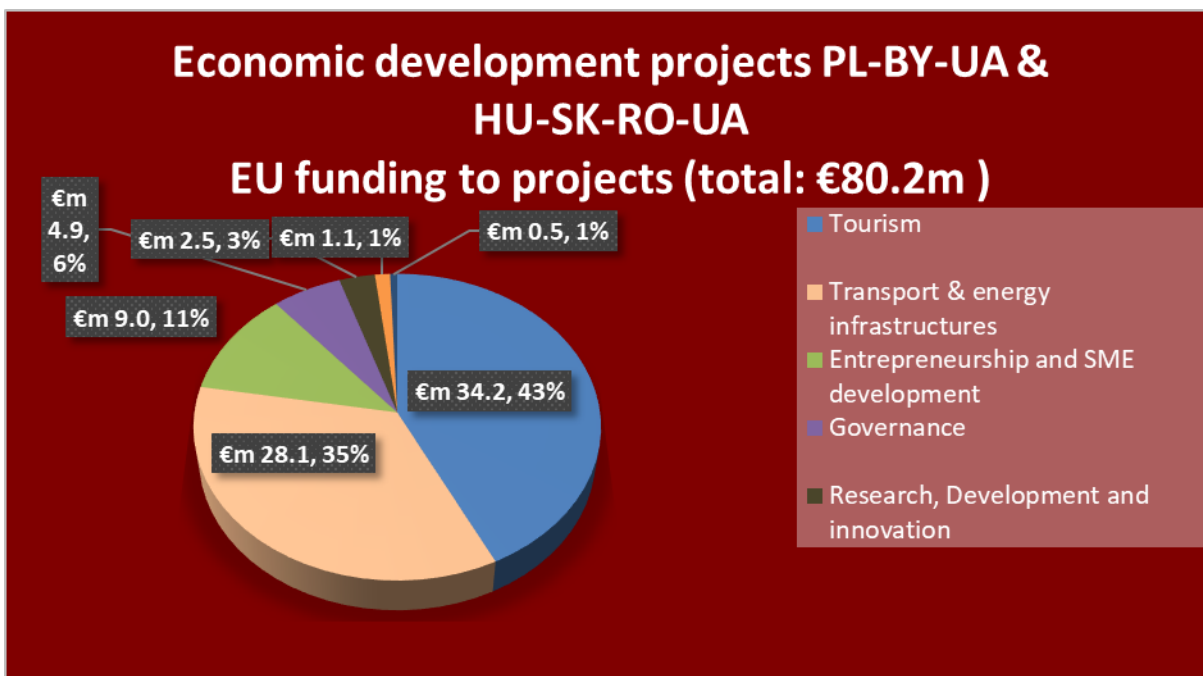
⁴ Agreements on local border traffic between Ukraine and Hungary, Poland and Slovakia entered into force in January 2008, July 2009, and September 2008, respectively.

Our project sample included six standard projects implemented under the broad headings of tourism development and people-to-people cooperation. Two of these projects (under the PL-BY-UA programme) were umbrella projects, consisting of 10 to 12 micro-projects. The total value of the projects in our sample is EUR 2.4 million. This represents 7% of the funds allocated to tourism development under PL-BY-UA and HU-SK-RO-UA in the period. The following table provides the full list of the projects selected in our sample.

SECTOR	PROJECT NAME	TYPE	PROGRAMME	VALUE
Tourism <u>(People-to-people underlined)</u>	Carpathian Tourist Road	S	HU-SK-RO-UA	€m 0.5
	Carpathian Tourist Road 2	S	HU-SK-RO-UA	€m 0.4
	<u>Discover Uzhhorod. The First Step in the Opening of Zakarpattya.</u>	S	<u>HU-SK-RO-UA</u>	<u>€m 0.1</u>
	Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route	S	PL-BY-UA	€m 0.3
	<u>Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl"</u>	S (Umbrella project)	PL-BY-UA	€m 0.5
	<u>Cross-border cooperation for health tourism of Polish-Ukrainian borderland</u>	S (Umbrella project)	PL-BY-UA	€m 0.6

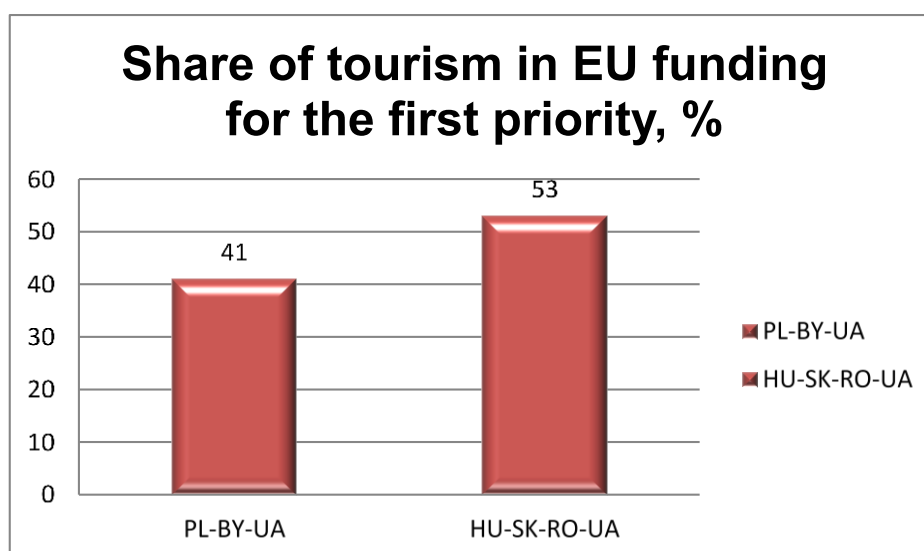
2.2 Tourism development in the CBC programmes PL-BY-UA and HU-SK-RO-UA

This section presents a reconstruction of the two programmes’ logic of intervention in tourism development, based upon the programmes’ documents and interviews conducted with stakeholders.



In both programmes, tourism accounts for a substantial share of EU contribution to economic development, as reflected in the chart above. Tourism development projects exceed half of the total funding for economic development in HU-SK-RO-UA and over 40% in PL-BY-UA. The full list of projects is provided in Annex 16.





Both programmes identify tourism development as a priority measure expected to boost economic development and reinforce the competitiveness of the border areas. However, they differ with respect to (i) the objective pursued by this measure and its desirable outcome, and (ii) the resources allocated to it.

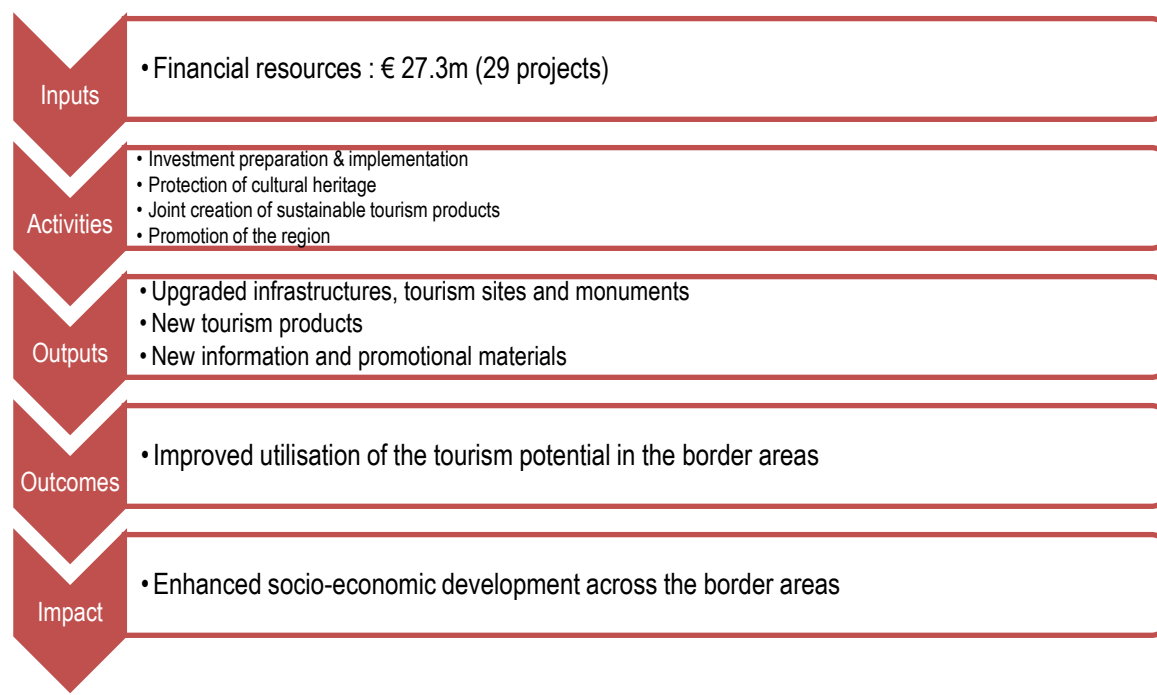
PL-BY-UA

As part of the PL-BY-UA programme, the objective of priority measure 1.2 (“tourism development”) is to improve and fully utilise the tourist potential of the region. This full utilisation of the existing touristic potential is expected to result in job creation and the delivery of improved services in the tourism sector and it is thus regarded as a *sine qua non* to enhancing the competitiveness of the programme area (defined as the first programme priority). The latter is identified as a key common challenge for sustainable social and economic development in the Polish-Belarusian-Ukrainian cross-border area, and thereby corresponds to the core objective of the programme (“support for cross-border development processes”). Thus, CBC is regarded as a major vehicle in order to address common challenges and lead to impacts desirable for the whole region. Under PL-BY-UA, € 27.3 million were allocated to measure 1.2, with 29 projects being funded.

Overall, the intervention logic of the PL-BY-UA programme was well structured for addressing the challenges faced by the border areas in the tourism sector. The high number of project proposals for tourism development measures testifies to the relevance of the strategy to the needs of the border areas: during the first and second PL-BY-UA calls for proposals, 74 and 129 project proposals, respectively, were submitted under measure 1.2. The activities supported under the programme were in line with the envisaged results, with one notable exception: while priority 1 entailed “facilitating job creation processes”, measure 1.2 on tourism development did not include any indicative action that could lead to this broader outcome. The programme also included clear indicators at the output and outcome level, yet it did not mention any target. In addition, there was no indicator at impact level.



Reconstruction of the PL-BY-UA intervention logic for tourism development

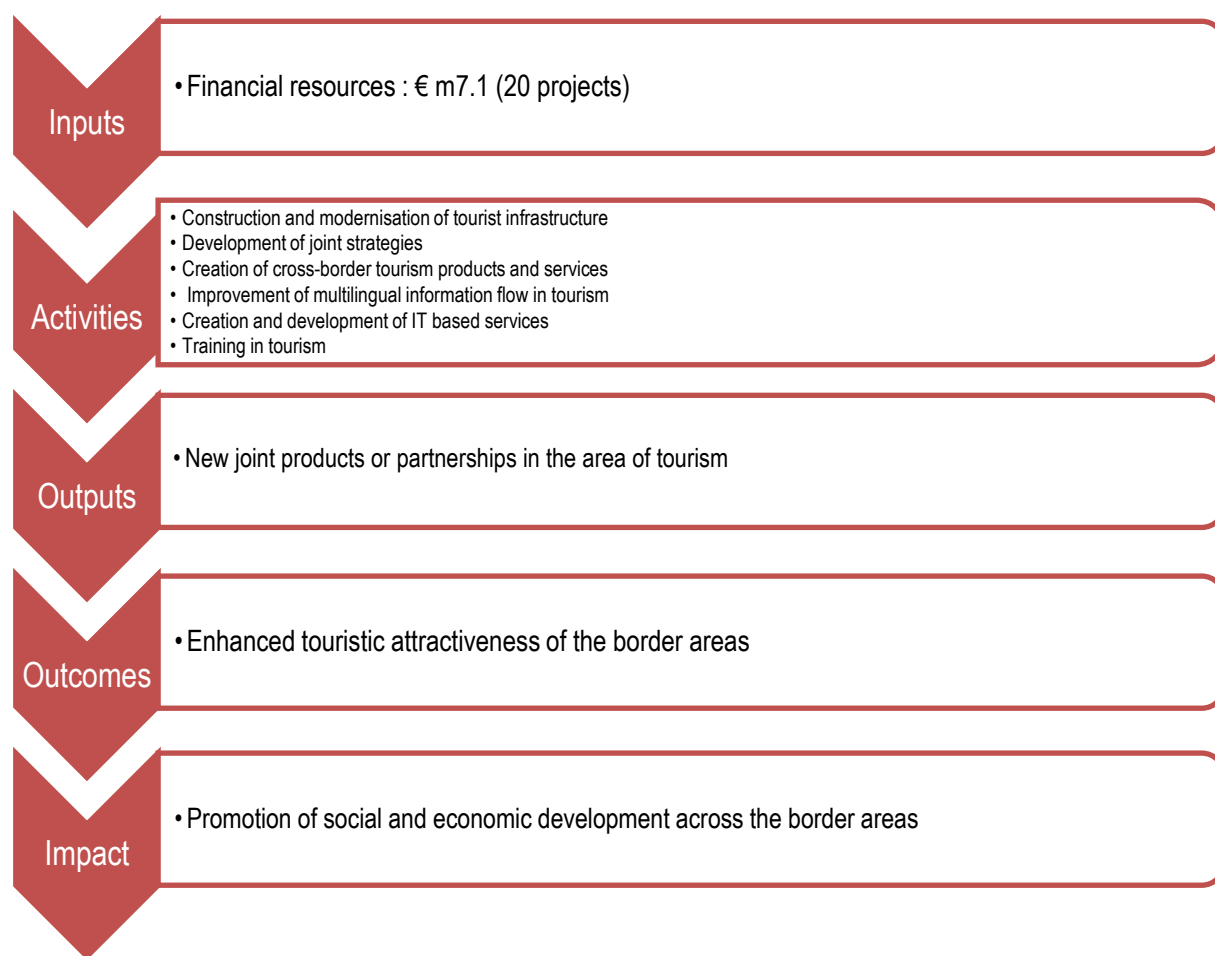


HU-SK-RO-UA

In the HU-SK-RO-UA programme, tourism development is regarded as crucial for addressing both the poor economic development of the border areas and the low intensity of cooperation between EU Member States and Ukraine. The programme assumes that both issues are closely intertwined and establishes a cause-and-effect relationship between them. It identifies the economic gap between EU member states and Ukraine as a major obstacle to the development of cooperation with this ENPI country, and thus as an impediment to tap the full potential of business opportunities. Enhancing the region's touristic attractiveness (defined as the objective of measure 1.1) is expected to contribute (through knowledge transfer and practice sharing) to promoting social and economic development of the border areas, therefore contributing to the programme's overall objective (defined as "Intensifying and deepening the cooperation in an environmentally, socially and economically sustainable way between Zakarpatska, Ivano-Frankivska and Chernivetska regions of Ukraine and eligible and adjacent areas of Hungary, Romania and Slovakia"). As compared to PL-BY-UA, the allocation for measure 1.1 is substantially lower (€7.1 million), with 20 projects being funded.

The proposed HU-SK-RO-UA strategy was relevant to the needs of the selected sector in the border areas. It addressed the key challenges of the tourism sector and sought to foster previously underdeveloped cross-border activities in a way that would promote economic and social development across the border areas. However, the relationship between activities and outcomes was less clear: as was the case under PL-BY-UA, there was no correspondence between the indicative list of activities and the outcomes in terms of job creation, that were nevertheless mentioned in the rationale for measure 1.1. The programme included clear indicators with targets at output level; however, it lacked impact indicators.



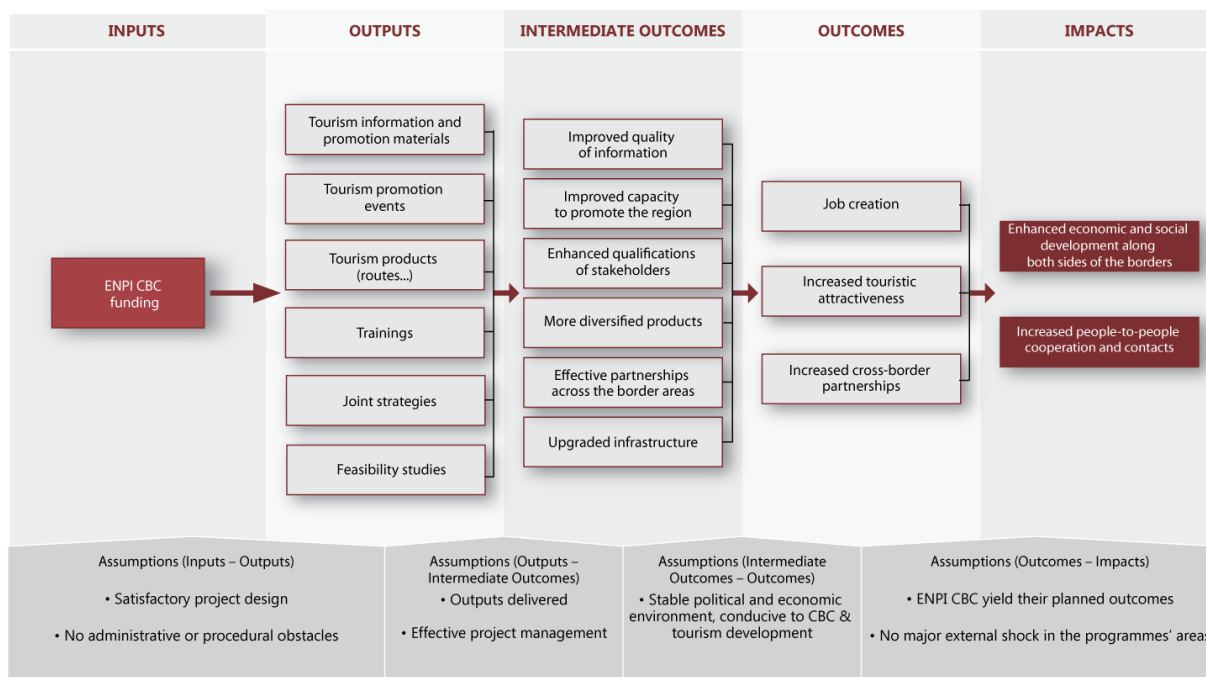
Reconstruction of the HU-SK-RO-UA intervention logic for tourism development

3. Contribution of ENPI-CBC projects to economic and social development and cross-border links

This section traces changes in the tourism sector as a result of ENPI CBC interventions. In particular, it analyses the contribution of our selected projects to cross-border links and economic and social development against their underlying causal logic and contextual factors.

The chart below presents the theory of change that was reconstructed on the basis of programmes' and projects' documentation, as well as interviews conducted in the field.





3.1 Pathways from inputs to outputs

Findings

ENPI CBC interventions assumed that investing in the development of tourism infrastructures and “soft activities” would result in the development of joint tourism strategies and products. Overall, we find that the outputs planned as part of the projects have been delivered. We identify the following factors as critical to this performance of ENPI CBC interventions:

✓ A long-standing experience of cooperation

It appears that most, if not all of the projects visited involved partners with previous contacts and/or experience of cooperation (whether under the PL-BY-UA or the HU-SK-RO-UA programme). However, the length of this experience and the degree to which they had previously cooperated varied greatly across the border areas. ENPI CBC was the first experience of cooperation for the partners of the projects visited under HU-SK-RO-UA programme, even though most of these organisations had established contacts prior to ENPI CBC. By contrast, the Polish and Ukrainian organisations from the Podkarpackie Voivodeship and Lviv oblast shared so many experiences that they came to see cooperation as “natural”, as mentioned during interviews. This is also due to the fact that cooperation is embedded in strong inter-personal links favoured by a common history and heritage, as well as the widespread use of a common language. Some of the ENPI CBC interventions (e.g. “Cross-border cooperation for health tourism of Polish-Ukrainian borderland”) were the continuation of previous projects involving the same core partners. A long-standing experience based upon regular contacts thus favoured a joint approach to the project design and it facilitated the implementation of project activities as well as a smooth handling of reporting, which would otherwise have been difficult for partners from ENPI countries.

✓ The supporting role of the JTS and its branch offices

All interviewed project partners of the PL-BY-UA programme mentioned the facilitating role of the JTS and its branch office in Lviv. Besides the provision of trainings and information, the JTS proved both helpful to clarify financial and reporting issues and was supportive of projects that needed contract modifications or extensions. According to stakeholders, this was an important



factor in the smooth delivery of projects' outputs. This was also noted under the HU-SK-RO-UA programme.

However, stakeholders also mentioned administrative and financial procedures as factors that affected their capacity to deliver the planned outputs on time.

✓ Time lapse for evaluation, contracting and payment

The time lapse between the submission of the proposal and the signature of the contract was regarded as excessive by stakeholders. Project partners under the PL-BY-UA programme mentioned 14 months on average. The evaluation of proposals took on average one year and one month, owing primarily to the huge number of applications received (500 under the second call for proposals).⁵ This had implications on the projects, .e.g. in some cases contracts needed to be modified to take into account new developments affecting the partners or the project; in other instances, as a result of staff turnover the persons involved in the activities were not the ones who had designed the proposal ; and, on one occasion, one of the partners initially included in the proposal ceased to exist during the evaluation and contracting process. In a number of cases (whether under PL-BY-UA or HU-SK-RO-UA), tourism development projects were implemented by small NGOs for which the length of the process entails a major disruption of funding.

Likewise, the length of payment procedures (with the last tranche of 20% being paid on average one year after the project completion) proved problematic for NGOs, especially in Ukraine where NGOs are not allowed to get credit from banks.

✓ National procedures

The difference of rules to be applied among partners proved complex to handle, especially in the case of PL-BY-UA umbrella projects which gathered between 20 and 30 partners. For instance, the Polish lead partner of the project "*Cross-border cooperation for health tourism of Polish-Ukrainian borderland*" requested all partners to prepare expenditure reports complying with Polish legislation, which proved burdensome for the Ukrainian partners. In some cases, these differences in procedures pertained to the rules to be applied to partners from the same countries, but with different statuses. As part of the project "*Cross-border cooperation for health tourism of Polish-Ukrainian borderland*", state-funded Polish partners had to comply with the stricter Polish rules (e.g. on public procurement) while Polish NGOs could follow EU rules. The heterogeneity of procedures made coordination substantially more burdensome for the lead partner.

In ENPI countries, administrative procedures constitute a significant hurdle that has affected output delivery of ENPI CBC projects. In Ukraine, until recently ENPI-CBC funds allocated to public institutions were considered government-owned and held by the Ukrainian Treasury and project partners needed an authorisation from the Treasury to use the funds. Yet the delay in granting this permission prompted the partners to request extensions of the projects' duration, as was the case under "*Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route*".

3.2 Pathways from outputs to intermediary outcomes

The outputs delivered by the projects (i.e. renovated tourism sites and monuments, new tourism products and information materials, common strategies) were expected to result in the following intermediary outcomes:

- Improved quality of information for tourists,

⁵ Interview with the JMA-JTS, Warsaw, 4 September 2017.



- Improved capacity to promote the region,
- Enhanced qualifications of stakeholders in the tourism area,
- Effective partnerships between tourism stakeholders across the border areas,
- More diversified products and improved services offered to tourists,
- Upgraded infrastructure.

Findings

Overall, we find that the projects yielded the expected outcomes in terms of quality of information, improved capacity to promote the region, enhanced qualifications of stakeholders and variety of services offered to tourists. However, it is difficult to assess whether this performance results solely from the projects. In addition, ENPI-CBC interventions have only partially resulted in upgrading tourism infrastructures. Judging from the sample of projects visited, the projects have resulted in developing effective tourism partnerships across the Polish-Ukrainian border area, but less so across the Slovak-Ukrainian border area.

✓ Improved quality of information for tourists

The quality of information offered to tourists has substantially improved as a result of the projects. CBC interventions have led to the introduction of more user-friendly information, available in a greater diversity of languages and relying upon interactive IT technologies. For instance, as part of “*Carpathian Tourism Road 2*” the East Slovak Museum purchased audio-guides and touchscreens and introduced materials in English. Likewise, the website prepared as part of the project “*Discover Uzhhorod*” offers a high-quality portal for visitors to discover the city, with audio-guides prepared in three languages.

✓ Improved capacity to promote the region

It appears that the capacity of local stakeholders to promote the region has been strengthened as a result of the projects. There is an enhanced awareness of the need to promote the border areas as attractive touristic destinations. The materials produced during the projects are now used by tourism stakeholders (e.g. tourism offices and local authorities) to promote the region, e.g. the Košice local government draws upon the database of pictures gathered throughout the project “*Carpathian Tourist Road 1*”. Crucially, the development strategies prepared as part of the projects (e.g. “*Promotion of a common historical and cultural heritage of Poland and Ukraine – ‘Fortress of Przemyśl’*”) provided local authorities with concepts and related activities to give further impetus to regional ‘branding’. Therefore, CBC interventions have laid the basis for more systematic efforts to promote the Carpathians as an attractive touristic destination.

However, their outcomes in this respect appears to be limited by the geographical eligibility of the programmes.

✓ Enhanced qualifications in the tourism sector

The professional qualifications of tourism stakeholders have been enhanced during the projects. This is the case, for instance, for tourist guides who were trained as part of the projects “*Promotion of a common historical and cultural heritage of Poland and Ukraine – ‘Fortress of Przemyśl’*” and “*Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route*”. ENPI CBC also had indirect effects in terms of developing education curricula in the tourism sector. The projects conducted as part of PL-BY-UA led to the creation of a tourism department at Lviv University and that, in 2014, of a new mining and geological department at the State Higher Vocational School in Krosno (leader of the project “*Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route*”). This signals a growing interest for tourism among youth and students as ENPI CBC projects are being implemented. Some of these projects, e.g. “*Geo-Carpathians – Creating a Polish-Ukrainian*



Tourist Route” which was implemented by a university and a vocational school, sought to involve students in their activities. The creation of tourism departments is a positive and durable outcome in terms of developing qualifications in the tourism sector.

✓ Effective and sustainable tourism partnerships across the border areas

The projects selected as part of the PL-BY-UA programme were premised on pre-existing contacts and experiences of partnership. The projects turned ad hoc cooperation into more sustainable partnerships, as evidenced by the joint submission of proposals for ENI-CBC projects and especially by the conclusion of agreements between municipalities across the border areas (e.g. between Ukrainian Truskavets and Polish Rymanów in the wake of the project “Cross-border cooperation for health tourism of Polish-Ukrainian borderland”). In addition, new partnerships developed as a result of the projects, e.g. between schools across the border areas.

Judging from the sample of projects visited, the congruence between outputs and outcomes is less strong in the HU-SK-RO-UA programme in terms of developing partnerships. While the cooperation was generally smooth between the Ukrainian and Slovak partners of the project “*Discover Uzhhorod*”, the Slovak partner (the ONG ISD Slovensko) was disappointed in the delays and perceived lack of commitment of the Ukrainian partner. Under the Carpathian Tourist Road project 2, the degree to which Hungarian and Romanian stakeholders were effectively associated remains unclear, given the scarce information available.⁶ Crucially, under *Carpathian Tourist Road* projects 1 and 2 financial issues during the projects’ implementation severely affected the relations between partners. As these financial issues are still unresolved, they undermine the possibility of any new cooperation between the former projects’ participants, be they regional development agencies or NGOs. During interviews, this was recognised as problematic given the limited number of tourism stakeholders in this part of the border area. This indicates that further joint cooperation in tourism development across the Slovak-Ukrainian border may be damaged as a consequence of financial issues that arose during ENPI-CBC project implementation. In addition, the contrast observed between the two programmes suggests that it was challenging to initiate cooperation with new partners in the context of ENPI-CBC, given the complexity of EU rules and the limited familiarity of ENPI partners with these rules. By contrast, mutual trust derived from previous experiences of cooperation facilitated experience-sharing for EU partners and learning processes for ENPI partners.

✓ More diversified products and improved services offered to tourists

The projects substantially contributed to diversifying the touristic offer by creating and/or developing new tourism products drawing upon the multifaceted potential of the Carpathians. A key aim of the project “*Cross-border cooperation for health tourism of Polish-Ukrainian borderland*” was to promote health tourism as a new product in the area of the Polish-Ukrainian border. While the numerous health resorts on both sides of the border had been used thus far for health purposes only, the project designed a strategy linking tourism and health treatments which is now used by municipalities and other local authorities. Likewise, the project “*Carpathian tourism road*” developed new products in the form of Transcarpathian hiking and biking trails, as well as a wine road. The project “*Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route*” introduced geological tourism in the region by creating a tourism route comprising 28 geotourist sites (12 in Poland and 16 in Ukraine). Overall, stakeholders from the Lviv oblast’ noted that new types of tourism (such as agro-tourism) have gained prominence in recent years and services have diversified. However, it is not possible to assess whether this results from ENPI CBC interventions.

⁶ All the staff from the Ukrainian Agency of Regional Development and Cross Border Cooperation “Transcarpathia” was changed in autumn 2016.



✓ Upgraded tourism infrastructure

We find that ENPI CBC outputs have only partially produced intermediary outcomes in terms of upgrading tourism infrastructure. Under the HU-SK-RO-UA programme, the project “*Carpathian tourism road*” prepared feasibility studies and the corresponding technical documentation for future infrastructures. Under the PL-BY-UA programme, the project “*Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route*” refurbished information centres and installed markers as well as information boards along the Geo-Carpathian Tourist Route. However, umbrella projects could only fund “soft” activities such as conferences and trainings. Overall, under the PL-BY-UA programme, 52 historical sites were renovated, 31 tourism information centres were created, and 1,875 kilometres of touristic routes were constructed or marked as part of ENPI-CBC.⁷

However, under both programmes the construction and/or upgrading of infrastructure hinge crucially on the level of investment, which appears much lower in ENPI countries. The Fortress of Przemyśl offers a good illustration of the contrast between the two sides of the borders in terms of investments, with some forts on the Polish side being renovated and managed by the private sector while forts on the Ukrainian side and their immediate surroundings are not easily accessible owing to the lack of investment. In fact, according to stakeholders the upgrading of the whole fortress on both sides of the borders would require considerable funding which cannot be allocated in the framework of a cross-border project. Yet the level of public investments is low in ENPI partner countries, among others in Ukraine, due to the low prioritisation of tourism development at the central level.⁸

3.3 Pathways from intermediary to broader outcomes

The intermediary outcomes of CBC interventions were expected to yield broader outcomes in terms of:

- Job creation in the tourism sector,
- Increased touristic attractiveness of the border areas.

The achievement of these broader outcomes supposes that the geopolitical, political and economic environment remains conducive to enhanced cross-border cooperation on tourism development.

Findings

Overall, we find a weak degree of correspondence between intermediary and broader outcomes. The results of CBC interventions in terms of job creation are yet to be achieved. In addition, there is no conclusive evidence about the projects’ contribution to the increase observed in the border areas’ touristic attractiveness.

✓ Job creation

There is no evidence of ENPI CBC contribution to job creation across the border areas. This results primarily from weaknesses in the programmes’ strategies. While tourism development was mentioned in both programmes as having a great potential in terms of job creation, the activities envisaged under the ENPI CBC projects aimed primarily at creating an enabling environment for tourism development. The lists of activities did not include any specific action that would result in the creation of jobs. Therefore, according to the stakeholders interviewed during fieldwork, the projects created *pre-conditions* for future job creation, rather than jobs themselves.

⁷ Source: PL-BY-UA 2007-13, *Book of projects*.

⁸ Viktoriia Riashchenko*, Marga Zivitere, Liubov Kutryeva, “The problems of development of the Ukrainian tourism market and ways of their solution”, *Information Management, Technologies and Society* (8)1, 2015, 21-26.



This disconnection between intermediary and broader outcomes is also due to the fact that the assumption underpinning the broader outcome has failed to materialise. While the early years of ENPI-CBC programme implementation was characterised by moderate to high economic growth in Eastern Europe, the countries covered by the two programmes underwent serious economic turbulences in the wake of the global financial crisis of 2008-09. The immediate consequences were moderate in Poland and Belarus, yet Slovakia, Hungary and Romania suffered from a steep GDP decline (5-8% in 2009) and rising unemployment (up to 10% in Hungary) and Ukraine was badly hit, with a GDP decline by 12%.⁹ In addition, the political upheavals in Ukraine in 2013-14 resulted in a massive (even if temporary) rise of inflation and fluctuations of the hryvnia exchange rate. Therefore, the deterioration of the economic environment (especially in Ukraine) was not conducive to investments in the tourism sector and the creation of jobs.

✓ Increased touristic attractiveness of the border areas.

There is no comprehensive data from which to assess the effects of the projects on tourism attractiveness. This is due to the lack of comprehensive and/or reliable regional statistics in some ENPI partner countries, mostly Ukraine. However, available evidence points to an increase in the number of visitors in the areas covered by the programme. In 2014, 2.4 million tourists were accommodated in the Ukrainian-Polish cross-border area, i.e. an increase by 84% over a decade.¹⁰ In the Ukrainian Lviv oblast', the number of visitors has almost doubled between 2011 and 2012 (from 17,974 to 33,508).¹¹ Likewise, according to the Department of Culture and Tourism of the Košice region the number of visitors staying overnight in the Slovak bordering regions has substantially increased in recent years (from 34,825 to 46,027 in Michailovce between 2014 and 2016).¹²

However, it is not possible to assess whether the increased tourist attractiveness of the border areas results from the projects. Other external factors have played a role. In Ukraine, while the conflict in Donbas initially disrupted tourism toward the country, the annexation of Crimea by Russia triggered a reorientation of internal and regional tourism flows from the peninsula to the Carpathian regions covered by the programmes. Therefore, there is no conclusive evidence to gauge the contribution of ENPI-CBC projects against contextual factors.

3.4 Pathways from broader outcomes to impacts

The outcomes in terms of job creation and enhanced touristic attractiveness of the border areas were expected to yield the following impacts:

- Enhanced economic and social development along both sides of the borders,
- Increased people-to-people cooperation and contacts.

The achievement of these impacts was premised on the assumptions that ENPI CBC interventions would effectively yield their envisaged outcomes and that political and economic developments would not adversely affect the environment in which the programmes unfold.

Findings

While ENPI-CBC contributed to developing contacts and cooperation across the border areas, we find that the economic and social impacts of ENPI CBC interventions have yet to materialise.

⁹ Anders Åslund, "The East European Economic and Financial Crisis", CASE Network Studies and Analysis No.395/2009, https://www.files.ethz.ch/isn/110749/395_Dec%2017.pdf

¹⁰ Olga Chertybuk, "Historical and cultural tourism in the Polish-Ukrainian Border Region", *Zarządzanie. Teoria i Praktyka* 16 (2) 2016, p.26.

¹¹ *Tourism development*, thematic brochure prepared by the PL-BY-UA programme.

¹² Data provided by the Department of Culture and Tourism of the Kosice region, meeting in Kosice, 26 September 2017.



✓ Enhanced economic and social development along both sides of the border

ENPI-CBC expected impacts include sustainable development on both sides of the borders, thereby helping to decrease the differences in living standards between the two sides of the border and preventing the emergence of new dividing lines in Europe (a core objective of the European Neighbourhood Policy).

However, as both the funding and the economic outcomes of ENPI CBC interventions are limited and the eligible areas had to face major economic shocks, there is no evidence yet of the expected impact of ENPI CBC interventions in this respect. Available data shows that the economic situation in the border areas has not improved during the period of implementation of ENPI-CBC. While growth indicators do not significantly differ from national rates, the eligible areas are still below national average in terms of GDP (68.67% on the Polish side, 67.06% on the Belarusian side and 63.25% on the Ukrainian side for PL-BY-UA). This is due to the fact that the structural problems which were identified upon the launch of ENPI-CBC programmes have not been mitigated. Despite the rise of the service sector e.g. in Ukraine, labour-intensive sectors (e.g. agriculture) still play a prominent role in the economy of the regions covered by the programmes. Unemployment is still a major issue on the Polish, Hungarian and Slovakian side of the programme areas, with an unemployment rate ranging from 12 to 17% in the Polish areas, between 16.2 and 9.7% in the Slovak and Hungarian areas. Furthermore, the eligible border areas still attract a minor part of foreign investment directed to their respective countries, e.g. 2.8% in the case of the Belarusian regions covered by PL-BY-UA and 4.41% in the case of the Ukrainian regions.

✓ Increased local cross-border people-to-people contacts and cooperation

Another ENPI CBC expected impact relates to the increase in cooperation among local communities sharing long-standing historical, cultural and societal contacts, yet separated by borders.

Available data shows that mobility has not substantially improved over ENPI-CBC period of implementation. The most dynamic border traffic between Poland and Ukraine, at a level of 20 million crossings, was recorded in 2006-7, just before Poland joined the Schengen area. It fell to 11.6 million in 2009, to increase again up to 17 million in 2014. In the case of Polish-Belarusian border, the volume of traffic decreased by 45% between 2000 and 2013, when 7.2 million crossings were registered. Therefore, the accession of Central European EU member states to the Schengen area disrupted mobility patterns with ENPI partner countries. These effects have not been offset by LBT regimes which were meant to favour local mobility across the borders. This is due to the insufficient capacity of the border crossing points and the bad condition of road and railway infrastructures, which result in long waiting times at the border. Thus, as was made abundantly clear during interviews conducted with stakeholders, the difficulty of border crossing is a major obstacle to mobility and hence affects cross-border cooperation. As a rule, project planners envisaged three days for a seminar under ENPI CBC projects, out of which only one was dedicated to the seminar itself and two to border crossing. The elimination of the Schengen visa obligation for those Ukrainian citizens who hold a biometric passport will only partially alleviate the organisation of project activities.

However, despite obstacles to mobility, cooperation has significantly expanded across the border areas during 2007-2013. ENPI CBC interventions have enabled those organisations with a previous experience of joint cooperation to deepen and sustain links. In addition, they have favoured the engagement of new actors (e.g. schools, youth organisations...) in CBC activities. Importantly, they have contributed to developing management skills of ENPI partners, thereby facilitating their involvement in ENI-CBC. For instance, the Uzhhorod City Council, which was informally involved in ENPI CBC interventions by local NGOs, has now recruited English-speaking staff to increase its participation in CBC interventions and it has submitted eight applications under



ENI-CBC (three under PL-BY-UA and five under HU-SK-RO-UA). Thus, overall ENPI CBC has been a success in terms of fostering links and building capacities of ENPI partners.

4. Synthesis, findings and recommendations

Findings and recommendations

RELEVANCE

Strategy of intervention

- Envisaging ENPI-CBC as an instrument of tourism development and promotion of people-to-people contacts across the border areas was highly relevant. Clearly, the political and socio-economic has drastically changed during the period of implementation. Yet while the economic crisis and the conflict in Ukraine have affected ENPI-CBC interventions, their relevance remains high.
- This is especially the case for cross-border contacts. ENPI-CBC offers an opportunity for local communities on both sides of the borders to expand and sustain links. Such an opportunity was regarded as crucial by Ukrainian stakeholders in a difficult political context, where societal links with EU organisations appear pivotal in light of the disruption of contacts with Russia. In this sense, ENPI-CBC has emerged as a highly relevant instrument to “avoid new dividing lines” between the enlarged EU and its new eastern neighbours after 2004, even though the development of cross-border links is in essence a long-term process.

Geographical scope of ENPI-CBC intervention

- The geographical scope of ENPI-CBC intervention was criticised by stakeholders for being too narrow and thus sub-optimal. This is due to the fact that the Carpathian Mountains are split between two programmes, which de facto limits the possibilities for tourism development projects covering the whole area. In other words, the current geographical scope of the programmes does not allow for cooperation between their eligible areas. For instance, stakeholders in Lviv stressed that they had no possibility to cooperate with Slovak organisations, despite the fact that in their view such cooperation would be more relevant than the one with Belarus to which they are entitled under PL-BY-UA.
- To some extent, this limitation has been mitigated by the implementation of mirror projects, with projects initiated as part of PL-BY-UA being replicated for instance in Hungary. In principle; such projects should be facilitated by the geographical overlap (even if limited) between the two programmes: for instance, the Ukrainian city of Uzhgorod can apply for proposals under both PL-BY-UA and HU-SK-RO-UA. Nonetheless, the fact that the two ENPI-CBC programmes had different requirements de facto restrained such a possibility.

Recommendations:

- ✓ **Recommendation 1.** Consider revising **the geographical scope** of the programmes (for instance the combination of countries or the scope of eligible areas) in order to maximise the impact of CBC contributions in tourism development in the Carpathian Mountains;
- ✓ **Recommendation 2.** If two different programmes are maintained, **harmonise the administrative requirements** between them in order to facilitate the effective participation of “overlapping” areas in both programmes.



EFFICIENCY

Programme design and management

- While the programme's strategy for tourism development was relevant, both the programmes and projects suffered from design weaknesses. At programme level, activities and results (e.g. job creation) are not sufficiently linked.
- In addition, there is limited data from which to analyse the performance of programmes. This results from the lack of result and especially impact indicators.

Project design

- There were important weaknesses in the design of the visited projects. These result from the fact that most beneficiaries (especially in ENPI countries) had a limited understanding of the PCM/logical framework approach.
- Some projects include vague or overly ambitious objectives. In most proposals, results are ill-formulated and not clearly articulated with activities, and indicators are vague. Under PL-BY-UA, umbrella projects suffer from insufficient coherence and some of them are an aggregation of activities without any overall strategy.

Project management

- In the visited projects, all activities indicated in the proposals were implemented. However, the application of specific national procedures (e.g. the need for Ukrainian public bodies to get an authorisation from the Treasury to use the funds) and the conflict in Ukraine caused delays in implementation, thereby prompting an extension of several projects.
- In a difficult implementation context, the support of the JTS and their branch office was broadly appreciated.

Recommendations:

- ✓ **Recommendation 3.** Consider strengthening the programmes' **performance frameworks** and include systematically indicators at all levels, with the corresponding baseline and targets. Stronger performance frameworks would enable a better monitoring of the performance throughout implementation.
- ✓ **Recommendation 4.** Place a greater emphasis **on OVIs** during the project selection by increasing the weight of these criteria (in particular regarding the presence of clear indicators).
- ✓ **Recommendation 5.** On the basis of this enhanced monitoring, the JMA/JTS could identify the key factors (e.g. external shocks) affecting projects' implementation and suggest remedial actions for the projects concerned.

EFFECTIVENESS

ENPI-CBC as a tool for tourism development

- Overall, the visited projects delivered their planned outcomes, thereby resulting in an improved promotion of the region, enhanced services offered to tourists, more diversified tourism products and enhanced qualifications of staff involved in the tourism sector.



- Nevertheless, given the small amount of funding available for CBC interventions, the huge infrastructure needs and the low level of investment in ENPI countries, the contribution of ENPI CBC to upgrading infrastructures has been limited.

ENPI-CBC as an instrument for cross-border partnerships

- Many projects developed effective cross-border partnerships, thereby allowing a broad range of Ukrainian partners to gain experience and strengthen their management capacities.
- However, any serious incident between partners during project implementation is likely to damage further prospects of cooperation, which is problematic given the limited range of tourism stakeholders in some parts of the eligible areas.

Recommendations:

- ✓ **Recommendation 6.** In light of the dire needs of infrastructure in the border areas, consider **prioritising the construction/renovation of transport, border crossing and tourism infrastructures** for ENPI countries.
- ✓ **Recommendation 7.** Consider a **greater emphasis on previous experience of cooperation and/or partners' strategy to resolve disputes** arising during project implementation when evaluating project proposals.
- ✓ **Recommendation 8.** Consider **JTS monitoring and involvement** in the resolution of disputes among partners in those cases when conflicts endanger the project or future cooperation.

Sustainability

- Most projects were carried out by partners who are well embedded locally and developed a solid partnership during implementation, which persisted after the end of the projects. This favoured an overall good performance in terms of sustainability. Most project outcomes were maintained after the projects' lifetime.
- However, insufficient attention was paid to ensuring sustainability during project selection. This is particularly illustrated by the Carpathian Tourist Road projects. The selection of the second project at a time when the first project had not even started can be questioned, given that Carpathian Tourism Road 2 was at least partially designed to build upon the results of Carpathian Tourism Road 1.
- A similar lack of attention to sustainability was noted during project implementation. Most partners lacked an exit strategy and relied upon new ENI-CBC funding to maintain the durability of the projects' results. Judging from the sample of projects, there is limited evidence of outcomes maintained without new EU funding.
- In light of the relevance of ENPI-CBC as an instrument to foster contacts among cross-border communities, ensuring the sustainability of ENPI CBC outcomes should be given primary importance.



Recommendations:

- ✓ **Recommendation 9. Place a greater emphasis on sustainability** during the project selection by increasing the weight of this criterion (in particular regarding the presence of exit strategies).
- ✓ **Recommendation 10. Consider enhancing exchange of experiences** with previous projects having demonstrated sustainable results in order for project partners to be aware of the steps needed to ensure a good sustainability of outcomes.

Impact

- Judging from our sample of projects, ENPI-CBC interventions had a significant impact in terms of strengthening the capacities of Ukrainian stakeholders. We find evidence of a learning curve, with Ukrainian partners applying for new CBC funding as lead partners. We also noted the involvement of an increasingly broader range of Ukrainian stakeholders in ENPI-CBC, as a result of experience sharing among Ukrainian organisations during the projects.
- The visited projects produced some impact on cross-border contacts, however this impact is limited by persistent difficulties to cross the borders. Whether from/to Slovakia or Poland, crossing the border to/from Ukraine can take up to one day. This makes the organisation of project activities (e.g. seminars and meetings) significantly more complex. The elimination of the Schengen visa obligation for Ukrainian citizens with a biometric passport is expected to facilitate travel to the EU by train or plane. Yet the long waiting time at the road border crossing points will remain a major obstacle to developing contacts. For tourism development, it is a major barrier as a result of which the cross-border areas (taken as a whole) are unlikely to emerge as a major tourism destination in the near future.
- The visited projects had no obvious impact on socio-economic development, given the massive needs of the border areas, the external shocks that affected these regions in 2007-13 and the limited funding available. While acknowledging the importance of “soft” activities to develop cross-border partnerships, stakeholders emphasised the limited possibilities for the construction or renovation of infrastructures.

Recommendations:

- **Recommendation 11.** Consider adding **impact indicators at programme level** and monitor the programmes' performance in this respect throughout implementation.
- **Recommendation 12.** Consider **increasing the weight of impact in the selection criteria** during the evaluation of projects' proposals.
- **Recommendation 13.** Given the limited funding available and the huge socio-economic links, **better link CBC interventions** with interventions under the Neighbourhood Investment Platform and favour blending in order to maximise impact.



Added-value

- Overall, ENPI-CBC interventions had a clear added-value. Without ENPI support, it is likely that only part of the projects would have been carried out, given the small variety of programmes available for CBC, the limited funding possibilities they offer and the low degree of awareness about them (e.g. Visegrad Fund).



Appendices

Appendix 1: List of tourism development projects (PL-BY-UA and HU-SK-RO-UA)

Programme	Project number	Project Name	Priority	Priority number	Measure
PL-BY-UA	IPBU.01.02.00-06-252/10	Bicycle route - Traces of Bug River Secrets	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-06-395/11	The tourism development in cross-border partnership	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-06-477/11	There is only one King! Jan III Sobieski Trail as a transnational tourist product.	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-06-594/11	Shtetl Routes. Vestiges of Jewish cultural heritage in transborder tourism	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-06-690/11	Modernization of Zoological Gardens in Zamość and Luts'k and Development of a Concept of Establishing a Recreation Zone in Rzeszów in Order to Develop Cross-border Qualified Nature Tourism	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-06-709/11	Polish-Ukrainian cooperation for the development of tourism in the border area	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-054/10	Lubaczów-Yavoriv two potentials, joint opportunity	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-155/10	Partner project of development of common tourism based on new youth sport and leisure centers	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-203/10	„Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route”	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-353/11	The development of spa towns Horyniec-Zdrój and Morshyn chance to activation of the Polish-Ukrainian border	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-354/11	Jarosław – Uzhgorod: common initiative for improving the touristic attractiveness of historical partner cities	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-373/11	Treasures of cross-border area – preserving cultural heritage	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-18-703/11	Polańczyk and Schidnycja – let's make use together of our tourist and cultural potential for the improvement of competitiveness of the Bieszczady region	1. Increasing competitiveness of the border area	1	1.2. Tourism development



PL-BY-UA	IPBU.01.02.00-20-728/11	An integrated project of support for tourism sector of Polish-Belarusian borderland	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-58-089/10	Improvement of cross-border region attractiveness through the introduction of ethnocultural resources into the tourist activities (a trip to the ethnic fairytale)	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-76-044/10	Stimulation of the Tourism Development in the Carpathian Region by Tourist's Service and Security Improvement	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-76-243/10	Underground city: development and popularization of cross-border tourism by the creation of cross-border tourist route in the underground routes of Lviv, Rzeszow, Lublin	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-78-484/11	Development of cooperation in the field of the spa and health resort tourism in the Polish-Ukrainian borderland	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-78-540/11	Establishment of informational complex in the sphere of cross-border eco-tourism in the Euroregion Bug	1. Increasing competitiveness of the border area	1	1.2. Tourism development
PL-BY-UA	IPBU.01.02.00-90-574/11	Eastern European pearls: development and promotion transboundary city cultural tourism products	1. Increasing competitiveness of the border area	1	1.2. Tourism development
HU-SK-RO-UA	HUSKROUA/0901/003	"Harmonization of Tourism Development in Rural Areas of the Carpathian Region"	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/0901/026	Carpathian region as an attractive tourist destination	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/0901/048	Cross-border Destination Management in the Transcarpathian – Szabolcs-Szatmár-Bereg Country region	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/0901/057	Košice and Uzhgorod cathedrals, centres of development on the territories of mutual history	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/0901/058	Harmonized development of bilateral, sustainable tourism strategy and joint touristic programs of Zakarpatska and BÜKK-Miskolc micro-regions with a special focus on preservation of cultural and social heritage and environmental diversity	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/0901/063	The bell rings for everyone	4. Support people to people cooperation	4	4.2 Small scale "people to people" cooperation
HU-SK-RO-UA	HUSKROUA/0901/068	Carpathian Tourist Road	1. Promote economic and social development	1	1.1 Harmonised development of tourism



HU-SK-RO-UA	HUSKROUA/0901/137	Networking 4 cultural heritage preservation	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1001/012	Integrated network of bicycle touring routes along the Ukrainian-Hungarian border	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/013	Carpathian tourism road 2	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/027	Social cross-border cooperation	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1001/035	Artistic Traditions. Pattern for Non Formal Learning in Romania and Ukraine.	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1001/036	The International Festival of Religious Choral Music „It is You We Praise”	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1001/049	“The Places of Rakoczi’s glory” – the Cross-Border Touristic Route	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/073	Carpathian Culinary Heritage Network	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/097	Maramures –Transcarpathia Info Tour	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/116	Čergov-Zakarpatska cross-border cooperation in the field of tourism development	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/118	Snina - Khust - Together Towards the Development of Tourism in the Carpathian Biosphere Area	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/160	Tourist route to the common religious and cultural heritages	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1001/189	“The bell rings for everyone”	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/008	Living tradition - a trilateral cross border cooperation to preserve and revive community folklore	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/056	Three in Unity – a project of maintaining ecclesiastic cultural heritage for joint cultural and touristic development	4. Support people to people cooperation	4	4.1 Institutional cooperation
HU-SK-RO-UA	HUSKROUA/1101/058	The bell rings for everyone 2	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/067	Touristic heritage in Little-Europe	1. Promote economic and social development	1	1.1 Harmonised development of tourism
HU-SK-RO-UA	HUSKROUA/1101/105	pl@NETour - Creation of a scientific tourism product and infrastructure for a cross-border scientific tourism network in Maramures and Transcarpathia regions	1. Promote economic and social development	1	1.1 Harmonised development of tourism



HU-SK-RO-UA	HUSKROUA/1101/163	Promotion of folk-arts and handicrafts in Carpathian Euroregion	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/171	Cultural cohesion through promotion of Hungarian folk traditions	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/173	Discover Uzhhorod. The First Step in the Opening of Zakarpattya.	4. Support people to people cooperation	4	4.2 Small scale “people to people” cooperation
HU-SK-RO-UA	HUSKROUA/1101/176	Carpathian heritage railways	1. Promote economic and social development	1	1.1 Harmonised development of tourism





The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



ANNEX 2. CASE STUDY ON ENPI CBC AND THE ENVIRONMENT

1 Introduction

The conservation and management of the environment is one of the key issues faced in the Neighbourhood's border regions. The high priority given to environmental concerns is reflected in the fact that environment-related issues feature in all 13 ENPI CBC Programmes, either as a specific objective or a measure. Projects linked to environmental protection and sustainability account for almost one-third of total contracted ENPI CBC funding over the period.

The purpose of this Case Study is to explore the pathways through which ENPI CBC interventions (or inputs) can address regional environmental concerns. The full gamut of environment-related CBC projects include disaster and risk management, energy efficiency, nature preservation and promotion (including maritime issues), solid waste management, water management, awareness raising, education and capacity building. Since the technical problems to be addressed in each of these areas are so vastly different, and since the baseline positions in each of these technical areas are too dissimilar to describe coherently, we decided to focus this study on projects specifically related to the conservation and management of maritime resources. All projects in the study sample were agreed by the European Commission's Inter-Service Steering Group (ISG).

Our case study aims to investigate how selected ENPI CBC programmes have contributed to the conservation and management of maritime resources. It covers two of the three sea basin programmes involved in ENPI 2007-2013 namely: Black Sea Basin (BSB), Mediterranean Sea Basin (MED) and the sea crossing programme Italy-Tunisia.

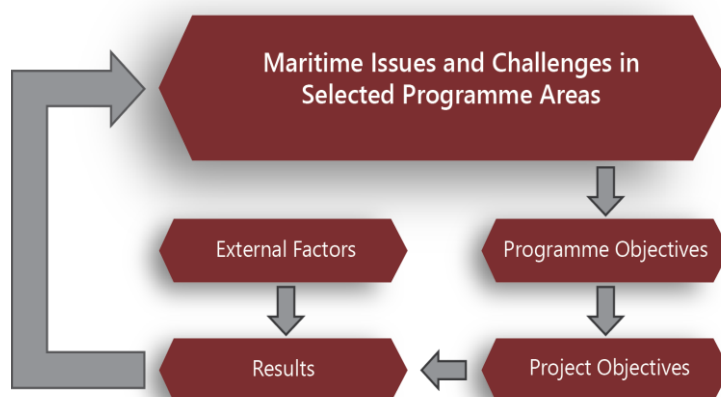
A set of representative projects has been selected for the case study, two for each of the Programmes considered (see full descriptions in Appendix 1 below):

- Reefs (BSB)
- SRCSSMBSF (BSB)
- JELLYRISK (MED)
- M-3HABs (MED)
- CBA (IT-TN)
- BIOVECQ (IT-TN)

Of the 6 projects selected, one of them (BIOVECQ) had the status of "strategic project".

For each of these projects, we follow the general intervention logic behind programme design. Key maritime issues and challenges should be reflected in the programme objectives which, in turn, lead to the funding of specific relevant interventions/projects. These projects, combined with a mix of external factors, should contribute in various ways to addressing the issues and challenges originally identified (**Figure 2**). Our case study assesses the relevance of selected projects in the context of the broader issues affecting the region, it looks at the effectiveness with which project results have been achieved and the extent to which these project results contribute to addressing the key technical and institutional challenges in the maritime sector.



Figure 2: Maritime issues and challenge in selected programme areas

The case-study has been carried out based on a comprehensive review of relevant literature on the marine environment in the region, an analysis of programme and project documentation and a series of interviews with project partners.

Section 2 presents the general context within which the programmes were designed and implemented, providing an overview of the state of the environment in both the Black Sea and Mediterranean Sea Basins, while section 3 illustrates the programmes intervention schemes in the field of environment with a focus on projects related to marine natural resources. Section 4 analyses the main results reported both at programme and project level, drawing specifically from the information of those projects visited during the field phase. Finally, sections 5 summarise our findings and provide a few strategic recommendations.

2. Intervention Contexts

Key challenges to the preservation and promotion of the marine environment in the area under review are presented in the following paragraphs.

2.1 Mediterranean Sea

The Mediterranean Sea is the largest semi-enclosed sea Basin in Europe. It is surrounded by 22 countries with a total coastline length of 46,000 km. Approximately one-third of the Mediterranean population lives along the coasts.

The Mediterranean Sea has been identified by the Intergovernmental Panel for Climate Change (IPCC) as one of the main climate change hotspots in the world¹³. According to the IPCC, if current trends continue, a rise in temperature of 2.3°C is expected in the Mediterranean region by 2050, and a rise of 3.5°C is expected by 2100. Sea level is also rising, with an IPCC estimate of 0.1-0.3 m by 2050 and of 0.1-0.9 m by 2100.

Increase in temperature, reduction in precipitation and increase in population affects water availability. Many southern Mediterranean countries have a Water Exploitation Index (WEI)¹⁴ higher than 40% and four southern Mediterranean countries (Egypt, Israel, Syria and Libya),

¹³ IPCC Fifth Assessment Report (AR5) – WG II: Impact, Adaptation and Vulnerability

¹⁴ The WEI in a country is the mean annual total abstraction of fresh water, divided by the long-term average freshwater resources. It describes how the total water abstraction puts pressure on water resources. Thus, it identifies those countries having high abstraction in relation to their resources and therefore are prone to suffer problems of water stress.

together with Malta, have WEIs exceeding 80%¹⁵. According to existing projections, the population of the Mediterranean area which is classified as 'water-poor', (i.e. below 1 000 m³ per resident per year) is forecast to increase from 180 million people today to over 250 million within 20 years¹⁶.

Concerning water quality, given its micro-tidal characteristics, the Mediterranean has a reduced potential for dilution and dispersion of dissolved and particulate wastes. Even if the Mediterranean Sea is one of most oligotrophic¹⁷ oceanic systems, the existence of localised sources of nutrient (such as the outflow of Black Sea into the Aegean and the emptying of the Po river into the Adriatic Sea) and localised phenomena of pollution can enrich the water with nutrients, leading to eutrophication (an increase of primary production and growth of algal biomass). According to the H2020 Mediterranean report¹⁸, the highest levels of autotrophic biomass correspond to the areas close to river deltas or those off large urban agglomerations.

The Mediterranean region is a global biodiversity hotspot, characterized as an area of exceptional biodiversity value, with a large number of endemic species¹⁹. It is estimated that around 20-30% of the 10,000/12,000 marine species living in the Mediterranean Sea are endemic (i.e. native of a certain place)²⁰. In this respect, a threat is represented by the introduction of invasive and alien species, currently estimated around 1000, that can affect the structure, functioning, and stability of the invaded ecosystem.

In the Mediterranean Sea, 91% of stocks for which an assessment has been done are overfished and there are still several stocks for which a status assessment has never been conducted. With overfishing, illegal fishing activities and accidental catchment contribute to stock erosion²¹.

The Mediterranean Action Plan (MAP), the Barcelona Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean and its Protocols and the Euro-Mediterranean Partnership (EUROMED) are among the main strategies and protocols dealing with environmental quality of the Mediterranean marine area²².

2.2 Black Sea

The main characteristic of the Black Sea is that over 90% of its deeper water volume consists of anoxic water²³. The layering structure (consequence of the limited exchange between surface oxygen and deeper anoxic waters) affects the diversity of the organisms within the Black Sea.

Marine ecosystems and resources have shown a vulnerability to anthropogenic effects (i.e. manmade pollution) in the last 50 years²⁴. Particularly critical is the situation of marine resources, with a dramatic deterioration over the past three decades: the diversity of commercial fish caught has decreased over this period from about 26 species to six. The main factors behind the decline of fish stocks are overfishing, changes to the ecosystem because of eutrophication, the arrival of alien species, as well as illegal fishing which is rapidly increasing.

¹⁵ SOER 2015 — The European environment — state and outlook 2015 > Countries and regions > Mediterranean Sea region

¹⁶ UNEP/MAP, 2013, State of the Mediterranean Marine and Coastal Environment, UNEP/MAP — Barcelona Convention, Athens, 2013

¹⁷ Oligotrophic seas are ones that are poor in nutrients

¹⁸ Horizon 2020 Mediterranean report "Toward shared environmental information systems" EEA-UNEP/MAP joint report n.6/2014

¹⁹ European Commission, 2015 "Fish stocks in Northeast Atlantic recover, whilst serious overfishing in Mediterranean: Commission sets out plans for 2015 fishing opportunities"

²⁰ Op cit

²¹ European Commission, 2015 "Fish stocks in Northeast Atlantic recover, whilst serious overfishing in Mediterranean: Commission sets out plans for 2015 fishing opportunities"

²² SOER 2015 — The European environment — state and outlook 2015 > Countries and regions > Black Sea region

²³ Anoxic water is water with an abnormally low concentration of oxygen

²⁴ Op cit



The introduction of alien species, besides affecting fishing activities, is a threat to marine biodiversity. Most of these alien species have reached the Black Sea via shipping activities (ballast water) or through migration from the Mediterranean Sea, or have been introduced through aquaculture activities²⁵.

Nutrients coming from rivers are the main cause of eutrophication, although the nutrients coming from the Danube River (mainly nitrates) remain significant but stable during recent years²⁶. Another source of pollution for marine water is oil coming from major shipping routes, industrial installations and ports.

For the Black Sea Basin, the majority (85 percent) of stocks for which a validated assessment exists are fished beyond biologically sustainable limits²⁷.

A range of strategies, protocols and conventions aim to support the environmental protection of the Black Sea. The Black Sea Convention (BSC) provides a regional cooperation framework to protect against pollution. In addition, with the accession of Romania and Bulgaria to the EU, the Black Sea has been included in European policies such as the Integrated Coastal Zone Management (ICZM), the Marine Strategy Framework Directive (MSFD), the Water Framework Directive (WFD) and the EU Habitats²⁸ and Birds Directives²⁹.

2.3 Environmental context in synthesis

Basin	Fish stocks	Water quality	Climate change	Biodiversity	Population
Mediterranean	91% of stocks for which an assessment has been done are overfished	Only localized phenomena of pollution	Hot spot with different problems: drought, sea-level rise, rise in temperature.	High diversity of species. Some risks from invasive species	High concentration of population along coasts (143 million people in border countries)
Black sea	Most species fished beyond biologically sustainable limits	Pollution from nutrients is relevant but stable recent years.	Warming of sea surface lower than the global average	Deterioration of diversity in species because of human pressure	A population of 66.9 million people lives in countries along the coasts of the Black Sea

3. Maritime issues in the intervention logic, programme objectives and priorities

3.1 Our project sample in the overall intervention logic

The projects in our sample, which all related in one way or another to the conservation and management of the marine environment, were fully consistent with the intervention logic of CBC Programmes as a whole. Figure 2 presents the overall intervention logic of CBC Programmes and shines a light on how our projects on the marine environment fit within it. Our project sample was primarily focused on achieving the overall CBC aims of better managing shared environmental resources (in this case related to the sea). Our project sample, focused variously

²⁵ FAO, 2013, Black Sea Fish, Indications on IUU fishing in the Black Sea

²⁶ ICPDR, 2010, Water Quality in the Danube river basin

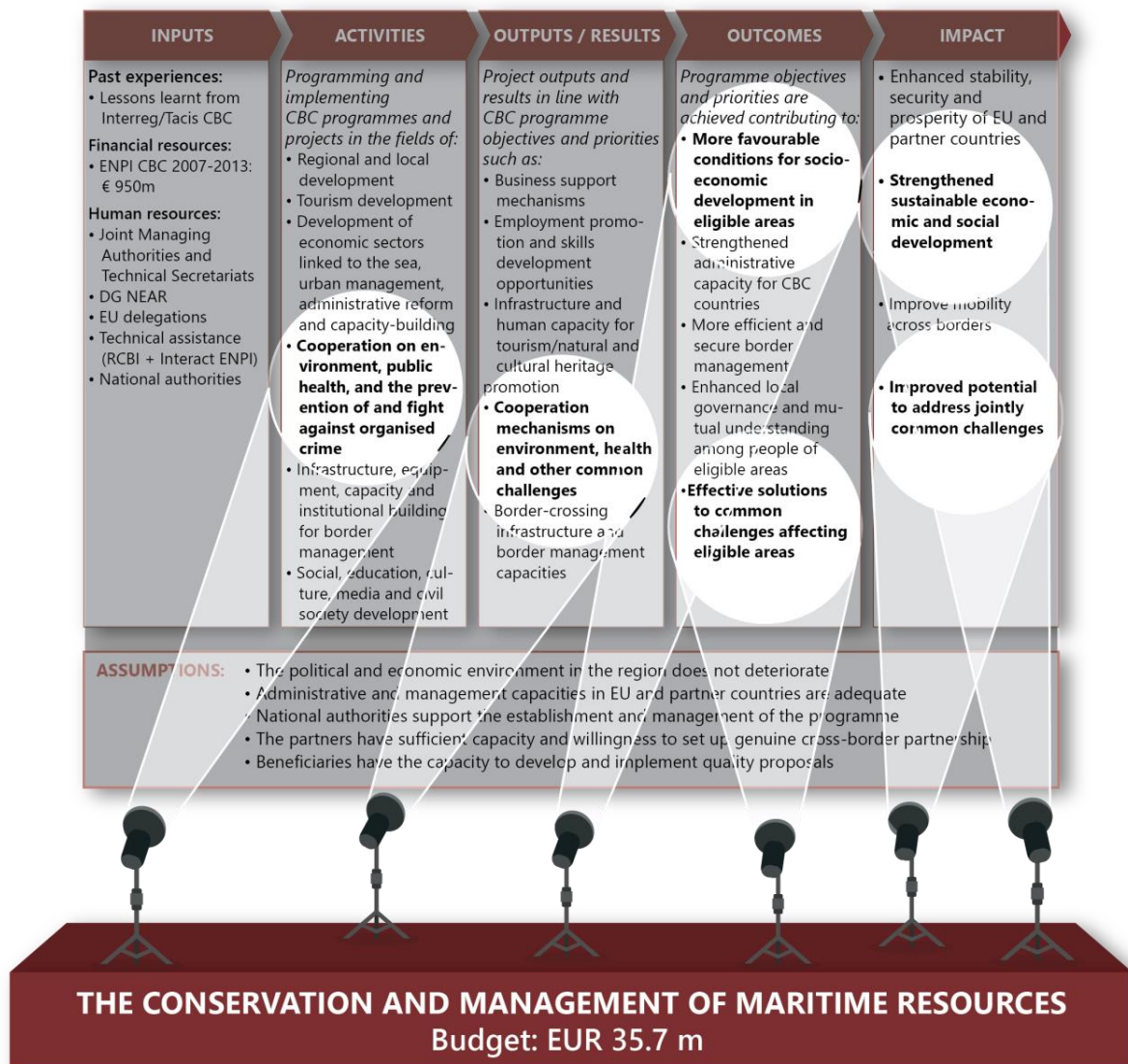
²⁷ Tsikliras, A. C., Dinouli, A., Tsiros, V. Z., & Tsalkou, E. (2015). The Mediterranean and Black Sea fisheries at risk from overexploitation. PloS one, 10(3), e0121188

²⁸ Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora

²⁹ Directive 2009/147/EC of the European Parliament and of the Council of 30 November 2009 on the conservation of wild birds



on resource management, institutional cooperation, information sharing and capacity building, each contributed in various ways to the more efficient management of the marine environment.



3.2 Environment in the Sea Basin and maritime programmes

ENPI CBC 2007-2013 MED

The MED programme addressed the environment mainly through Priority 2 “*Promotion of environmental sustainability at the basin level*”, articulated in two measures:

- Measure 2.1: Prevention and reduction of risk factors for the environment and enhancement of natural common heritage;
- Measure 2.2: Promotion of renewable energy use and improvement of energy efficiency contributing to addressing, among other challenges, climate change.

The environmental themes financed under Priority 2 are reflected in a considerable number of maritime-related projects linked to environmental risk management (both anthropogenic and inherent to geographic specificities of the area), promotion of actions aimed at the effective and sustainable use of common natural heritage (e.g. sustainable fishing tourism), promotion of sustainable energy etc.



Other priorities also contribute to environmental sustainability in the marine space. In particular, Priority 1 “*Promotion of socio-economic development and enhancement of territories*” gives emphasis to the marine science sector (marine and coastal ecosystems), supports initiatives on sustainable small-scale fishing and helps to tackle marine problems (proliferation of alien species), by applying innovative approaches and turning them into potential commercial opportunities. Priority 4 “*Promotion of cultural dialogue and local governance*” helps raise awareness on fishing issues and the need to convert and diversify the fishing sector (e.g. through a project focused on youth training).

ENPI CBC 2007-2013 Italy – Tunisia

The Cross-Border Cooperation Programme Italy-Tunisia (IT-TN) addressed environment issues through Priority 2 “*Promotion of sustainable development*”. This Priority included three measures:

- Measure 2.1: Efficient management of natural resources in agriculture and fishery;
- Measure 2.2: Enhancement of natural and cultural heritage;
- Measure 2.3: Development of sustainable energy.

Each of these Measures included several projects relating to the conservation and management of maritime resources.

However, it should be noted that Priority 1 on “*Regional development and integration*” included many projects related to the fishing sector (Measure 1.1. “Development and integration of economic value chains”) and to research in the field of marine environment (Measure 1.3 “Promotion of R&I”).

ENPI CBC 2007-2013 BSB

The Black Sea Basin (BSB) Joint Operational Programme addressed environment through Priority 2: “*Sharing resources and competencies for environmental protection and conservation*”. This Priority financed interventions through three Measures:

- Measure 2.1 - Strengthening the joint knowledge and information base needed to address common challenges in the environmental protection of river and maritime systems;
- Measure 2.2 - Promoting research, innovation and awareness in the field of conservation and environmental protection for protected natural areas;
- Measure 2.3 - Promotion of cooperation initiatives aimed at innovation in technologies and management of solid waste and wastewater management systems.

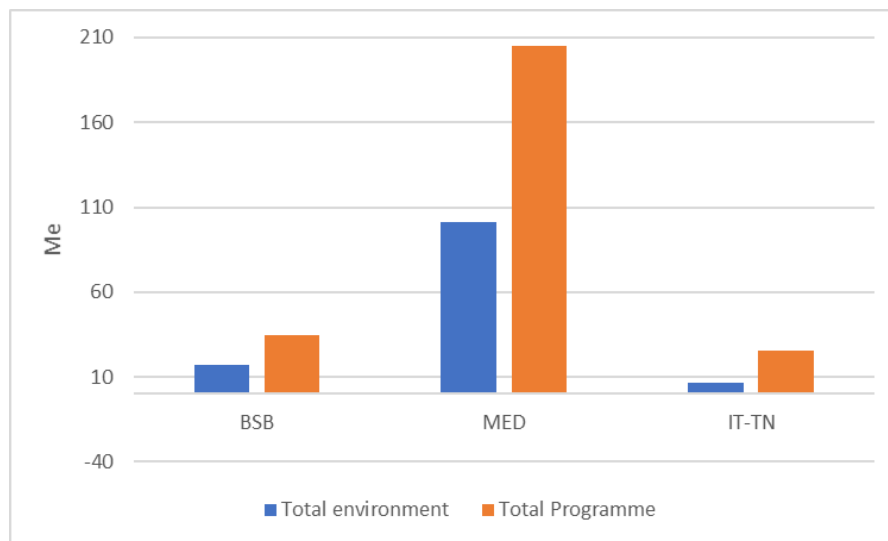
The Programme highlighted the importance of innovation within Priority 2 so that R&I interventions in the marine sector were supported under this Priority. . The Programme cites the protection of the maritime environment and coastal zones as the main field of intervention under Priority 2.

3.3 Overview of projects related to the environmental protection

The total number of projects either directly or indirectly related to environmental protection in the 3 Programmes can be considered high, corresponding to 47% of the total resources allocated and to 41% of the projects financed.

The MED programme allocated 49% of its resources to address environmental issues, while the BSB programme allocated 43%. Of the three Programmes, the IT-TN Programme allocated the lowest share of resources to environmental issues (26% of total funding).



Figure 3: Financial resources allocated to environmental issues in the three Programmes considered

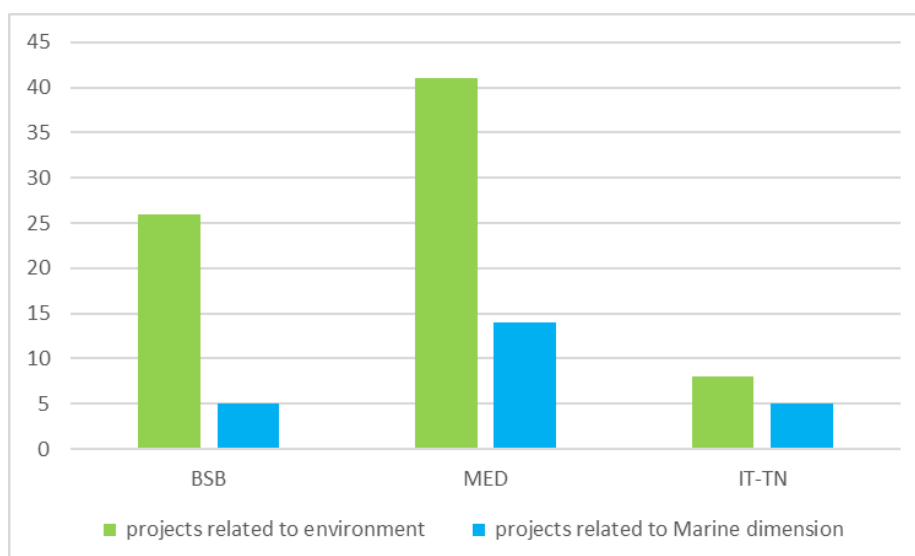
3.4 Overview of projects related specifically to the marine environment

The specific theme of our case study relates to the conservation and management of marine resources.

Twenty-five out of the total 187 environmental projects funded under the 3 Programmes were dedicated to various aspects of the marine environment. Amongst the broad mix of marine issues covered by the Programmes, the following project sub-categories have been considered:

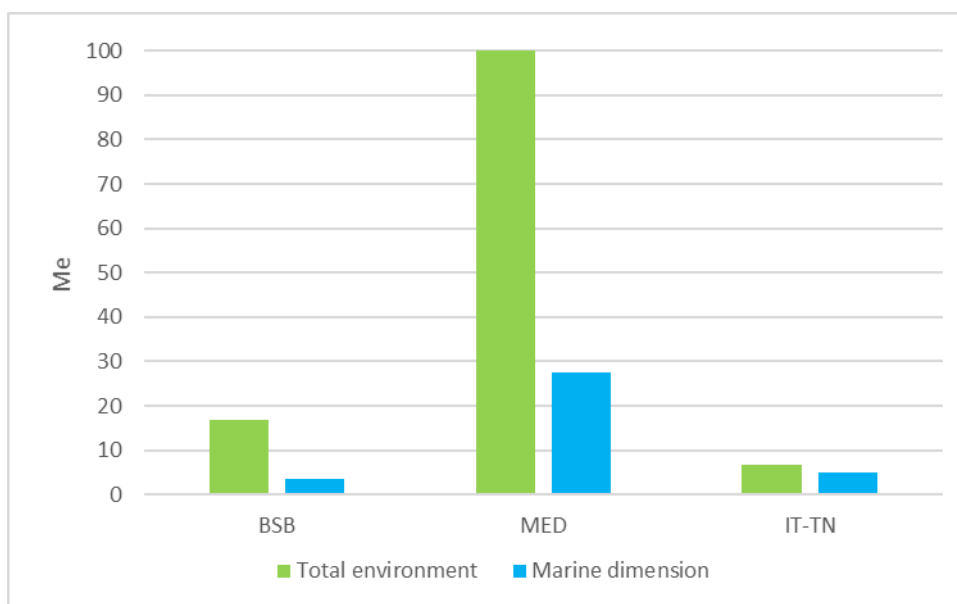
- projects related to marine ecosystem and its resources;
- projects related to fisheries, aquaculture and, more in general, to fish stocks;
- coastal systems and their management;
- (sustainable) maritime transport.

The following charts show projects (number and total amount of financial resources) directly linked to conservation and management of the marine environment through all the objectives of the three programmes under focus.



Of the 25 projects addressing marine conservation and management issues generally, 8 of them dealt with fisheries (including assessment of fish stock and economic activities related to fishery), 8 of them dealt with marine ecosystems (including the problem of marine species), and 6 projects dealt with “coastal systems” (ranging from coastal protection to Integrated Coastal Zone Management (ICZM) through pollution of coastal water and other). Five projects dealt with sustainable maritime transport. It should be noted here that some projects addressed more than one of these sub-categories.

Figure 4: Financial resources allocated to projects related to the management and conservation of the marine environment in the three Programmes considered.



The number of projects dealing with issues related to marine conservation and management in a broad sense is higher in MED than in the other two programmes. However, if we look at the proportion of the total available Programme resources allocated to marine issues, it can be concluded that IT-TN has prioritised marine conservation and management more than the other two Programmes.

4. Programme and project results

Results are measured at project and programme levels, through a set of indicators reflecting the objectives pursued in the logic of intervention. Indicators should be accompanied by targets allowing the measurement of programme performance over the implementation phase. In this section, programme indicators related to environmental issues in general have been selected, when available, and used to measure the overall performance of the three programmes. Then, the specific results related to the selected projects in our case study sample have been analysed.

4.1 Programme results

Programme indicators related to environmental issues in the broader sense in the three programmes are listed in the following table. The results at programme level are also shown.



Table 1: Programme indicators for environmental interventions in the broader sense

Programme	Priority	Outcome/Output indicator	Target	Achievement	Comments
IT-TN	1. Regional development and integration	N. of initiatives to improve the agri-food, fishing and tourism value chains	4	6	These initiatives are not only related to the fishery sector.
	2. Promotion of sustainable development	N. of initiatives introducing new methods to improve efficiency in natural resources management	2	3	These initiatives refer to all natural resources, both land and marine.
		N. of joint actions for awareness on sustainable development organized by fishing and rural organisations	5	5	Both agriculture and fishery are included in the target value and in the achievement
		N. of initiatives for the valorisation of natural and cultural heritage	4	4	Same as above
BSB	2. Sharing resources and competencies for environmental protection and conservation	N. of partnerships contracts/ agreements establishing permanent relations among institutions / agencies active in the environmental sector	5	48	The indicator does not exclusively refer to marine resources.
		N. of entrepreneurs/technicians/ researchers completing activities and achieving new skills and competencies	100	211	Same as above.
		N. of institutions active in environmental protection adopting innovations developed by projects.	10	77	The indicator refers to the environment in general.
		N. of environmental training and/or research initiatives carried out.	20	27	Same as above.
		Number of trainings initiatives begun in environmental protection	10	21	Same as above.
MED	2.1 Prevention and	n. of projects for environmental preservation and	10	8	The indicator refers to the environment in general.
		n. of participating partners	40	55	
		n. of enterprises/organisms interested in projects for territorial management and preservation	50	93	Same as above



reduction of risk factors for the environment and enhancement of natural common heritage	n. of projects to prevent natural disasters and to strengthen civil protection and n. of participating partners	5	2	Same as above
		20	15	

It is worth noting that following the indicator scheme proposed in the three selected programmes, it is difficult to measure accurately the results regarding environmental issues. Firstly, there is no clear distinction between output and outcome indicators, i.e. outcome indicators at priority level are in fact output indicators (e.g. “number of ...”). Second, it is not clear whether targets have been reached because of excellent performance in programme implementation or simply because the output targets were set too low. There are no baselines against which such judgements can be made.

Assessment of performance of marine-related projects is also difficult because of an absence of indicators that are specifically focused on marine issues. In some respects, this is not surprising since the Programmes had a broader strategic focus on environmental issues in general. Nevertheless, the lack of proper measurement of results (in terms of outcomes and impacts) makes it challenging to draw a clear link between the contribution of programme interventions to achieving the desired impacts on the various marine management and conservation issues.

To address these weaknesses and provide a more complete narrative on programme outcomes and impacts, a further analysis of a set of selected projects has been carried out in this study. This analysis examines the specific pathways through which individual projects have contributed to improvements in marine conservation and management more specifically.

4.2 Overview of project outputs

As reported, 25 of the environmental projects in the 3 programmes analysed are related to maritime topics and 16 of them are directly related to fisheries and marine ecosystems. Based on the data drawn from the ENPI CBC project database, activities carried-out by these projects are mainly related to study and analysis, scientific monitoring activities, guidance and training, pilot actions and networking activities.

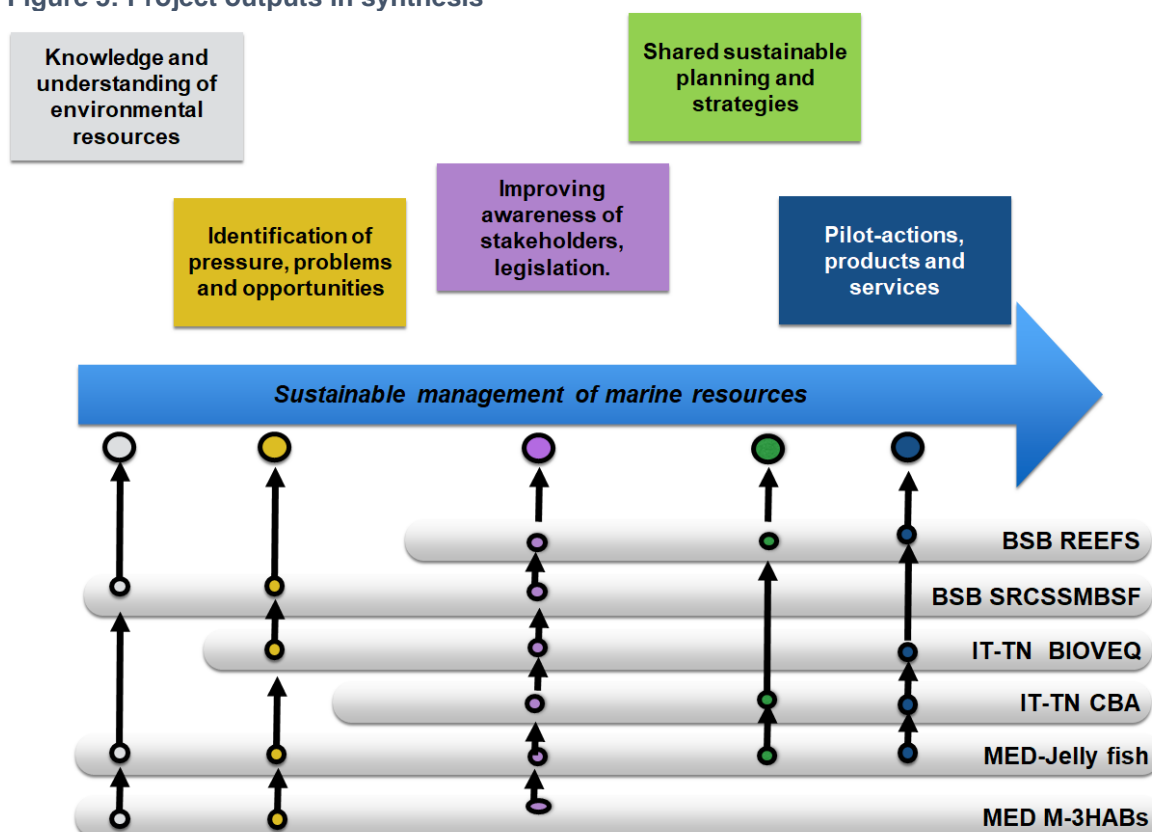
For this reason, in the following paragraphs, the project sample (2 projects per programme) was analysed in terms of contribution to the following outputs:

- Improved knowledge and understanding of marine conservation and management issues,
- Better understanding of pressures, problems and opportunities in the marine environment,
- Awareness of stakeholders improved,
- Legislation improved,
- Shared sustainable planning and strategies developed,
- Pilot actions, actions and services implemented.

Projects intervened at different stages of the policy cycle – from information gathering and problem identification to pilot actions in response to the particular issues under review (Figure 5).



Figure 5: Project outputs in synthesis



4.2.1 REEFs (BSB)

The overall objectives of the REEFs Project was to establish a long-term partnership platform for scientific, technical, administrative and awareness raising activities in favour of artificial reefs as a way of providing active support to the self-restoration of the Black Sea ecosystem.

Project outputs

Artificial reef modules have been distributed and installed in the Black Sea in the respective partner country areas (9 deep water and 12 shallow water type modules in Bulgaria, 8 in Romania, 4 each in Georgia, Turkey and Ukraine). The partners have initially carried out a research analysis of the legislative and institutional framework with a list of recommendations (in English). An artificial reef action plan has been drafted, followed by several progress reports, feasibility studies, environmental impact reports. Forty-five researchers have been involved in joint monitoring, analysis and assessment. Training packages have been developed to transfer information and knowledge to local stakeholders, such as students and NGO activists, through the organisation of specific trainings. Numerous round tables and seminars, involving a total of approximately 180 participants, have been organised. The project was also promoted through conferences and forums, with a website and Facebook page, a documentary, promotional material on artificial reefs and brochures.

Project outcomes

According to interviews with partners, the project managed overall to raise scientific and public awareness of, and commitment to, artificial reefs and contributed to new approaches to ensuring the sustainability of aquaculture, tourism and fishing in the region.



In particular, the project generated increasing interest in the use of artificial reefs for aquaculture as the modules proved effective in boosting the growth of mussels while remaining resistant to deterioration and having no negative impact on the environment thanks to the use of an innovative material. Fishermen in Turkey have also shown an interest, having noticed that the reefs enrich biodiversity and attract fish species that had previously disappeared from the coastal area.

As concerns tourism, there is a potential to attract scuba divers to the reefs' locations.

However, it is recognised that there is still scope in the partner countries to increase the awareness of local fishermen in particular of the potential from artificial reefs.

4.2.2 SRCSSMBSF (BSB)

The overall objective of the project was to set up harmonised approaches and methods for fish stock assessment and data collection among Black Sea Basin countries.

Project outputs

Through exchange of experiences and networking between research teams, the projects harmonised and standardized data collection methods for fish stock assessment among partner countries. The main output of this work is that Turkey and Ukraine are now collecting data with an approach similar to the one used by EU Member States. By adopting joint regional stock assessment methods, the project made it possible for regional marine organizations to provide better-quality advice on fisheries to national decision-makers.

Project outcomes

The project facilitated the collection of data needed for the Black Sea Commission. All of the countries involved are now carrying out monitoring activities with other countries in the context of the General Fisheries Commission for the Mediterranean, using the methods developed through the project. However, the presence of Russia would be necessary for the project to have a long-term impact on the effective management of fish stocks in the whole basin.

In addition to improvements in the application of technical data on fish stocks, the project contributed to enhanced institutional relationships between participating countries. In particular, the project gave participants the opportunity to identify suitable partners and establish strong relationships during the implementation of joint activities. These partnerships and networks are being maintained after project completion facilitating further cooperation across a range of technical areas. For example, the partners are continuing their cooperation in the framework of the BlackSea4Fish financed by the FAO.

4.2.3 BIOVecQ (IT-TN)

The overall objective of the project was to develop new biotechnological and analytical tools/processes for the sustainable development of the aquatic and halieutic food sector in the Tunisia and Sicily, disseminate results from pilot activities and support the development of commercial links with the private sector.

Project outputs

From the Tunisian perspective, the key output was the creation of a laboratory in the marine institute involved (INSTM – Tunisian national institute for marine science and technologies), which is currently in the process of being accredited. This had the two-fold effect of increasing the capacity to carry out high-quality applied research in bio-technologies related to marine resources within the country and increasing the possibility to create links between scientific and business communities (and, in particular, with other research centres and technological poles in the area). Thanks to the project, thirteen agreements with private firms were signed regarding the transfer of scientific results to the production sector and, according to the project's final report, a specific



cooperation agreement was made with the food industry and fishermen to ensure the traceability of fishery products. Furthermore, three commercial labels for marine food products were created.

Projects outcomes

Thanks to BIOVecQ, the cross-border cooperation of the Sicilian and Tunisian biotechnological research institutes and, in particular their support to the practical application of this research in business, has increased opportunities to create new businesses in the food sector and/or improved product quality by introducing technologies for better food safety for consumers. Important innovations have been introduced in the fisheries production system, updating specifically catch traceability systems. In addition, the laboratory's work in monitoring the hygienic quality of products has facilitated the introduction of labelling which allows more information for consumers about the safety of products.

Although not a direct result of the project, the cooperation between the Italian and Tunisian authorities has led to an improvement of the regulatory frameworks regarding catch and health control on marine food products and a harmonisation of procedures between Italy and Tunisia. Similarly, cooperation on this project has reinforced networks of project partners at both national and EU level. A final effect arising indirectly from the activities for the project was the strengthening of academic networks between Tunisia and Sicily by reinforcing student exchanges on project activities. Joint Masters and PhD programmes have been subsequently set up as a result of the initial academic cooperation on this project.

4.2.4 Club Bleu Artisanal CBA (IT-TN)

The overall objective to the project was to develop and support local fishing supply chains, providing commercial opportunities to fishermen on both sides of the cross-border area.

Project outputs

This project increased the sale of fish products (all meeting specific quality and traceability criteria) directly to hotels through the creation of better distribution and quality management systems. Project partners played the key role of intermediaries (distributors). Overall, the project allows the integration of artisanal fisheries and tourism with mutual benefits on both sides.

By the end of the project, 23 fishermen were actively participating, while all the 240 fishermen of the cross-border area were contacted and informed. The objective of creating a network was realised with the creation of Club Bleu Artisanal, its branch offices (*antennas*) and its commercial label (CBA). The latter is given to products that respect the club's quality and traceability criteria.

Project outcomes

The project contributed to integrate the fishing and tourism sectors by creating a value chain between local fishermen and the local hotel and catering industry by creating a system of fish distribution that met agreed quality standards. The involvement of small-scale fishing communities in this project obtained great visibility at national level in Tunisia. As a result, local authorities invested additional resources in infrastructure after the end of the project. The project represented a first positive experience in EU projects for most fishermen. By developing the local market for their products, it offered them a more stable source of revenue, and broadened the fishing season. As a result, the project also addressed a key issue linked to the context and the perception of the EU policy framework by the key players, especially Tunisian fishermen who initially were wary of European intervention in their sector, fearing it would limit fishery and have a negative impact on their work.



4.2.5 M-3HABs (MED)

The overall objective of the project was to develop a methodology to identify and measure toxic microalgae blooms in marine waters.

Project outputs

M-3HABs project has created new and harmonised cross-border monitoring approaches and instruments capable of automatically recognising toxic microalgae. It also established effective forecast models to predict bloom development of toxic organisms. Of particular interest are also the best practices manuals for risk management that can now be used by environmental agencies even beyond the project area. In the framework of the project, a Tunisian partner (INSTM) organised 12 internships for students giving them the opportunity to visit and learn new techniques in EU laboratories.

Project outcomes

From the perspective of Consorzio Nazionale Interuniversitario per le Scienze del Mare (CoNISMa) who was the lead partner on this project, the project was a key step in the elaboration of a specific protocol to support monitoring and decision-making, which has been approved and adopted by the environmental agencies in Italy (e.g. ISPRA, High Institute for Environmental protection and Research). In addition, CoNISMa is now working to extend the approach and tools to other species.

The impact of this project may not have been equally significant across the entire MED sea basin. In particular, the low preponderance of toxic microalgae blooms in the southern Mediterranean means that the project had a lower relevance for those regions. Nevertheless, according to stakeholders, the improved equipment and methodologies developed by the project helped to increase the quality of research of the Tunisian partner INSTM.

4.2.6 JELLYRISK (MED)

The overall objective of the project was to address a common transnational challenge (i.e. jellyfish proliferation) affecting several human activities in coastal zones, from maritime tourism to aquaculture and fishery to coastal industry. The challenge was, therefore, also practical, with the need to provide evidence on the effects of jellyfish proliferation on sectors such as fisheries, aquaculture and tourism by also involving local stakeholders in monitoring the phenomenon. The selection of this project in the strategic call is justified as it constitutes the first-ever attempt at cross-border level to assess the socio-economic impacts of jellyfish blooms and implement mitigation countermeasures.

Project outputs

By applying integrated jellyfish monitoring protocols, the project created an impressive monitoring system in the partner countries over a wide geographical area (e.g. in Tunisia, it has monitored 130 km of coast). Testing of nets against jellyfish to create safe areas on the beach was performed in some pilot sites (i.e. touristic resorts). By applying a human-centred approach, “citizen science”, the population in the project areas was informed about the problem and invited to get involved in the monitoring effort (the project defined three strategies to allow non-scientist to monitor jellyfish). The partners have also carried out pilot tests and a survey to estimate the socio-economic effects of jellyfish by targeting fishermen, aquaculture farmers, bathers. In terms of visibility, a web site and a Facebook page (also in Arabic language) were created as well as an app (Med Jelly) which works as a “weather report” on jellyfish. The project enabled the purchase of laboratory equipment



(e.g. in Tunisia) which is used also for other activities and it allowed several students to publish articles, attend conferences and set up new research networks.

Project outcomes

The project has built harmonised jellyfish monitoring and alert tools which have, in some cases, been introduced in the regular monitoring activities by the national authorities in charge of environmental surveillance (e.g. IsprAmbiente in Italy). It is also worth underlining the project's success in mobilising various types of stakeholders. For instance, before the project creation, and because the lack of awareness, it would not have been possible to have fishermen actively monitoring the conditions, as now occurs in several areas where the project performed specific activities (e.g. after two years of project, 75% of monitoring data was coming from active citizens, whereas 100% came from the project partners the first year). In this sense, one of the most significant outcomes is the increased level of awareness among stakeholders about the problem and their active participation in contributing to the monitoring activities

The project has increased the overall awareness about the problem, exemplified by its appearance on important international media, such as an article on The Guardian and a recent interview for The New York Times. In addition, information days in high schools, scouts' associations and NGOs have been held. Several articles were published on international media and a 10-minute video was broadcasted by a German TV programme.

In reviewing each of the projects in our sample, we carried out a systematic assessment of the outcomes or impacts that we could observe under a number socio-economic and marine environment heading³⁰. The following Table summarises our assessment of the significance of the outcome/impact achieved under each of these headings.

³⁰ These headings were selected based broadly on the aims and objectives of the Programme and its individual projects.



4.3 Overview of outcomes or impacts to which projects contributed directly or indirectly

Program - project acronym	Socio economic outcome or impact		Outcome or impact on sustainable development and marine resources		
	Project contribution to socio-economic development of the border area	Intensification of cross-border links and sustainable cross-border partnerships and/or removal of cross-border obstacles to sustainable development	Project contribution to sustainable development of fisheries, marine resources and related activities	Project contribution to reduction of pollution, pressures and adverse human impacts on marine natural resources	Project contribution to more public awareness and stakeholders' information on environmental issues and challenges in the Sea basin
REEFS	No direct impact in terms of employment, welfare and support to SME activities.	Cross-border networking; removal of legal and administrative obstacles.	Contribution to the aquaculture sector which wants to implement reef modules in the region.	No direct contribution.	Contribution to awareness on positive impact of artificial reefs in fishing communities
SRCSSMBSF	No direct socio-economic impact.	Cross-border networking; removal of statistical obstacles (harmonisation of data collection approaches).	Indirect contribution through availability of data	No direct contribution.	More information on fish stock.
BIOVECQ	Impact in terms of development of new products, support to start-ups.	Cross-border networking; removal of technical and administrative obstacles in bio-technological research field	Development of bioproducts.	Indirect contribution through the development of by-products from fish waste.	No direct contribution.
CBA	Impact on local fishing communities (innovation, employment, development of a supply chain).	Cross-border networking; removal of cultural, administrative and economic obstacles.	Development of short supply chain from local sustainable fisheries; support to ecotourism.	No direct contribution.	More information on potential supply/valorisation of local fish products.
M-3HABS	No direct socio-economic impact.	Cross-border networking; removal of knowledge obstacle.	No direct contribution.	No direct contribution.	Contribution to better knowledge and information on algae blooms.
JELLYRISK	Indirect impact on local fishing. Impact tourism I some areas (beaches).	Cross-border networking; removal of knowledge obstacles.	Support to aquaculture and fisheries activities.	No direct contribution.	More information on harmful effects of jellyfish and awareness of valorisation opportunities.

Potential Impact 

No direct impact 

Partial Impact 



5. Findings and recommendations

Relevance

- It is clear that all Programme regions are affected to varying degrees by large-scale ecological dynamics - such as overfishing, climate change, water pollution and threats to biodiversity. In order to tackle these problems effectively, it is widely recognised that a genuine international effort is needed. In this respect, the large number of partner countries in the sea basin programmes is particularly appropriate. It is also widely accepted that international efforts to resolve key maritime issues can only be effective if they engage at both local and national levels. With this in mind, we have found that the environmental priorities identified in the Programmes are very relevant to the needs of the region and, moreover, that the involvement of both national and local stakeholders in many of these projects is extremely appropriate.
- The various changes that occurred in the political environment during the lifetime of the Programme did not affect project relevance, but they increased delays in implementation and reduced the project scope in some cases.
- None of the programmes analysed developed a real “theory of change” as regards interventions related to marine and maritime environment, which were the focus of the case study; i.e. there is not a clear logical link between the issues at stake (pressures on marine resources), the external factors determining the context, the objectives pursued, the measures, the financial allocation, the monitoring systems measuring outcomes (output and results) and the impacts.

Recommendation 1:

- ✓ It is clear that a Theory of Change (ToC) for interventions which are focused, for example, on the management and conservation of the environment will be quite different from those related to border crossings or tourism development. These differences in the Theory of Change arise in the first instance, because the programme context is quite different in each intervention area (and also, of course, because, the interventions themselves affect that environment in different ways). In order to ensure the inherent relevance of proposed programme interventions, it is important to reflect the particular pathways of change that are to be taken in each Programme priority area. Specifically, separate Theories of Change should be developed for each programme priority (environment, economic development, etc.). These discrete Theories of Change should obviously be consistent with the Intervention Logic for the Programme as a whole.

Efficiency

- The efficiency of project implementation was affected by differences in the legislative framework between partner countries. For example, fund transfers from one country to another are constrained (by law) in the Mediterranean countries in general. Similarly, licences and permits are sometimes difficult to obtain for transnational operations (for example in Romania there is a specific national license necessary for diving, this was a particular issue for international participants in the reef project). Different customs rules also affected the import and/or exchange of some equipment during projects.
- Partners complain about **administrative burden** created by the various rules imposed at national level (e.g. differences in the legislative framework in force between countries), programme level (e.g. monitoring system) and EU level (e.g. use of PRAG rules).



- Partners also suggest that the short project duration (2 years on average) is often insufficient to affect complex environmental problems.
- Some projects met difficulties in **transferring funds** e.g. from Tunisia to the other EU partners. A solution was found through an agreement with the central bank with the opening of an account in euro.
- Other issues pointed out by the Tunisian partners were the very low per diem, calculated according to national standards and insufficient to cover travel costs encountered in Europe, and the difficulty in obtaining VAT exemption forms from the customs office.
- The support from the programme authorities was good and effective, although certain partners considered it necessary to increase the staff in the Tunisian contact point, in particular having two people working full time only on financial and administrative tasks. The role of the **National Authority** in Tunisia was also considered very important to facilitate contact among partners.

Recommendation 2:

- ✓ Use existing technical assistance facilities to provide governments and local authorities in partner countries with additional support to make the normative context more responsive to the specific needs of cooperation projects (e.g. rules for money transfer, specific project accounting rules, short financial circuit, consistent and ex-post control and audit trail).

Effectiveness

- Programme results are mainly measured through output indicators and do not provide information on outcomes and impacts (e.g. in terms of areas targeted and improvement of societal well-being);
- Most of **the selected projects financed were research-oriented**, with a clear objective of producing more knowledge and data on the issues at stake, as well as improving awareness in targeted communities. All of the projects in our sample generated meaningful additional knowledge, information and innovations that may have a long-term benefit for policy-makers and other stakeholders interested in the management and conservation of marine resources in the region.
- Small investments in infrastructures and equipment benefited partner countries (e.g. Tunisia), such as laboratories and equipment for fishing activities, which would not have been possible to obtain without the financial support from the programmes;
- **Unplanned outcomes** are significant in most of the projects in our sample. Most of these unplanned outcomes arose as a result of the institutional and individual networks created by the projects. This was particularly evident in terms of research activities (publications, events), training and students involved, enhancement of management capacity, improvement of legislation and in the decision-making process.



Impact

- Changes produced by the Programme are often observable only at very small scales, at output level (i.e. with small investments in equipment, involving local communities and covering small portions of the cross-border area).
- Large tangible impacts **in the long term** are more hypothetical and difficult to measure;

Recommendation 3:

- ✓ Focus on fewer objectives at programme level (based on identification of needs and their priority), concentrate budget on a limited number of interventions (to ensure significant results and increase potential for larger-scale cross-border impacts)

Recommendation 4:

- ✓ The evidence of the projects in our sample showed that project applications were carefully assessed and that there was a genuine attempt to ensure that selected projects were likely to produce tangible, observable results. However, the ability of the Programme to make such judgements was limited by a frequent lack of clarity in the specification of output and outcome indicators and the pathways through which these outcomes and outputs were to be achieved. In the aggregate, project impacts are likely to be improved by more robust requirements, at project level, to specify the outcomes and impacts to be achieved and to demonstrate the intervention logic in the achievement of these changes.

Sustainability

- An exit strategy **was absent in most of the projects analysed**. Project follow-up was challenging in some cases, because of a lack of financial resources. This is particularly true because the research-focused nature of the projects often requires additional scientific or institutional follow-up. In some specific cases, continuity is to some extent ensured by the development of labels, the certification of methods and the development of patents or the set-up of new organisations;
- Most partners have a strong appetite to **participate again in the new ENI programme** or in the framework of other EU financial instruments, applying with qualified projects. This is particularly true of those located in the partner countries who are likely to increasingly assume the role of Lead Partner.

Recommendation 5:

- ✓ Ensure that projects' sustainability is a significant criterion for project selection and allow for the more flexible allocation of financial resources for project follow-up over time. This would help to ensure the involvement of project key stakeholders and institutions in the long term and effective embedding of project results in national and local institutions.



Recommendation 6:

- ✓ Select projects with a clearly defined exit strategy identifying follow-up activities, e.g. describing the organizations involved after project ending and the arrangements done for a better dissemination/appropriation of results within the local communities.

Value added issues

- In the absence of the CBC Programme, there was no obvious source of funding for most of the activities reviewed in the case study.
- Partners consistently **appreciated the value added that was created by the projects, particularly** in terms of networking, knowledge transfer, economy of scale, supporting activities between partners and pilot results obtained;
- In general, project value added was **perceived to be well balanced amongst the partners**, i.e. in most cases the partners participated in all project activities, sharing information and results on a balanced basis.



6. Appendices

Appendix 1: List of marine projects in the three programmes

Name	Programme	Topic
ECO-SATELLITE	BSB	Marine ecosystem
REEFS	BSB	Marine ecosystem
SRCSSMBSF	BSB	Fisheries/aquaculture
ICZM	BSB	Coastal systems and their management
ICME	BSB	Maritime traffic
POLYMEDA	IT-TN	Fisheries/aquaculture
BIOVECQ	IT-TN	Fisheries/aquaculture
CBA	IT-TN	Fisheries/aquaculture
MEDCOT	IT-TN	Coastal systems and their management
SECURAQUA	IT-TN	Fisheries/aquaculture
Custom MED	MED	Maritime traffic
ECOSAFIMED	MED	Fisheries/aquaculture
FISHINMED	MED	Marine ecosystem
GREAT MED	MED	Marine ecosystem; Coastal systems and their management
M3-HABs	MED	Marine ecosystem
MARE NOSTRUM	MED	Coastal systems and their management
MAPMED	MED	Maritime traffic
MED-ALGAE	MED	Marine ecosystem / Sustainable energy
MED-JELLYRISK	MED	Marine ecosystem
MEDSANDCOAST	MED	Coastal systems and their management
MEDSEATIES	MED	Coastal systems and their management
MESP	MED	Maritime traffic
R.E.A.D.Y.MED.FISH.	MED	Fisheries/aquaculture
RAOP-MED	MED	Marine ecosystem



Appendix 2: Project summary

Program - project acronym	Project main characteristics	Project Overall objectives	Project Main expected results
BSB- REEFS	<p>Financial resources (total contracted): 627,650.12 €</p> <p><u>Field of intervention:</u> Environment</p> <p><u>Thematic addressed:</u> Artificial reefs</p> <p><u>Environmental theme:</u> Marine ecosystems</p>	<p>Strengthening the joint knowledge and information base needed for application of artificial reefs (AR) to address the organic pollution in the maritime ecosystem of the Black Sea basin.</p>	<p>To support governments to create a common platform to offer a shared artificial reef legal action plan. To install eco-friendly artificial reef structures on selected sites creating greater surfaces to attract organisms to attach on and support scientific community with the knowledge provided over scientific studies.</p>
BSB-SRCSSMBSF	<p>Financial resources (total contracted): 486,409.70 euro €</p> <p>Field of intervention: Environment</p> <p>Thematic addressed: Fishing sock</p> <p>Environmental theme: Marine ecosystems</p>	<p>Cooperation between the Black Sea riparian countries for knowing and rationally managing the marine ecosystem and its resources, carrying out diagnostics of fish stocks status as well as advice on management strategies.</p>	<p>Standardization at regional level and in conformity with the international practice of the methods and tools for sampling, processing, analysing and interpreting the data and information as well as the fish stock assessment;</p> <ul style="list-style-type: none"> - Competitive and comparable data, scientific support of marine fishery management; - Recommendations for the most practical and appropriate method for regular, multi-species, stocks assessment; - Improvement of management of the Black Sea fish stock exploitation based on harmonized methodologies of assessments based on agreed regional criteria
IT-TN BIOVEQ	<p><u>Financial resources</u> (total contracted): 1.721.990,40</p> <p><u>Field of intervention:</u> Economic development</p> <p><u>Thematic addressed:</u> Halieutic resources</p> <p><u>Environmental theme:</u> Marine ecosystems</p>	<p>Develop new biotechnological and analytical tools/processes for the sustainable socio-economic development of the aquatic and halieutic food sector in the Tunisian and Sicilian regions.</p> <p>Establishment of a permanent relationship between public institutions by means of a collaboration and a platform for exchanges between research clusters, SMEs and public administrations. There will also be harmonisation of directives and regulations and the creation of a LT-BioVecQ virtual cross-border laboratory.</p>	<p>Comprehension of the feasibility of future innovations and targeted investments.</p> <p>Gap reduction between research and productive sector, reducing the self-referentiality of scientific research.</p> <p>Benefits for technology centres through the direct exchange with the target population.</p>
IT-TN CBA	<p><u>Financial resources</u> (total contracted): 774.427,00</p> <p><u>Field of intervention:</u> Economic development</p> <p><u>Thematic addressed:</u> Halieutic resources</p> <p><u>Environmental theme:</u> Marine ecosystems</p>	<p>Promotion of the socio-economic development and regional integration of the territories through the development, qualification and integration of the supply chain of small-scale fisheries with the tourism sector in Sicily and in Tunisia, through the creation of a club of certified</p>	<p>Strengthening of social and cultural relations between the two countries and the dissemination of the cooperation culture between the project partners;</p> <p>creation of a sustainable network of stakeholders in the fishing industry and tourism;</p> <p>dissemination of good fishing practices and exchange of culinary traditions;</p> <p>development of technologies and tools for artisanal fishing and for the</p>



		fishery products – Club Bleu Artisanal.	promotion of joint gastronomic traditions; creation of a controlled brand of products and tourism quality services; creation and management of two local branches to enable continuous quality control and assistance; creation of a network of fishing and tourism enterprises and of a marketing channel for artisanal fishery products.
MED JellyRisk	<u>Financial resources</u> (total contracted): 2.593.194,23 <u>Field of intervention:</u> Environment <u>Thematic addressed:</u> Alien species <u>Environmental theme:</u> Marine ecosystems	To promote a cross-border approach in 10 selected Mediterranean Coastal Zones (MCZ) to assess, prevent, mitigate and foresee the negative natural, health and economic impacts of jellyfish proliferations.	Integrated Coastal Zone Management. Implementation of risk assessment, prevention and mitigation of negative impacts resulting from jellyfish proliferation. Increased public awareness.
M-3HABs	<u>Financial resources</u> (total contracted): 1.798.254,00 <u>Field of intervention:</u> Environment <u>Thematic addressed:</u> Marine biodiversity <u>Environmental theme:</u> Marine ecosystems	To contribute to the development of cost-effective management tools regarding the risks associated to the proliferation of toxic benthic dinoflagellates, with particular reference to <i>Ostreopsis</i> spp., in a cross-border perspective.	To increase awareness of the risks associated to the <i>Ostreopsis</i> blooms; the production of common monitoring protocols; the development of new technologies for species-specific identification and counting; the build-up of prediction models in order to prevent and reduce risk factors for the environment, human health and economic activities.





The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



ANNEX 3: A STUDY OF ENPI-FUNDED BORDER CROSSING PROJECTS – THE CASE OF SOUTH EAST FINLAND-RUSSIA

1. Introduction

The last 25 years have seen a huge global acceleration in the movement of goods, services and people across international borders. Since 1990, the total volume of merchandise exports worldwide has more than trebled and the value of those exports has increased five-fold³¹. In the same period, the number of international tourist visits, as well as global revenue from international tourism, has shown a three-fold increase³². Despite recent protectionist tendencies in some of the world's most advanced economies, the general consensus is that global trade growth is unlikely to be reversed in the medium term³³.

The relationship between trade and economic growth has long been recognised in economic literature. In simple terms, trade is thought to contribute to economic progress by promoting the efficient allocation of capital and labour, by diffusing knowledge and technological progress and by increasing the competitiveness of firms (through product innovations and the like)³⁴.

The movement of people across borders is also recognised as an important driver of economic development. In addition to the direct impact of tourist spending in the host economy, business and leisure travelers can produce significant multiplier effects locally – a recent study showed that each euro spent in the tourism sector generates 3.2 euro in induced and indirect impacts³⁵.

The continual expansion of tourism and trade brings its own management challenges for the state. Whilst the economic benefits of business and leisure travel are evident, there is, at the same time, a need to impose controls on illegal migration, the movement of international criminals and/or people trafficking across borders. Similarly, trade flows need to be controlled so as to efficiently collect taxes that may be due and to protect citizens from the movement of illicit or harmful materials. In this context, the growing challenge for border management agencies is to facilitate and expedite legitimate travel and trade while, at the same time, providing sufficient safeguards against crime, tax evasion and the illegal movement of people.

Like many parts of Europe, the SEFR Programme area was growing rapidly in the period leading up to the preparation of the Programme. This growth was driven primarily by the rapidly expanding Russian economy. With high oil prices, Russian per capita income was growing at about 10% per annum. The Finnish economy was benefiting from this growth through growing demand for goods and services from Finland. Business supply chains across the border started to become more sophisticated and considerable business investment was flowing across the border in both directions.

It was against this thriving economic background that both Russia and Finland prioritised the importance of efficient flows of trade and tourists in both directions. To facilitate these trade flows, investments have been made in Border Crossing Points at several locations along the Finnish-Russian border. Three of these projects have been funded by the South East Finland-Russia ENPI CBC Programme for 2007-2013 and these projects, all based around the Imatra-Svetogorsk BCP, are the subjects of the current case study.

³¹ <http://dgff.unctad.org/chapter1/1.1.html>

³² <http://www.e-unwto.org/toc/unwto/tfb/current>

³³ <https://www.theguardian.com/world/2017/jan/21/davos-globalisation-trump-brexit-trade-wars>

³⁴ *Trade and Economic Growth – A Re-examination of the Empirical Evidence*, Hamburg Institute of International Economics, HWWI Research Paper 123.

³⁵ *The comparative economic impact of travel and tourism*, The World Travel and Tourism Council, 2012



The current study sets out the economic and geo-political context of these projects and traces the story of their design and implementation. The study aims to better understand the contribution that the upgrade of these border-crossing points can make to the shared prosperity of the Programme region in the short- and long-term and examines the key contextual, institutional and socio-economic factors that may affect the level of impact that such projects can achieve.

2. Finland-Russia Border Crossings in Context

There are eleven border crossings between Finland and Russia, of which nine are recognised as international crossings. The main crossing points are located in the Southeast of Finland: Imatra, Nuijamaa, Vainikkala and Vaalimaa.

Traffic at all of the main BCPs declined markedly during the financial crisis of 2008/2009. At Vaalimaa, where over 70% of the total goods transiting into Russia via Finland cross the border, there was a 43% decrease in the volume of goods shipped in the previous year. Traffic at Imatra (by volume) was down by 75% in 2009 compared with the previous year. Although there was a significant recovery in traffic numbers crossing the Russian-Finnish border in 2010-2013, the collapse of commodity prices and sanctions arising from the conflict in Ukraine have undermined traffic flows again. For example, Russian visitors accounted for almost 28% of all non-domestic bed-nights in Finland in 2013. By 2016, this number had fallen to 13%³⁶.

In 2016, almost 400,000 trucks passed through Finland's border stations into Russia and the Finnish Ministry of Transport anticipate that the volume of commercial road freight traffic between Finland and Russia will continue to increase in both the short- and longer-term³⁷.

3. ENPI-funded border infrastructure projects

3.1 Imatra-Svetogorsk and the Cross-Border Projects

The Imatra-Svetogorsk BCP existed for local traffic since 1972³⁸, and was opened to international traffic in 2002. Since 2002, Imatra-Svetogorsk has been the only border crossing point between the European Union and Russia which comprises both a road and rail crossing. The development of the Imatra-Svetogorsk crossing has been supported by the EU since the time of the Tacis CBC Small Project Facility (1996-2003), which funded some early design works for the Storozhevaya bridge. In essence, the development of the Imatra-Svetogorsk BCP has been part of a longer-term priority to develop enhanced transportation connections and logistics between EU (Finland) and Russia.

In 2006, in response to the steep increase in the volume of cross-border traffic, the border crossing point remained open on a 24-hour basis. In the period since then, the volume of traffic has fluctuated contemporaneously with the global financial crisis, the collapse in commodity prices, the devaluation of the ruble and the EU and Russian sanctions arising out of the conflict in Ukraine. At present, Imatra-Svetogorsk remains the 3rd most important border crossing between Finland and Russia by volume of merchandise and by number of passengers³⁹.

Our case study examines 4 projects funded by the South East Finland-Russia ENPI CBC Programme for 2007-2013. These are:

1. Development of the Imatra-Svetogorsk International Automobile Cross-Border Point and its Approaching Roads

³⁶ <http://www.visitfinland.com/travel-trade/graph/vuositason-kehitystrendi/>

³⁷ <http://www.russiasupplychain.com/finnish-investment-maybe-a-game-changer/>

³⁸ Local border traffic is defined as the crossing of the border by residents of the border area. In many cases local border traffic is subject to bilateral regulation aimed at the simplification of border crossing for these residents

³⁹ http://www.raja.fi/facts/the_border_guard_in_figures



2. Imatra Border Crossing Development
3. Reconstruction of the automobile BCP Svetogorsk
4. Imatra-Svetogorsk Rail Border Crossing (RBC) Development

Before describing each of these projects in greater detail, it may be worth noting the context within which they were prioritised in 2007.

In 2006-2007, when the SEFR Programme was being designed, the economic environment in the region was rather different. The Programme was prepared before the financial crash of 2008, before the collapse of world commodity prices, and before Russian engagement in Ukraine. At the time the Programme was being prepared, the focus was on facilitating the rapidly expanding trade relations between Finland and Russia – trade had been growing by 10% per annum in the period leading up to the preparation of the SEFR Programme:

“The position of the Programme area as a trade venue between Russia and Europe could lead to increased number of investments, more advanced processing of various products locally and improved services. Investments in ports, terminals, oil pipelines and mobile telecommunications networks provide proof of this trend”⁴⁰.

At the same time, the expectation was that cross-border investment in the SME sector would continue to accelerate:

“A realistic opportunity for Finnish SMEs would be to settle in St. Petersburg or Leningrad region”⁴¹.

Certainly, there were no obvious reasons to think otherwise at the time: financial institutions were still busy lending to businesses; economic growth was extremely healthy (over 5% in Finland and over 8% in Russia) and there were already signs of Finnish and Russian SMEs collaborating more closely in a range of economic sectors. Russia was the largest source of foreign tourists in Finland, accounting for 13% of the entire market.

This strong economic performance focused programmers’ attention on the economic capacity constraints of the time. Amongst the most important of these capacity constraints were weaknesses in the regional infrastructure and, in particular, transport networks and border crossing infrastructure. The increasing volumes of travel and trade had led to long queues at border crossing points and led programmers to conclude that “the existing infrastructure on both sides of the border is used at maximum capacity” (p.12 of the Programme). It was particularly noted that the capacity of the road from Svetogorsk to Vyborg does “not correspond to the requirements set for international transport corridors”.

In this context, the SEFR Programme identified “efficient and secure borders” as one of its primary priorities. The objective of this priority was intended to facilitate the:

“smooth flow of goods, legitimate trade, transit, and bona fide cross border traffic of persons, to improve traffic arrangements at border crossing points and their vicinity, border management arrangements and procedures, and to increase transparency and efficiency of trade, travel and border passage”.

The Programme originally foresaw that these objectives could be achieved through “small scale infrastructure projects” the purchase of specialised border management equipment and the training and networking of the staff of border authorities. However, a 2010 amendment to the

⁴⁰ South East Finland-Russia ENPI CBC Programme 2007-2013, p. 10

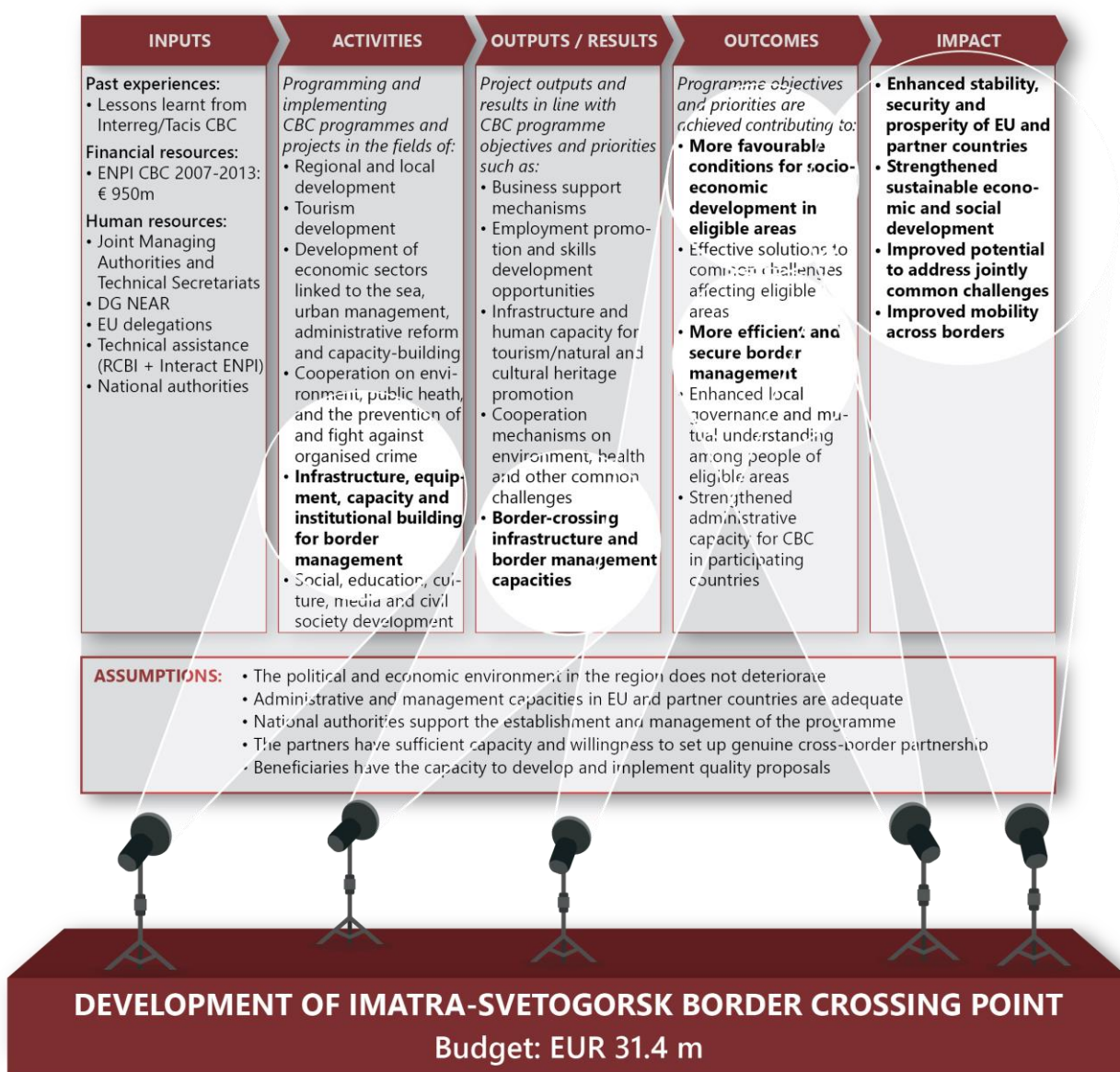
⁴¹ Op cit., p. 10



Programme set aside up to 50% of total Programme funds for Large Scale Projects, which allowed a number of larger border-crossing projects to be implemented in the course of the Programme.

The Large Scale Border Crossing Projects, which are the subject of this case study, were fully in line with the intervention logic of the CBC Programme as a whole (Figure 6). The diagram shows the intervention logic of ENPI CBC Programmes as a whole and shines a light on how the Finnish-Russian cross-border projects fit within it. Our project sample was primarily focused on achieving the overall CBC aims of enhanced stability, security and prosperity of the border regions. Better facilities at the border crossing, and better connectivity to the Imatra-Svetogorsk crossing point, aimed to facilitate increasing trade and tourist flows for the economic benefit of the region while, at the same time, protecting the citizens of partner countries from the illegitimate movement of people and goods.

Figure 6: The place of Imatra-Svetogorsk in the intervention logic of ENPI CBC Programmes as a whole



Our project sample included a cluster projects implemented under the broad headings of security (border management) and economic development (transport). The total value of the projects in our sample is EUR 31.4 million. This represents more than a third of the entire allocated funding



of the SEFR Programme in the period. The following paragraphs introduce the background and objectives for each of the specific projects in our sample.

3.2 Development of the Imatra-Svetogorsk International Automobile Border Crossing Point (BCP) and its Approach Roads

This project aimed to facilitate and improve cross-border traffic between Russia and Finland through the construction of a new bridge over the River Storozhevaya and the improvement of a short section of the Vyborg – Svetogorsk road which crosses the bridge to the Imatra–Svetogorsk border crossing point. This road is one of three main roads connecting South Karelia in Finland and the Leningrad Region in Russia. At the time of CBC programming, the bridge across the river Storozhevaya was one of the most problematic sections of the road between Vyborg and Svetogorsk and did not meet appropriate standards for road safety and traffic load⁴². The bridge, which was built in 1973, was assessed as having “irreversible deformations and defects” especially for the passage of heavy trucks, thus requiring it to be reconstructed⁴³. In particular, the unacceptably tight curves in the road leading to and from the bridge, made the passage of traffic hazardous. Given that there were almost 100,000 heavy trucks and lorries passing over the bridge in 2010, the need for the development of the area seemed rather obvious.

As a result of these infrastructural deficits, border crossings at Imatra-Svetogorsk imposed heavy costs on passenger and freight traffic. In 2009, average waiting times in BCP Svetogorsk for all types of transport was 1 h 10 mins, in 2010 this increased to 2 h 30 mins and in 2011, this declined again to 1 h 40 mins. During peak times (holidays, weekends) the waiting time for automobile transport could be 4 hours and for cargo trucks it regularly exceeded 18 hours. An average of 2,500 vehicles per day crossed the border at Imatra-Svetogorsk in 2011.

The need to reconstruct the bridge across the Storozhevaya River was identified in the last 1990s and a project for its improvement was designed in 2003. The design included the straightening of the adjoining road and the construction of a completely new bridge located 150 m from the old bridge in the direction of Lake Dozornoe. Construction began in 2006, but the design had to be revised during the course of the project due to the extremely difficult hydrogeological conditions of the area and the use of unsuitable construction technologies. In 2007-2008, a feasibility study on the bridge was carried out thanks to a project co-funded by the European Union and the Government of the Leningrad region. As a result of this study and additional geological surveys, a revision of the bridge reconstruction design was carried out in 2008. According to this new design, the project would begin by straightening a section of the road at the river Storozhevaya so that the bridge would be located at the beginning of the Svetogorsk bypass.

3.3 Imatra Border Crossing Development

Whereas the “*Development of the Imatra-Svetogorsk International Automobile Border Crossing Point (BCP) and its Approach Roads*” (discussed above) was primarily focused on improving the conditions and facilities of the BCP on the Russian side, this project aimed to improve border management conditions on the Finnish side.

According to the project planners, “the overall facilities of the Imatra border crossing point (on the Finnish side) were inadequate and formed a bottleneck in the traffic. The planned measures would allow for an increase of 3.5 million border crossings annually, bringing the total capacity to 5 million crossings per year⁴⁴. Project plans to expand the existing border station building, coupled with the construction of the new custom/border control buildings, were designed to increase the

⁴² The original bridge was 30m-long and had a clearance of 8m.

⁴³ See project Application Form.

⁴⁴ p. 5 of the project’s Final Report



customs and border control capacities at the site. In particular, new lane border check booths and facilities were expected to allow the authorities to perform first line border checks for "nothing to declare" private traffic so that passengers remain in a vehicle. This would provide a smoother and more efficient crossing for passengers than the previous operations model which required passengers to exit their vehicle and go to the facility for border checks on foot.

In addition, the project was designed to manage increased traffic volume in a way that would reduce congestion at the BCP. By reducing congestion, the associated pollution and traffic accidents were also expected to decline. Finally, nuisance and inconvenience to local traffic and inhabitants of the region was to be reduced by these investments.

This particular project is fully in line with Finnish national development strategies which aim to strengthen the Programme area's position as a transportation hub⁴⁵. The project is also consistent with the Finnish Border Guards' strategic goal to introduce biometric-based highly automated border control systems and to ensure safe and fluent traffic flows between Russia and Finland.

3.4 Reconstruction of the Automobile BCP Svetogorsk

The elimination of all bottlenecks on at the Imatra-Svetogorsk BCP required investment on both sides of the border. There was little advantage to be gained by increased fluency of traffic on the Finnish side if delays on the Russian side was unable to handle such increased flows. For this reason, it was decided to upgrade the border crossing infrastructure in Svetogorsk in parallel with the improvements in Imatra. These "mirror projects", each with the same objective, were designed to ensure similar capacities on both sides of the border to cope with increasing traffic numbers.

The project, which financed the upgrading of the technical facilities at the border and the construction of new traffic lanes, faced particular problems to obtain the necessary land use/building permits. This delayed the implementation of the project by more than 1 year but, ultimately, the project was successfully completed in December 2015.

3.5 Imatra-Svetogorsk Rail Border Crossing Development

According to project planners, the volume of freight traffic in Southeast Finland's rail network was notably higher than in other parts of the country and the existing rail infrastructure between Finland and Russia was unable to cope with the increasing volumes of passengers and railway cargo that was moving between EU, Finland, Russia and Asia.

This project set out to investigate the possibility of opening two-way railway cargo traffic via Imatra-Svetogorsk BCP. The aim of the ENPI CBC project "Imatra-Svetogorsk RBC Development" is to accelerate the development of the railway border-crossing point between Imatra and Svetogorsk from its current limited status to an international railway border-crossing point.

At the time of project design, the Imatra-Svetogorsk rail line facilitated cargo shipment from Russia to Finland only, and even that was restricted to certain types of goods. There were no obstacles on the Finnish side to opening the border-crossing point for international traffic. However, the Russian side required the necessary cargo inspection and traffic control equipment as well as other upgrades of the line.

The Transport Agency of Finland (Liikennevirasto) and Rosgranitsa collaboratively designed the project, which was later supported by the CBC ENPI South Finland - Russia program. These two

⁴⁵ The first mention of the development of the region as a transport hub can be found in the long term Action Programme of the Finnish Ministry of Transport and Communications, entitled "*Strengthening Finland's logistics position*" published in 2005.



key stakeholders set a target to transport 100 thousand tons of cargo through the improved railway and border crossing.

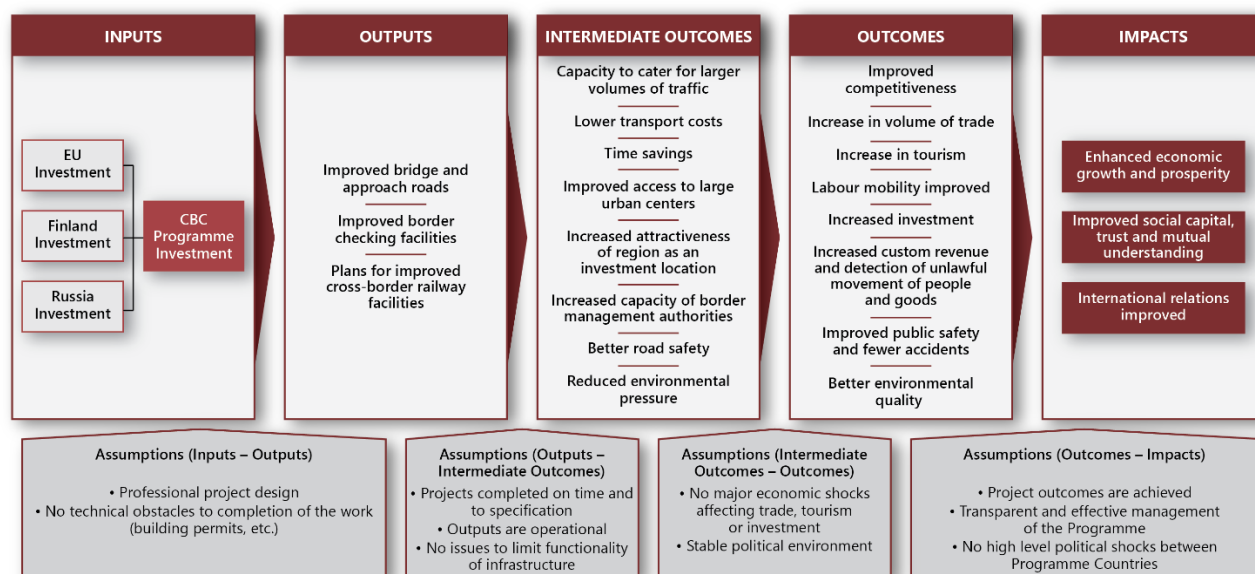
4. Contribution of the projects to social and economic progress in the programme

For the purposes of our analysis, we consider that all of our selected projects have the same overall purpose – to improve the capacity of the border authorities to manage an increasing flow of people and goods between Finland and Russia. Additional aims of the selected projects were to improve traffic safety and to reduce the level of air pollution associated with these increased traffic flows.

Our analysis is presented in two parts: (i) a summary of the Theory of Change according to which these projects were expected to achieve these aims; (ii) a presentation of the actual changes that occurred, both expected and unexpected, over the course of the programme period.

A formal Theory of Change (ToC) was not developed for any of these projects, although many of the elements of a ToC were contained in the project applications. Our presentation of the projects' Theory of Change (below) is reconstructed on the basis of the SEFR Programme itself, project applications and interviews carried out during the field phase. Our reconstructed ToC represents the expectations of the project planners and managers before implementation began. An overview of this Theory of Change for the selected projects is presented in Figure 1.

Figure 7: A reconstructed Theory of Change for the Imatra-Svetogorsk BCP Project



4.1 Pathways from inputs to outputs

4.1.1 Theory of Change

According to the project planners, investments in border management infrastructure and equipment (including access roads and bridges, railways, border control equipment and systems) would result in better access roads and an upgraded border crossing point for both passenger and freight traffic. In order for these results to unfold, the Theory assumes that the projects would be planned, administered and executed effectively. In particular, it was assumed that construction

and design works would meet modern standards and that there would be no technical obstacles to the completion of the works (such as building permits, financing delays, public objections, etc.).

4.1.2 Evaluation Findings

Overall, there was a high correspondence between the outputs that were foreseen in project plans and those that were actually achieved. We identified no systemic obstacles to the conversion of programme investments (inputs) into project outputs. It is also worth noting that some project investments have led to important additional outputs that had not necessarily been planned. For example, the road leading to and from the Storozhevaya bridge, which has previously been categorised as a lower-status regional road has now been taken in charge by the Russian federal authorities who plan to begin upgrade work next year. Similarly, the Finnish authorities have planned new rail improvements on the basis of the work done by ENPI CBC on the Imatra-Svetogorsk Rail Border Crossing Project. While these decisions cannot be definitively linked to the SEFR CBC Programme, it is not credible that there was no connection between the two.

We observed a number of interesting features of the project design phase that undoubtedly contributed to this strong overall performance:

- **Mirror project design:** An interesting feature of BCP project planning in the SEFR region was the adoption of what might be called a “mirror project” approach to programme implementation. Broadly speaking, the Finnish and Russian partners defined their border-crossing priorities independently of each other. These respective priorities were then shared with the other side and a set of common interests agreed. These common priorities became the projects that were eventually funded and implemented with a strong level of participation from both sides. This consensual approach allows the development of projects that have a high level of relevance on both sides of the border but, at the same time, recognises that infrastructure projects have specific national features (like engineering standards, procurement systems, legal requirements, etc.) that can be best managed by the home country. It is primarily for this reason that differences in legal and technical standards on both sides of the border did not cause any serious obstacle to project implementation. In general terms, the development and design of these so-called “mirror projects” on both sides of the border seem to represent a good way to plan and manage large scale projects.
- **Russian co-financing:** There is little doubt that the contribution of Russian funds to the SEFR programme had, overall, a positive impact on the successful achievement of our selected infrastructure projects. Firstly, and rather obviously, the total amount of money available for these infrastructural developments was increased significantly by the Russian contribution. Secondly, and perhaps more importantly, the Russian co-financing contribution imposed an enhanced fiscal and legal responsibility on the Russian partners to make the Programme work. Each of the Russian state agencies involved in the selected projects demonstrated a keen sense of responsibility for the effective use of programme funding. While the co-funding arrangement added some complexity to the overall management of the Programme (e.g. in relation to the application of procurement processes, etc.), it did make the respective planning and design of individual projects more robust overall.
- **The value of long-term institutional relationships:** During our field visit, several interviewees confirmed the strong institutional relationships that exist between the Finnish and Russian sides. These institutional relationships have been built over many years (both through bilateral contacts and with the support of Tacis and other instruments) and are based on the notion of equality of esteem on both sides. In some cases, the strong ties that exist between Russian and Finnish institutions are further reinforced by strong personal relations between key individuals on both sides of the border. It would appear that this relationship-building has been facilitated, at least to some extent, by the location of the JMA within the



border region. These strong individual and institutional relationships have a significant value in the planning and design of project activities. There appears to have been a quite high level of transparency in communications between the respective partners, which allowed both sides to understand the key risks associated with the various projects from an early stage. Perhaps more importantly, there appeared to be a high level of trust in the abilities of both sides to make design and implementation decisions that were optimal in the context of the legal, financial and institutional environments within which the projects were to be implemented. All of this appeared to make project planning more robust and reliable.

- The role of technical assistance:** Although there appears to be no evidence to suggest that the technical assistance projects played a major role in the planning, design or implementation of these specific projects, most partners observed an improvement in the quality of project proposals over the course of the Programme. This improvement was at least partly attributed to the training and other events organised by the technical assistance projects. While the SEFR programme seemed to perform well in relation to the achievement of programme outputs, there were a small number of examples of project activities that were not completed as planned. For example, works at the Storozhevaya Bridge took longer to complete than was expected due to the late delivery of some materials and the need to resolve a number of defects in the engineering works themselves. Generally, deviations from original plans arose because of project-specific circumstances rather than as a result of any systemic deficiencies in programme context or management. Nevertheless, a number of issues were noted by project partners that had some impact on the ability of projects to achieve expected outputs within the time scales envisaged. These include:
- Time for planning and approvals:** For Russian partners, the approval and support of the federal authorities, especially for large scale projects, is a particularly important ingredient in ensuring the project's eventual success. For example, the Roads Authority of Leningrad oblast needs to discuss and agree its proposals first with the Federal Ministry of Transport. The process of obtaining the support of higher level authorities takes a significant amount of time. To compound the delays in the process of project development on the Russian side, the process of project evaluation and approval by the Commission is also quite slow in the view of partners. In particular, Commission endorsement of decisions of the Programme Joint Monitoring Committee is considered to be "lengthy" and, in the view of partners, adds little value to the selection process itself. Overall, the lengthy project development, evaluation and endorsement process reduces time flexibility during later phases of projects when unforeseen practical considerations may delay progress in project implementation (such as in the case of the Storozhevaya bridge project).
- Variations in the administrative demands of different Managing Authorities:** Some Russian and Finnish organisations were eligible to participate in several ENPI CBC Programmes. There was some frustration amongst these organisations that reporting or application templates that were used by different JMAs were often quite dissimilar. Equally, it was observed that the interpretation of various rules or judgement criteria was often inconsistent across the Programmes. Any unnecessary inconsistencies in the administration of the various Programmes obviously add an additional management cost for participants in those Programmes. This issue has been at least partly addressed in ENI programmes between Russia and Finland with the introduction of a shared electronic system (PROMAS) to facilitate funding applications and reporting.
- Turnover of Commission staff:** Given the specific challenges of managing cross-border cooperation with non-EU states, Commission services play an important role in helping to overcome specific issues as they arise. However, the relatively high turnover of Commission staff responsible for the Programme over its lifetime damaged the continuity and consistency of Commission decision-making and may have reduced the overall efficiency of the



Programme. The problem of staff turnover is, of course, a broader issue within the Commission and is not a problem that is specific to DG NEAR.

- **Euro payments to Russian state authorities:** A specific management problem that was encountered during the implementation of the Storozhevaya bridge project was the inability of the Russian state counterpart to accept Programme payments in Euro. The problem was eventually solved through the use of a “financial agent” who managed the transfer of funds to the Russian partner in the required currency. Although this problem did not have any significant impact on the achievement of the expected outputs of the project, it occupied a considerable amount of management time and deflected attention from some of the more complex technical elements of project implementation.

4.2 Pathways from outputs to intermediate outcomes

4.2.1 Theory of Change

The upgraded border infrastructure was expected to produce a whole series of what we call “intermediate outcomes” including:

- An increase in the capacity of the border and its approach roads to cater for larger volumes of traffic (especially heavy good vehicles);
- Lower transportation costs for businesses and private citizens engaged in movement across borders;
- Time savings for passenger and freight vehicles crossing the Finnish-Russian border;
- Increased accessibility of the large urban centres in the Programme region (including St. Petersburg, Lappeenranta, Vyborg, etc.);
- Improvement in the attractiveness of the Programme region as a location for mobile investment
- Increased capacity of customs officers to detect breaches of customs law and to collect taxes on travel and trade;
- Increased dialogue between the EU/Finnish and Russian authorities, leading to harmonisation of customs and border control policies, the modernisation of border procedures and increased transparency and stability of border management practices;
- Decrease in safety risks due to upgrade of the quality of approach roads and bridges;
- Reduction in environmental pressure due to well-functioning border-crossing (through the elimination of congestion and waiting periods)

The key assumptions to be fulfilled in order for the outputs (the infrastructure projects) to be converted to intermediate outcomes (the increased traffic capacity, lower transport costs, etc.) is that the projects be physically completed on time, that they are fully operational and that no issues arose that would limit the functionality of the infrastructure.

4.2.2 Evaluation Findings

Overall, we have found that project outputs have, indeed, produced the intermediate outcomes that were envisaged in the Theory of Change. In general terms, the upgrade of the border control infrastructure has increased the capacity of the BCP to handle larger volumes of passenger and freight traffic more efficiently and safely. It has also increased the capabilities of the border management institutions to deal with such larger volumes. The key intermediate outcomes include:

- **The Imatra and Svetogorsk crossing points:** The infrastructure at the Imatra and Svetogorsk border crossing has been upgraded to cope effectively with 5 million border crossings a year. This increased capacity has come about as a result of the construction of



additional border crossing lanes, better parking facilities, automatic traffic control equipment and a new licence plate recognition system for customs and border control. All documentary and on-site evidence suggests that the engineering works were designed and implemented effectively and the infrastructure has been upgraded in the way that was expected. However, it would appear that the physical capacity of the Imatra border crossing may be constrained by shortages in the number of border officers actually available to work at Imatra. While current traffic levels may not justify the recruitment of additional staff right now, it is worth noting that any significant growth in traffic will almost certainly require increases in staffing levels at the border.

- One interesting development since the completion of the 4 projects has been the increasing proportion of total heavy goods traffic that is currently being handled by the Imatra-Svetogorsk BCP. In 2010, before the projects began, Imatra-Svetogorsk handled only 15% of the total heavy goods traffic between Finland and Russia. By 2016, this number had reached more than 21%. Imatra's share of all light vehicles crossing the border also increased from 25% to 28% during the period 2010-2016. It is fair to conclude therefore that the Imatra-Svetogorsk route became significantly more attractive to all vehicles (but especially heavy goods vehicles) as a result of the improved bridge over the Storozhevaya river as well as the improved facilities and time savings for trucks and lorries at the border crossing itself.
- **The approach roads from the Russian side:** Despite some delays in the finalisation of the project, it would appear that the Storozhevaya bridge and connecting roads have been completed according to the specifications defined in the project documentation. A visual inspection of the bridge confirms the significant improvements in its carrying capacity and enhancements of short stretches of the road leading to and from the bridge. On the other hand, with the exception of the reconstructed bridge and short sections of road on either side of the bridge, the general quality of the approach roads to the Svetogorsk crossing remain poor, making the use of the Svetogorsk-Imatra border crossing less attractive especially for heavy goods vehicles.
- **Transportation costs:** The infrastructural improvements on both sides of the border have led to a reduction of transportation costs for passengers and freight crossing the border. These cost savings derive from 3 main changes that have occurred as a result of the BCP improvements:
 - *Time savings:* There is a high economic value attached to time saved (or lost) at border crossing points. The peak traffic waiting time at the BCP has reduced from an estimated 120 minutes in 2013 to 30 minutes since the completion of the project⁴⁶. If we allow a modest EUR 10 for each hour saved at the crossing⁴⁷, and assume that each person is saving an average of 30 minutes during the crossing, the annual value of savings in 2016 alone would be worth about EUR 7 million. This is likely to be at the very lowest end of possible savings estimates. Although the reduced waiting time cannot be attributed entirely to the new infrastructure⁴⁸, there is no doubt that the new facility can handle increased volumes of traffic much more efficiently now. The reduced waiting time will obviously reduce labour and fuel costs and will allow more reliable logistics planning for cross-border enterprises.
 - *Safety:* Any traffic accident obviously has an economic cost – both for those who have been in the accident and for the state who have to provide emergency services, etc. Figures provided by South East Finland ELY Centre show that traffic accidents on the Finnish side of the BCP have decreased from 5 in 2007 (of which 3 involved injuries to people) to 0 in 2014 and 2015 and only 2 in 2016 (of which there were no injuries). While

⁴⁶ Testimony of the Finnish border guard

⁴⁷ Both labour and vehicle savings should be taken into account here

⁴⁸ A reduction in the volume of traffic has also contributed to shorter waiting times



the reduction in the volume of traffic is undoubtedly an important contributory factor in this change, the improve fluency of traffic flows arising from the work at the BCP is also thought to be important.

- **Customs:** A key aim of the Imatra project was to improve customs checking facilities at the border. These facilities have included a licence plate recognition system, a weighing machine for motor vehicles and a container gas analyser. These new facilities have made the customs control more efficient as evidenced by the reduced waiting times at customs control and also by the improving detection of illegal trade. All of the main indicators of border management have shown a significant improvement in the period 2012-2016. For example, the rate of detecting wanted persons has increased by 50% over the period. The rate of breath testing, a clear indicator of the use of the new equipment, has increased by 156% in the period. The rate of identifying various infractions (such as visa or passport problems) for which fines would be due increased by 21%.
- **Border security:** Overall, it would appear that border security has been enhanced as a result of the projects at Imatra-Svetogorsk. In the first place, the improved border control facilities provided by the project (including camera observations systems, customs enhancements, etc.) make the detection of illegal movements of goods or people more likely. Perhaps even more importantly, it would appear that the CBC projects have supported an increasing level of practical collaboration between border management agencies on both sides of the border. While such collaboration has always existed, the joint management of the CBC funded programme may have contributed to greater information sharing at formal and informal levels at the Imatra-Svetogorsk border.
- **Environment:** Reduced congestion and waiting times at the BCP was expected to reduce air and noise pollution for local residents. While no measurements of noise or air quality have been taken, it seems reasonable to conclude that local environmental indicators should improve over the long term.

4.3 Pathways from Intermediate Outcomes to Broader Outcomes

4.3.1 Theory of Change

The increased capacity and effectiveness of the BCP, and the economies associated with it, are expected to support the achievement of a set of broader outcomes for the Programme region. Broader outcomes specifically mentioned in the Programme documentation include:

- Improved competitiveness of the regional economy on both sides of the border
- Increase in the volume of trade between Finland and Russia
- Increase in tourist numbers and tourism-related expenditure on both sides of the border
- Better labour mobility throughout the region
- Increases in productive investment in the Programme region
- Increase in export/import tax revenues collected
- Increase in the detection of the unlawful movement of goods or people across the borders and a consequent reduction in illegal trade, corruption, cross-border crime, illegal immigration, trafficking, etc.;
- Improvement in public safety risks due to increased security measures at the crossing (such as the introduction/upgrade of animal and foodstuff inspection facilities to safeguard against the introduction of disease and contaminated produce into Finland and Russia);
- Better environmental quality in the Programme region;
- Fewer injuries and lives lost as a result of road traffic accidents;



In order for these broad outcomes to be achieved, it would have to be assumed that the general political and economic trends that existed during the planning period continued to apply. In particular, it would be assumed that there would be no major economic shocks that would affect the volume of trade, tourism or investment in the region and that the political environment remained conducive to enhanced cooperation on cross-border management issues.

4.3.2 Evaluation Findings

According to neoclassical economic growth theory, improved infrastructural facilities increase the capacity of the economy to produce and distribute goods and services and ultimately lead to better socio-economic performance. In the case of our selected projects, improved border crossing infrastructure would be expected to support tourism and trade in particular and, in so doing, increase the attractiveness of the surrounding region as a location for mobile investment. Better border management infrastructure would also be expected to increase the flexibility of labour markets while, at the same time, protecting local citizens and businesses from illegal trafficking of people or goods.

Overall, the evidence to date suggests that most of the expected broader outcomes are yet to be achieved. We describe our understanding of what has happened under the following headings:

- **Tourism:** All of the projects in our sample were being completed during a time of severe economic turbulence, especially in Russia. Political upheavals in Ukraine led to a significant decline in confidence in the Russian economy and a sharp sell-off of Russian assets. To exacerbate these problems, the second half of 2014 saw a significant fall in the price of oil – from USD 100 to USD 60 in less than 6 months. All of this led to a halving of the value of the ruble against the EUR. This was followed by the imposition of sanctions against the Russian authorities which led to further declines in investment and business activity. All of this had an impact on the quantity of tourism and trade crossing the Finnish-Russian border. For example as early as October 2014 when the exchange rate was still 52 rubles to the euro, it was reported that the spending of Russian tourists to Lappeenranta had declined by 40% and the number of tourists by a similar proportion⁴⁹. In 2015, the average spending of Russian tourists to Finland had halved again as the ruble has weakened further to about 70 rubles/euro⁵⁰.

The devaluation of the rouble has, on the other hand, made the cost of Russian items significantly cheaper for Finnish visitors. Evidence collected during the field visit suggests that there has been an increase in the proportion of Finnish visitors crossing the border, many of whom take advantage of the lower costs of fuel, cigarettes and alcohol. In 2013, before the collapse of the ruble, 76% of people crossing the border held Russian passports, compared to 22% who were Finnish passport holders⁵¹. By 2016, the proportion of Russians had fallen to 63%, while the proportion of Finns has increased to 34%. Overall, however, the actual number of both Finns and Russians declined significantly in the period, reflecting the economic downturn on both sides of the border.

Our interviews in the town of Svetogorsk confirmed the importance of Finnish visitors to the town. Although economic statistics were unavailable, the mayor emphasised that there is a noticeable increase in the number of shops and services in his town. He claims that unemployment in the town is negligible and he attributes this mainly to the cross-border traffic from Finland.

Overall, however, it is clear that the total numbers of passengers crossing the border has fallen significantly since 2013. In 2013, there were approximately 2.5 million people crossing

⁴⁹ <http://www.reuters.com/video/2014/12/29/finlands-shopping-tourism-hit-as-russian?videoid=355647311&videoChannel=1>

⁵⁰ <https://thebarentsobserver.com/en/society/2015/11/russian-tourism-finland-plummets>

⁵¹ Data provided by the Finnish Border Guards at Imatra



the border at Imatra. This number had fallen to 1.4 million by 2016. There are some encouraging signs of stabilisation and/or improvement in the Russian tourist market but it is likely that this recovery will take some more time to become fully established.

- **Trade:** Trade flows between Finland and Russia were disrupted in the much the same way that tourism was. The value of Finnish products to Russia fell by 13% in 2014 and by a further 34% in 2015⁵². Exports of food, transport equipment and industrial machines were particularly affected both by the sanctions and by falling Russian purchasing power. The value of imports from Russia to Finland also declined, primarily as a result of the lower price of oil but also as a result of the sanctions. Again, there are signs that trade with Russia is beginning to pick up again⁵³ but it is not yet certain if these positive growth trends will remain strong in the medium term.
- **Competitiveness and investment:** Regional competitiveness is a function of a whole series of inter-related factors that affect productivity in that particular location. Factors that affect competitiveness range from the skills and flexibility of the workforce, the local culture of entrepreneurship, the regulatory environment for business, quality of life, business support systems, etc. The availability of good quality infrastructure, and especially infrastructure that reduces the costs of accessing markets, is also a key factor in improving the competitive position of regions.

According to the EU's Regional Competitive Index⁵⁴, there has been a decline in the relative competitive position of Etela-Suomi, the NUTS II region that includes Lappeenranta and covers a large part of the Finnish Programme Area. However, although the overall competitive position of the region has deteriorated, it is interesting to note that the region's ranking in the infrastructure metric has improved. This cannot, of course, be attributed solely to the CBC programme but it seems obvious that improved physical access to the Russian and Finnish markets will affect competitiveness in a positive way.

Investment in the region has not increased over the period. The various economic crises that have occurred over the period of the programme have ensured that there is less capital to invest and that investments have, by and large, been channelled to the safest asset classes. However, it is interesting to note that, for example, WIRMA (a business support agency in Lappeenranta), has highlighted several location-related advantages of the city as an investment location. These include: (i) A market of 8 million people within a 2 hour radius; (ii) Location on the EU's border with Russia (and easy accessibility to that market); (iii) A city that accounts for one-third of all Russian retail spending in Finland⁵⁵. All of these seem to represent convincing advantages to certain types of mobile investor and, as such, it is reasonable to expect that business investment in the region will improve when relations with Russia normalise.

- **Customs and Border Management:** Most of the key indicators of the work of the authorities at the border have improved in the period 2012-2016. Detection rates can be calculated by dividing the number of detections by the total number of passengers crossing the border. **Table 2** shows a significant improvement in these detection rates across a range of indicators. Of course, these improved indicators cannot be attributed exclusively to the project – the authorities' tactics and resourcing also have an important role to play here. Nevertheless, the overall improvement of the performance of the border authorities certainly cannot be explained without reference to the new facilities.

⁵² <http://www.helsinkitimes.fi/business/13784-finnish-exports-to-russia-continue-to-plummet.html>

⁵³ https://www.bofit.fi/en/monitoring/weekly/2017/vw201736_3/

⁵⁴ Annoni P, Dijkstra L, Gargano N. (2017) *The EU Regional Competitiveness Index 2016*, European Commission

⁵⁵ <http://www.wirma.fi/en/services/relocating-companies/why-lappeenranta>



Interestingly, the rate of entry refusals declined significantly in the same period. One might hypothesise that the better detection of various infractions at the border (such as drink driving for example) has led to better passenger behaviour and fewer reasons for refusing entry.

Table 2: Changes in Border Detection Rates at Imatra56 2012-2016

	Percentage Change in Detection Rates 2012-2016
Fines issued for border infractions	+21%
Traffic fines	+4%
Detected counterfeits	-53%
Detected wanted persons	+50%
Coercive measures (such as arrests, body searches, confiscations, etc.)	+39%
Use of force	+136%
Drug tests	+38%
Breath tests	+156%
Entry refusals	-63%
Issued prohibitions of entry	-82%

Source: Data provided by the Finnish Border Authorities

These indicators have all improved despite the improved traffic flow fluency that is brought about by the new lane inspection system that was developed as part of the project.

- Traffic safety and environment:** The improved road conditions created by the projects appear to have made a difference to road traffic safety data. Although the numbers are small, they do appear to be following a downward trajectory. For example in 2007, there were 5 accidents (including 3 with injuries) in the vicinity of the BCP on the Finnish side. In 2008, there were 5 accidents with no injuries. On the other hand, in the period between 2014 to date, there were only 2 accidents in the same area, none of which involved any injuries. There are no data from the Russian side but one would expect the data here to be even more convincing, given the importance of the road development at the Storozhevaya bridge. Notwithstanding the reduction in traffic volumes, the improved road conditions, together with increased road safety measures (like breath testing, drug testing, etc.) are likely to be key explanatory factors in the decline of road traffic accidents.

There are no measurements of environmental quality taken at the BCP. The reduced time that traffic is spending at the border would be expected to improve the situation (as, indeed, would the falling volumes of traffic). On the other hand, the fact that a larger proportion of heavy goods vehicles is using the Imatra-Svetogorsk BCP means that there is likely to be a relative deterioration in the environmental position of Imatra-Svetogorsk and a relative improvement in the environment around the other border crossing points. Overall, though, our conclusions about the environmental quality around the BCP can only be speculative.

- Institutional Capacity Building:** Although not explicitly foreseen in the Theory of Change, the CBC Programme seems to have had a meaningful impact on the institutional capacity of the participating organisations. For example, the Finnish Transport Agency were particularly interested in the unusual engineering techniques that were employed by the Russian side in the preparations for the construction of the bridge. Similarly, the Russians wanted to learn more about Finnish road building techniques.

⁵⁶ These rates are calculated by dividing the number of detections by the number of passengers (which therefore allows for the change in the volume of traffic at the border).



Similar transfers of know-how seem to happen at the level of programme management. For example, the Russian Ministry of Economy has observed that projects funded by the CBC Programme are less expensive than those funded from the federal budget. This, they believe, arises as a result of the more transparent procurement procedures which, in addition to reducing corrupt practices, ensure that the most reliable implementing companies are selected. Given Russia's weak public finances at the moment, these practices seem to be of particular interest.

4.4 Pathways from overall outcomes to impacts

4.4.1 The Theory of Change

The increasing tourism, trade and investment that were to be facilitated by these projects were expected, ultimately, to produce a range of social, economic and political benefits for the region, the partner countries and the EU as a whole. These benefits were to include:

- Enhanced economic growth and prosperity in the Programme region and partner countries
- Increase in social capital, trust and mutual understanding amongst communities surrounding the border
- Improvement of international relations between EU and Russia through the joint management of projects and the continuance of practical collaboration between public institutions on both sides of the border

The impacts related to economic prosperity are, to a large extent, predicated on the assumption that the expected project outcomes (described above) are achieved. Impacts related to social and political relations pre-suppose that the projects were administered transparently and fairly and that there were no higher-level shocks to the political environment between the programme countries.

4.4.2 Evaluation findings

Overall, we have found that the social and political impacts of the Programme, at least at the time of writing, are more evident than the economic ones.

- **Economic growth and prosperity:** GDP per capita in both Finland and Russia was lower in 2014 than it was in 2010. As late as 2008, Russia was still Finland's largest trading partner in terms of both export and import value. Today, Russia is Finland's 5th most important export market and its 3rd most important source of imports (70% of imports relate to oil and natural gas)⁵⁷. Finland's merchandise exports to Russia decreased by 44% between 2012 and 2015 due to the weakened purchasing power of Russian enterprises and households. Tourism from Russia declined from a peak of 1.6 million bed nights in 2013 to only 700,000 in 2016 for the same reason⁵⁸. At the same time, Russian sanctions against imports of EU food products has had a substantial negative effect on the exports and profitability of Finnish dairy and meat industries as well as that of agriculture⁵⁹.

In the longer term, however, those negative trends are more likely to be reversed. Forecasts for 2017 suggest that the numbers of Russian tourists to South East Finland are increasing significantly while the increasing volume of freight crossings at the border indicates improving

⁵⁷ <https://www.bofbulletin.fi/en/2015/5/a-brief-history-of-finnish-foreign-trade/>

⁵⁸ <http://www.visitfinland.com/travel-trade/graph/vuositason-kehitystrendi/>

⁵⁹ Dolidze, T. (2015) EU Sanctions Policy Towards Russia: The Sanctioner-Sanctionee's Game of Thrones, CEPS Working Document No. 402



trade figures also⁶⁰. A continuation of these positive trends in the medium term will depend on world commodity prices, the severity of Russia's economic isolation and the extent to which Russia develops new supply chains in response to EU sanctions. Should those variables facilitate the renewed growth of travel and trade flows across the border, it is clear that the BCP is easily capable of handling such increased flows very efficiently (subject of course to adequate staffing levels, etc.).

In considering the Programme's impact on economic growth and prosperity, it is worth noting the importance of the CBC Programme in accelerating the infrastructural development of the region. Interviews held during our field visit revealed that, in the absence of the Programme, it is unlikely that the Imatra-Svetogorsk border crossing point would have been upgraded for several years. While this may, on the one hand, suggest that these projects were low on the overall list of national priorities, it also demonstrates the important role that the CBC Programme can play in accelerating economic development in border areas.

In addition, our field visit revealed that the CBC-funded projects have led (either directly or indirectly) to further investment by the national authorities in the infrastructure of the region. For example, the poor-quality road that is leading to and from the Storozhevaya bridge has been taken in charge by the Russian federal authorities and upgrade work is to start next year. Similarly, the Finnish authorities have planned new rail improvements on the basis of the work done by ENPI CBC on the Imatra-Svetogorsk Rail Border Crossing Project. All of this contributes to higher economic capacity within the region in the medium- to long-term.

- **Social capital, trust and mutual understanding between cross-border communities:** The Theory of Change suggested that the joint planning and management of successful cross-border projects would lead to an increase in cross-border social capital, trust and mutual understanding with the border region. The evidence that we collected during the field phase of this project suggests that the Programme has, indeed, supported a better sense of community, mutual understanding and trust between the people of the Programme region. Our interviews repeatedly highlighted the importance of "personal relations" between local officials, civil society groups, academics, students and businesses on both sides of the border.
 - The atmosphere of collaboration seems to work at a very practical level and there are many examples of such collaboration in our selected projects:
 - There have been regular working meetings over the entire period of project implementation between the Finnish and Russia border agencies.
 - There are frequent communications between the JMA and local and regional administrations involved in our selected projects in Russia.
 - There were public consultations held on both sides of the border to ensure the acceptability of the projects to local residents.
 - There was coordinated lobbying supported by both the Finnish and Russian sides to try to ensure the continuation of the CBC Programme despite the sanctions, etc.

Implementing agencies on both sides of the border appeared very keen to continue collaboration despite the fact that, in some cases, participation in the Programme involved a significant extra workload.

The build-up of trust has also had its positive impact on the management of the Programme. For example, at the beginning of the ENPI programme, Russian partners did not agree to make advance payments from Russian funds. However, transparency in the Programme's financial management has built trust between the partners and has allowed the Russian position to change over time. Advance payments are now, indeed, permissible.

⁶⁰ Data provided by the Finnish border guards



Overall, the Programme is probably one positive element of a broader self-reinforcing virtuous cycle – the high level of understanding and trust that has been built up over several decades increases the likelihood of finding mutually acceptable solutions to day-to-day Programme management problems. This improves the likelihood of overall Programme success which, in turn, further enhances social capital across the region.

- **International relations:** International relations between Finland and Russia are complex and multi-layered. Russia has always been a key trading partner for Finland, and continues to offer a multi-billion dollar market for Finnish exports like industrial machinery, wood and paper and chemicals products. But if physical proximity has created great opportunity for Finnish and Russian business, it has also produced a heightened sensitivity to Russia's geo-political outlook and its relations with neighbouring countries.

Finland's approach to Russian relations has been rather unique in the region. Instead of taking overtly military defensive measures as many of its neighbours have done, Finland has instead opted for a policy of maintaining cordial relations with Moscow. Finland notably refrained from joining NATO and has generally maintained a moderate approach in international discussions about Russia. At times, this moderate approach has been condemned as too accommodating, particularly in the context of the threats perceived by other EU border nations. Nevertheless, Finland's non-confrontational policy towards Russia is increasingly being recognised as a model for other neighbouring regions⁶¹.

The strength of the political relationship between Finland and Russia is also reflected in the regularity of meetings between the Finnish and Russian presidents. In 2013, for example, they met 4 times and have met at least twice a year since then. In 2016 President Putin specifically stated that "pragmatic, mutually beneficial relations between the countries have not suffered as a result of the political events of the last 3 years"⁶².

Apart from these high level political interactions, the CBC Programme is one of the very few areas in which practical working-level operations are continuing between Russia and the EU. These practical links can contribute to higher-level political and diplomatic efforts too. There was general agreement from key Russian and Finnish stakeholders that large-scale infrastructure projects (of the kind included in our sample) attract significant political attention in Helsinki, Moscow and Brussels. The successes of these projects can be used, if the basic political environment is amenable, as a platform for cooperation and dialogue in other areas.

An example of how practical cooperation between the SEFR partners affected higher level political relations was evident during the period when the EU were considering how to respond to Russia's engagement in Ukraine. At this time, there was a significant risk that all CBC Programmes with Russia would be suspended. Following discussions between senior officials in Helsinki and Moscow, it was the Finns, with the tacit support of the Russians, who took a leading role in making political representations in Brussels to prevent suspension of the Programme. The success of the Finnish lobbying undoubtedly added to the stock of goodwill and trust between the sides.

All Finnish interviewees recognised the long-term importance of constructive relations with Russia. Similarly, senior Russian officials at both federal and regional levels place a high value of the programme, not only for the usefulness of the investments but also for the diplomatic and political benefits it offers. Several Russian interviewees described the Programme as the last remaining thread of official cooperation with the EU, which made it all the more valuable.

⁶¹ <http://foreignpolicy.com/2016/03/07/how-finland-became-europes-bear-whisperer-russia-putin/>

⁶² "Завтра Путин передаст сигналы Берлину и Вашингтону", July 26, 2017, Ura.ru (Russian Information Agency)



Interestingly, the Russian federal authorities also confirmed that they are using their experiences in the ENPI and ENI CBC Programmes as a basis for discussions about a possible new CBC Programme between the Russian Federation and the Republic of Kazakhstan. The use of the EU CBC model in this way highlights the value that the Russian side places on ENPI and ENI CBC Programmes in general.

5. Conclusions and Recommendations

RELEVANCE

- **The strategic relevance of the ENPI CBC Programme for SEFR:** Based on the evidence collected from key management and implementing agencies responsible for selected projects in the SEFR Programme, it would appear that the ENPI CBC Programme provides a very effective instrument for the promotion of strategic cooperation between the partner countries. Collaboration on specific CBC projects appears to have become part of a virtuous cycle of cooperation in which collective project actions have built trust and understanding between the partners which has, in turn, further enhanced the likely effectiveness of future Programme interventions. Relations between Finnish and Russian state institutions in the transport and border management sectors appear to be very strong and there is a great willingness to continue cooperation. These practical forms of cooperation appear to be strongly supported at high political levels on both the Finnish and Russian sides.

There are, however, a number of caveats to the conclusion that the ENPI Programme is an important instrument of strategic cooperation. While relations between the Finnish and Russian authorities seem to be strongly supported by the Programme, the same impact is not so evident in relations between the EU and Russia. There are, of course, many complex geo-political reasons for this but it should be recognised that the Programme probably has the greatest strategic value at a more localised level, at least in the case of SEFR.

It could be argued that the imposition of sanctions (which limits trade, reduces investment and puts barriers in the way of cross-border collaboration) is entirely inconsistent with the Programme's funding of improved border crossing points between the two countries. However, to make such an argument would be to fail to recognise the complex, multi-layered nature of international relations. In fact, the CBC Programme provides a valuable forum for practical cooperation between the EU and Russia, which may eventually allow a broader political engagement. In our view, the shutting down of all types of cooperation with Russia would make any future political dialogue more difficult.

The value of the CBC instrument as an instrument for strategic cooperation is perhaps most vividly reflected in Russia's on-going discussions with the Republic of Kazakhstan to establish a new cross border cooperation programme between the two states. According to key stakeholders, the design of this new programme is likely to retain many of the key principles and practices of the EU's CBC Programme with Russia.



Recommendation 1:

- ✓ The achievements of the SEFR Programme (and indeed other CBC Programmes between the EU and Russia) should be retained or expanded, so as to help create a broader platform for discourse about strategic relations between the EU and the Russian Federation into the future. The CBC programme provides many practical demonstrations of the mutual benefits that can accrue from a cooperation between the EU and Russia that is based on parity of esteem. Wherever possible, the EU should make a special effort to extract the maximum political and diplomatic benefit from the success of such CBC Programme activities.

EFFECTIVENESS

- **The ENPI CBC Programme for SEFR as an instrument of socio-economic development:**
To date, there is rather little evidence to suggest that the selected projects have made much contribution to the socio-economic development of the Programme area. The building of the infrastructure itself contributed, of course, to local employment and generated multiplier effects in the local economy. These impacts are not insignificant. However, the larger expected benefits for trade, tourism and investment have not yet materialised. The reasons for this (the devaluation of the ruble, the financial crises, the sanctions, etc.) are all linked to unpredictable global events over which the Programme region had no control.

Nevertheless, in uncertain global economic conditions, the construction of infrastructural facilities may represent a good investment. By increasing the region's long-term capacity to facilitate cross-border economic activity, the conditions are being created to take advantage of any eventual improvements in the global economic environment. Data from 2017 already seem to indicate the beginning of a recovery in tourism and trade between Russia and Finland. Should such recovery continue, the investments in the BCP will have significant positive economic impacts for the region for at least two decades.

One of the most important socio-economic impacts of the CBC's work in the area of border management was that it seemed to serve as a catalyst for further investments from the budgets of the Programme countries themselves. Such multiplier effects of ENPI CBC investments can make significant contributions to the socio-economic development of the region in the long term.

Recommendation 2:

- ✓ In conditions of political or economic uncertainty, the building of long-term economic capacity through carefully-chosen infrastructure development is probably a prudent course to follow. In addition to its contribution to economic capacity building, the successful completion of large-scale projects is also advantageous in the current context because it encourages higher level political engagement in the work of the Programme. As such, the Programme's current prioritisation of "tangible", larger scale projects should be supported, at least in the short term. When economic and business conditions improve, softer projects, such as networking and business and community linkages may become more relevant and important to the socio-economic development of the region.



Recommendation 3:

- ✓ The SEFR CBC Programme has shown that it can leverage further investment by state bodies on both sides of the border. These additional investments can add significant value to the work done by the CBC Programme. In the future, specific efforts could be made by JMAs and/or implementing agencies to investigate whether additional investment might be leveraged for further important developments after project completion. Such developments should be recorded as an achievement of the Programme.

EFFICIENCY

- **Programme management:** Although the overall management of the SEFR Programme was complicated by the need to offer greater accommodation to Russian administrative law and practices, the general feeling was that the JMA and the Joint Monitoring Committee responded very well to the various unfamiliar management challenges that it faced.

However, a recurring theme was the difficulties faced by project partners, particularly state agencies on the Russian side, in preparing good quality proposals within the timeframes allowed by the Programme. For Russian state agencies, especially those at regional or local level, there can be a long process of consultation with higher level organisations so as to ensure that the project is supported by the central authorities. This process takes time and these time pressures can lead to poorly prepared proposals or deadlines being missed altogether. The need to submit proposals in the English language obviously adds to that complexity. Whilst the introduction of continuous calls for standard projects in the ENI CBC 2014-2020 Programme has improved matters in this regard, the time pressures for the preparation of infrastructure projects remain significant for the Russian side.

A further issue, at least in the SEFR programme, was the time taken by the Commission to endorse projects that had been approved by the Programme Joint Monitoring Committee. While project selection processes in programmes with Russian participation are undoubtedly more politically sensitive for the European Commission, the slow approval times nevertheless have a negative impact on progress in Programme implementation on the ground.

A further management issue was identified by project beneficiaries who may be eligible to participate in more than one programme. These project beneficiaries have found that project applications, conditionalities and reporting templates can vary significantly from one programme to the next. While there may be good reasons for some variation in programme management tools, it can lead to frustration and uncertainty amongst programme beneficiaries. For the ENI period, a joint electronic system (PROMAS) has been developed and adopted by all 3 Programmes which is designed to mitigate these problems.

The performance framework of the SEFR Programme is designed in a way that encourages the avoidance or risk in project selection and management. This approach naturally favours activities that offer predictable and reasonable returns on the investment (which, as indicated earlier, is a prudent approach in the current economic environment). On the other hand, senior management figures on both sides of the border highlighted the importance of allowing for some calculated risks so as to take advantage of development opportunities that might have a large regional impact but which, because of the existing Programme performance frameworks, might not meet the risk-averse criteria according to which projects are selected.



Recommendation 4:

- ✓ It would be particularly helpful for the Russian partners to allow a longer lead-in period for particular calls for proposals, especially for the larger infrastructure projects. Longer lead-in periods would allow time for the preparation of good quality proposals that are supported by higher level authorities in the Russian Federation. Some longer-term forecasting of calls would be especially helpful in this regard.

Recommendation 5:

- ✓ The European Commission should carefully review its own role at different stages of the Programme management cycle to consider where it can have the most strategic impact on Programme success.

Recommendation 6:

- ✓ Notwithstanding the different development priorities across borders, there are good reasons to improve the harmonisation of application, reporting and management documentation between Programmes. This is especially important for those organisations that are eligible to apply for funding in more than one Programme. The new electronic PROMAS system which is shared by all three programmes working on the Finnish-Russian border has been designed to address this issue. The efficacy of this system should be reviewed, and lessons applied to all CBC Programmes. The applicability of the PROMAS system, or some variation of this system, in other CBC Programmes should take particular account of the institutional capacities of respective programme management authorities to implement such a system.

Recommendation 7:

- ✓ As economic conditions begin to improve, there may be some value in allocating a small proportion of Programme funds to riskier projects that have the potential to create large regional impacts. Until then, it is recommended to continue funding less risky projects that build the long-term economic capacity of the region.

- **Project management:** Overall, the implementation of the selected projects appears to have been managed quite efficiently. A number of technical issues arose during the building of the Storozhevaya bridge which caused delays, but such problems could arise on any building project and could not easily have been avoided by alternative project management approaches.

There were also difficulties for the JMA to transfer funds to Russian state authorities (who did not have an account that could accept euro funds) but these issues were eventually resolved. Here, it is worth noting that other Programmes also experienced similar problems but the fact that entirely different solutions were found suggests some lack of communication between programmes in the resolution of the problem.



Recommendation 8:

- ✓ As the various Programmes proceed, all kinds of practical management issues arise in individual Programmes. Resolutions to some of these issues will have been already found in other Programme areas. As such, it may be worthwhile to develop a secure intranet site or forum, which would allow staff from JMAs or other management bodies to seek the on-line advice of the staff of other Programmes about the resolution of particular management problems.

- **Theory of Change, monitoring and evaluation:** No formal Theory of Change was developed at Programme or project levels. This is a significant shortcoming for theory-based evaluators. Nevertheless, it was possible to reconstruct a Theory of Change based on Programme documents, reports, project applications, etc.

The ROM reports did not prove to be an especially helpful instrument in following the strategic progress of the Programme or the particular management issues that the Programme was facing.

In broad terms, our reconstructed Theory of Change proved to be most robust in predicting the causal pathways between inputs and outputs and between outputs and intermediate outcomes. Pathways to overall outcomes and impacts were, on the other hand, affected by global political and economic disturbances.

Recommendation 9:

- ✓ For future rounds of CBC Programming, the evaluation function should be contracted at the same time that the Programme itself is launched. This would allow for proper theory building and the establishment of robust baselines at the beginning of the Programme. The evaluation contract should also be used as an instrument to investigate specific aspects of Programme management or implementation as the Programme proceeds (e.g. the management of large-scale projects, the role of the CBC Programme in environmental cooperation, etc.). Such investigations would, in our view, be more helpful to Programme management than the typical ROM reports that were produced in previous iterations of the Programme.

IMPACT

- **Factors affecting the impact of the projects:** In the short period since they were completed, we have seen only marginal evidence of the impacts that were foreseen by the Programme. Over a longer time horizon, as general economic conditions improve and the volume of tourism and trade increases, we strongly expect that these projects will make a meaningful contribution to the economic development of the region. The factors which appear to have the greatest positive and negative influences on the overall impact of the selected projects include:

Factors positively affecting impact

- *Long-term relations:* Authorities in the Programme region have been collaborating on cross-border activities for over 20 years and these personal and institutional relationships have undoubtedly contributed to the overall success of the Programme.



- *Project Design:* The way in which Russian and Finnish state agencies collaborated during the project design phase was important to the eventual outcomes and impacts of the project. To achieve maximum impact, large infrastructure projects like these must be properly integrated – there is little benefit to be gained by having expanded capacity on only one side of the border. On the other hand, the effective implementation of these large-scale infrastructure projects must take account of the different legal contexts, different engineering standards and different infrastructure development plans across borders. The model adopted in the SEFR Programme, in which projects were developed collaboratively but implemented separately by the relevant authorities on each side of the border, seems to have been very effective indeed.
- *Parity of esteem amongst partners:* The activities of the SEFR programme have been implemented with a high level of mutual understanding and respect between the partners on both sides of the border. This “parity of esteem” is extremely important for the Russian partners in particular and is an important ingredient in the maintenance of good diplomatic and political relations between the Programme countries.
- *Responsive management:* The Joint Monitoring Committee provided an effective forum for all parties to articulate concerns about various aspects of Programme progress and/or to propose alternative approaches to the achievement of overall Programme objectives. All partners had an opportunity to participate and, indeed, some fundamental changes were brought to the Programme as a result. While the constant reformulation of the Programme is not to be recommended, the responsiveness of Programme management to changing circumstances is an important success factor.

Recommendation 10:

- ✓ The planning and management of large infrastructural projects in particular should take account of the good practices of the SEFR programme. In particular, the “mirror project” approach, in which the respective country partners take responsibility for those parts of the project that are specifically relevant to them, should be considered by all Programmes who implement large-scale projects.

Recommendation 11:

- ✓ In the SEFR Programme, the Joint Monitoring Committee seemed to take a genuinely strategic approach to the management of the Programme (making, for example, significant alterations to the original design of the Programme). All Programme monitoring committees should be encouraged to formally review their Programmes from a strategic development viewpoint at least once every 2 years.

Factors negatively affecting impact

- *Global economic and political events:* At least in the short-term, the expected impacts of the selected projects have been severely constrained by global economic and political events.
- *Absence of planning for the non-infrastructure elements of the project:* The increase in the capacity of border management facilities usually requires increased personnel



and/or some (re)training of those personnel. If the additional personnel are not in place, the impact of the infrastructure is substantially diluted. In the current economic environment where traffic had reduced, additional staff could not be justified but increases in the volume of people and goods would demand that staffing and staff training issues be adequately addressed in the future.

- *Specific features of cross-border cooperation between Member States and non-Member States:* The achievement of positive outcomes from cross-border cooperation programmes involving non-EU partners is complicated by the specific features of funding non-EU activities. Problems like the signature of financing agreements and, in the case of SEFR, the making of special provisions for Russian procurement, visibility and administrative concerns, can absorb a significant amount of management time and leave less resources to deal with the practical challenges of project implementation.

Recommendation 12:

- ✓ Over a 7-year programming period, significant economic or political changes can occur which affect the likelihood of achieving expected Programme outcomes. When such significant events occur (e.g. significant changes in economic growth rates, stark changes in the political landscape, conflict, etc.), a fundamental strategic re-assessment of the affected Programme should take place to ensure that investments are still relevant, feasible and meet the current needs of the region. Such re-assessment should occur even if outside the usual timeframes of mid-term reviews, etc. In extreme cases, consideration should be given to changing Programme priorities to better reflect current needs.

Recommendation 13:

- ✓ All infrastructural projects should be required to specify the additional investments in personnel, equipment or materials that may be needed for maximum impact to occur. All such estimates should be required as part of the project application materials.

Recommendation 14:

- ✓ Cross-border cooperation between EU member states and partner countries brings particular management challenges. It has been suggested that DG Regio might be well placed to manage Neighbourhood CBC Programmes more effectively since some of its resources and experiences are relevant for CBC programmes at the EU's external borders. However, the specific features of these Programmes (such as the preparation of financing agreements with partner countries, manoeuvring through different legal systems, etc.) pose additional challenges that are less familiar to DG Regio. As such, we recommend the continuing development of strong day-to-day interactions between DG Regio and DG Near.



SUSTAINABILITY

- The future of cross-border cooperation in the SEFR region:** The political upheavals of 2014 raised questions about the continuation of the CBC Programme in the SEFR region. Recognising its value, the Finnish side proactively lobbied to retain the Programme and, despite the sanctions, a decision was made to allow the Programme to continue. This seems to have been a good decision. The economic position of the SEFR region is closely tied to the strength of the Russian economy and current economic weakness in Russia will make the achievement of significant socio-economic progress more difficult in the short term. On the other hand, the building of economic capacity through carefully-chosen infrastructural projects will prepare the region for the upturn that will inevitably come. Equally, the Programme's contribution to institutional capacity development (e.g. through Russian absorption of many of the important management principles of the Programme), makes such an economic upturn more likely. Overall, actions that are implemented in the framework of the CBC Programme in SEFR will remain very important for the maintenance of essential political, diplomatic, administrative and community-level links between the Programme countries and the EU.

VALUE ADDED

- The importance of EU funding:** The SEFR programme was rather unique in that it brought together funding from the EU, Finland and Russia to address common development problems. Several interviews with national authorities on both sides of the border suggested that the absence of the Programme and/or the absence of EU funding for cross-border initiatives would have significantly reduced the likelihood of the projects being financed independently. All stakeholders agreed that the Programme brought a focus to the development of the border regions which might not otherwise have been in the minds of the national authorities.
- The impact of co-financing:** The Russian side continues to make an important financial contribution to the CBC Programme. This would appear to have had a number of impacts on the design, management and implementation of the programme. At a general level, Russian co-financing has helped to create a sense in which the CBC Programme is recognised as a genuine joint effort to address shared social and economic problems, rather than being some external aid programme over which the participants have little control.

At the more operational level, Russian co-financing has imposed legal and administrative obligations on Russia to obtain a good return for the investment. As such, they have contributed strongly to the Joint Monitoring committee and have successfully argued for a reorientation of the programme to include Large Scale Projects. As global events unfolded, this decision was probably a good one.

Russian co-financing, and the active management position that Russia has taken as a result, has involved both costs and benefits for the programme. The main costs relate to the accommodation of Russian administrative and legal requirements into the programme management system. Overall, it would appear that this has been handled quite pragmatically both by the JMA and the European Commission itself and, while it has absorbed a significant amount of management time, practical solutions were found as the Programme proceeded.

The benefits of the Russian co-financing would appear to significantly outweigh any such costs. Apart from the significant additional funds that the Programme was able to absorb, the co-financing produced a parity of esteem amongst the partners that (a) ensured the Programme activities were more likely to be impactful on both sides of the border; (b) produced



a better environment for genuinely collaborative problem-solving; and (c) brought the political and administrative structures of the partner countries closer together.

Recommendation 15:

- ✓ The co-financing of the SEFR by the Russian side has brought more benefits than costs and this funding arrangement should be continued insofar as possible. Indeed, the Russian co-financing approach might be considered as an instrument for solidifying the cooperation of non-EU partners in other Programme areas. In cases where partners have limited resources for such cooperation, the involvement of IFIs might be considered.





Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

Final Report
Volume III: Annexes 4-16
January 2018

Evaluation carried out on behalf of the European Commission



Consortium composed of GDSI Limited, Altair Asesores S.L., A.R.S. Progetti S.P.A., EEO Group,
NSF Euro Consultants s.a, GDSI UK Ltd, Pohl Consulting & Associates

Leader of the Consortium: GDSI Limited

Contact Person: Pauric Brophy

FWC COM 2015

EuropeAid/137211/DH/SER/Multi

Specific Contract N°2016/379792

Ex-post Evaluation of 2007-2013 ENPI CBC Programmes

This evaluation was commissioned by
The Evaluation Unit of the DG NEAR (European Commission)

DISCLAIMER

The opinions expressed in this document represent the authors' points of view which are not necessarily shared by the European Commission or by the authorities of the concerned countries



The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



The report consists of three volumes:

- **Volume I: Main report**
- **Volume II: Annexes 1-3**
- **Volume III: Annexes 4-16**

VOLUME I: MAIN REPORT

1	EXECUTIVE SUMMARY
2	INTRODUCTION
3	ENPI CBC 2007-2013 IN CONTEXT
4	ENPI CBC 2007-2013 IN FIGURES
5	ANALYSIS OF ENPI CBC PERFORMANCE FRAMEWORKS
6	ANSWERS TO EVALUATION QUESTIONS
7	RECOMMENDATIONS

VOLUME II: ANNEXES 1-3 CASE STUDIES

ANNEX 1.	CASE STUDY ON ENPI CBC AND TOURISM DEVELOPMENT IN THE CARPATHIAN MOUNTAINS
ANNEX 2.	CASE STUDY ON ENPI CBC AND THE ENVIRONMENT
ANNEX 3.	CASE STUDY OF ENPI-FUNDED BORDER CROSSING PROJECTS – THE CASE OF SOUTH EAST FINLAND-RUSSIA

VOLUME III: ANNEXES 4-16

ANNEX 4.	MATRIX OF EQ, JUDGEMENT CRITERIA, INDICATORS & ANALYSIS.....	1
ANNEX 5.	OVERVIEW OF ENPI CBC 2007-2013.....	7
ANNEX 6.	OVERVIEW OF ENI CBC 2014-2020.....	24
ANNEX 7.	ENI CBC 2014-2020.....	32
ANNEX 8.	PROGRAMME FICHES.....	44
ANNEX 9.	WEB SURVEY.....	262
ANNEX 10.	DATABASE ANALYSIS.....	286
ANNEX 11.	FIELD PHASE METHODOLOGY.....	300
ANNEX 12.	INTERVIEWS AND MEETINGS HELD.....	322
ANNEX 13.	EVALUATION MILESTONES.....	330
ANNEX 14.	DOCUMENTS CONSULTED DURING THE EVALUATION.....	331
ANNEX 15.	COMMENTS RECEIVED FROM CBC STAKEHOLDERS AND ACTIONS TAKEN.....	337
ANNEX 16.	ENPI 2007-2013 CBC PROJECTS.....	363





The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



Annex 4. Matrix of EQ, judgement criteria, indicators & analysis

Evaluation question	Judgement criteria	Indicators	Sources of verification	Judgement reached
EQ1. How effective have the CBC programmes been in achieving their objectives and the outcomes envisaged in the target border communities and what have been the main factors affecting the programmes' ability to achieve these results?	Outputs and outcomes are achieved in line with CBC programmes objectives	<ul style="list-style-type: none"> Consistency between achieved outputs and outcomes and CBC programme objectives and priorities Consistency between achieved outputs and outcomes and border area needs Unexpected outcomes contribute to CBC goals 	<ul style="list-style-type: none"> Project database, AIRs, ROM and evaluation reports and (summarised in Programme Fiches) Case studies Web surveys Interviews with CBC stakeholders 	<i>Desk and field analyses overall confirm consistency of outputs and outcomes with programme objectives and border area needs.</i>
	Order of magnitude of outcomes/results achieved compared to expectations/plans	<ul style="list-style-type: none"> Performance of programmes in fulfilling original targets 	<ul style="list-style-type: none"> Analysis of ENPI CBC performance frameworks at project and programme levels 	<i>Overall programme outcomes/results are difficult to measure due to shortcomings in programme performance frameworks and weak monitoring and evaluation practices. However, case studies, ROM and evaluation reports present numerous examples of effective projects contributing to programme objectives.</i>
	Conditions for achieving outcomes were favourable	<ul style="list-style-type: none"> Influence of political, economic and social factors on programme outcomes and results 	<ul style="list-style-type: none"> Analysis of ROM reports Web survey Interviews with CBC stakeholders 	<i>ENPI CBC was characterised by unstable political and economic environment which often had a negative impact on project (and ultimately programme) effectiveness.</i>
EQ2. What has been the added value of the INTERACT ENPI and RCBI technical assistance projects to the effective functioning of the programmes?	The type of technical assistance provided by INTERACT ENPI and RCBI addressed the needs of ENPI CBC stakeholders and was delivered in a timely fashion	<ul style="list-style-type: none"> Satisfaction rate of ENPI CBC stakeholders Identified gaps in technical assistance needs 	<ul style="list-style-type: none"> Web survey Interviews with management structures and project beneficiaries 	<i>Interviews with project beneficiaries and management structures corroborate the overall positive response from the web survey regarding the contribution and added value of RCBI and INTERACT ENPI. The timing of the assistance was often considered an issue and the division of roles between the two facilities was not always clear creating confusion among beneficiaries.</i>
	The capacities of programme management structures in managing CBC programmes have increased	<ul style="list-style-type: none"> % of staff satisfied with skills and knowledge developed/ acquired through TA activities Evidence of changes in managing/implementing programmes introduced as a result of technical assistance support 	<ul style="list-style-type: none"> TA progress reports Web survey Interviews with management structures and project beneficiaries 	<i>Staff of programme management structures is stable and well experienced. Most counterparts met during the field phase have been involved in CBC since the beginning of the ENPI period. There is numerous evidence that TA advice and training</i>



	Expertise of programme management structures (JMA, JMC, JTS and branch offices) enhanced by means of effective knowledge sharing and best practices exchange.	<ul style="list-style-type: none"> Evidence of best practices adopted from one programme to another thanks to networking and knowledge exchange 		<i>informed the management of programme and that networking events contributed to the exchange of experience and dissemination of best practices among programmes.</i>
	The capacities of CBC beneficiaries in partner countries in preparing and implementing CBC projects has increased.	<ul style="list-style-type: none"> % of CBC beneficiaries in partner countries having received support from RCBI % of CBC beneficiaries in partner countries satisfied with technical, financial and administrative skills and knowledge developed/acquired with RCBI support Number of applications from partner countries received for each call in comparison with EU MS applicants Balanced participation in calls for proposals (type of organisations applying / location of applicants and partners - partner countries and MSs) Quality of selected project proposals submitted by lead partners from partner countries over time (sample) Performance of project implementation by partner countries beneficiaries over time (sample). 	<ul style="list-style-type: none"> Survey of and interviews with CBC beneficiaries Analysis of calls for proposals statistics (see Programme Fiches) Analysis of approved project proposals (sample projects) Evaluation of sampled projects Analysis of RCBI progress reports 	<i>The participation of organisations from partner countries was at first low but improved over time. While the number of partners from EU and non-EU countries is balanced, there was a higher proportion of lead partners from EU countries. Beneficiaries interviewed during the field phase demonstrated strong management skills acquired during ENPI with several of them envisaging to apply as lead partner under ENI. Most beneficiaries credited the programme support in general (rather than RCBI) for strengthening their capacities.</i>
EQ3. To what extent have the joint CBC programmes been implemented in a well-managed, cost-effective and timely manner?	High contracting and disbursement rates per programme and per country	<ul style="list-style-type: none"> Contracting and disbursement rates per programme and per participating country. 	<ul style="list-style-type: none"> Analysis of programme statistics and project database Analysis of programme evaluation reports Analysis of Annual Implementation Reports. 	<i>All 13 programmes achieved high contracting rates closed to 100% of allocations outside TA (April 2017). With one exception, the disbursement rates were above 70%.</i>
	The programme implementation by management structures was effective	<ul style="list-style-type: none"> Quality of guidelines for applicants and application packages Participation levels in calls for proposals Satisfaction rate of CBC applicants and beneficiaries with received support. Time and quality of selection and contracting processes 	<ul style="list-style-type: none"> Analysis of guidelines for applicants Analysis of programme statistics Analysis of Annual Implementation Reports Analysis of ROM reports and EC audit reports Surveys of and interviews with CBC beneficiaries and programme management structures 	<i>Overall, the implementation of programme by management structures was effective despite the complex legal and regulatory frameworks which affected project/ programme effectiveness. Guidelines for applicants were well drafted providing clear instructions to potential applicants although only few of them included guidance regarding performance</i>



		<ul style="list-style-type: none"> • Relevance and quality of selected projects • Approval time of narrative and financial reports • % of projects cancelled out of the total contracted • % of funds not disbursed out of total contracted • Evidence of well-applied visibility rules • Cost-effectiveness of programme implementation. 	<ul style="list-style-type: none"> • Evaluation of project sample • Analysis of calls for proposals timelines, statistics and evaluation reports • Analysis of approval/payment dynamics • Analysis of communication and visibility plans and outputs • Analysis of administration resources per programme. 	<p><i>frameworks and indicators. The duration of the selection and contracting processes were often excessive. The projects analysed in the context of the case studies were relevant and well drafted although there were shortcomings with their intervention logic and indicators of achievements. This is confirmed by ROM reports which usually praised the relevance and quality of selected projects but regularly pointed to flaws in logframes and weak PCM capacities among beneficiaries. Web survey and interviews with project beneficiaries highlighted the time-consuming reporting and payment processes. The number of projects cancelled was low according to management structures, however no statistic was available from AIR. The average disbursement rate was above 75% in April 2017 but the effective spending rate by projects was much lower. While there was no evidence of non-compliance with EU visibility rules among projects visited and ROM reports consulted, there was a consensus among stakeholders that the results of the cooperation deserved much more vigorous promotion and publicity. While the implementation of CBC required complex and costly institutional arrangements, this should be put in regard of the number and range of projects funded throughout period and the stimulus given to cooperation across the neighbourhood in the challenging political and economic context that characterised the period.</i></p>
	<p>Monitoring and evaluation systems at programme and project levels were in place and effective</p>	<ul style="list-style-type: none"> • Well-designed performance frameworks at programme and project levels enabling the assessment of performance at all levels of the intervention logic 	<ul style="list-style-type: none"> • Review of programme performance frameworks • Review of monitoring reports from programme management structures and beneficiaries 	<p><i>There were serious shortcomings with the performance frameworks both at project and programme levels. Beneficiaries often lacked skills and guidance to monitor the progress of their</i></p>



		<ul style="list-style-type: none"> • Availability of monitoring data measured, collected and aggregated at project and programme levels by means of effective management information system • Evidences of corrective actions based on M&E data. 	<ul style="list-style-type: none"> • Analysis of monitoring arrangements per programme • Evaluation of project sample • Analysis of Annual Implementation Reports. 	<p><i>project against a robust set of indicators. Programme management structures were not able to collect and aggregate data to measure the performance of the programme beyond direct outputs. AIRs provided very little analysis about programme outcomes and impact. There is no evidence that M&E data were instrumental in steering the implementation of the programme.</i></p>
EQ4. What have been the macro impacts of the CBC programmes in achieving the strategic aims of the European Neighbourhood Policy?	The programmes contributed to the stability of the EU neighbourhood.	<ul style="list-style-type: none"> • Evidence of political developments/exchanges/agreements between EU/EU member states and ENPI neighbours arising from the programmes, either directly or indirectly 	<ul style="list-style-type: none"> • Case studies • Evaluation of project sample • Analysis of programme evaluations • Analysis of Annual Implementation Reports • Surveys of and interviews with CBC stakeholders. 	<p><i>The limited programme resources could not offset the negative influence of economic and geo-political factors on the neighbourhood.</i></p>
	The programmes contributed to the sustainable economic and social development of border areas	<ul style="list-style-type: none"> • Evidence of enhanced contacts between border institutions and populations • Evidence of stimulated economic and social activity in border areas • Narrowing of economic disparities between border regions 		<p><i>The case studies revealed the importance of CBC projects to local stakeholders in addressing development needs. Contacts between institutions and individuals across the border were made possible thanks to the cooperation (in the east, this was no small achievement considering geo-political tensions and disruptions) and a more active engagement of local stakeholders in development policies was achieved through the promotion of partnership-based initiatives. The impact of projects on the socio-economic development of border areas remains, however, limited and localised.</i></p>
	The programme contributed to the security of border areas.	<ul style="list-style-type: none"> • Evidence of enhanced border management. 		<p><i>The case study on border management highlighted the benefits of CBC projects to border management and security. The implementation of such projects through CBC proved time-consuming and burdensome for the programme management structures.</i></p>
EQ5. How durable are the benefits deriving from the EU's support to CBC programmes on	Outcomes and impact of ENPI CBC are likely to be long-term, lasting beyond the lifetime of the funding	<ul style="list-style-type: none"> • Evidence of financial, policy and institutional conditions to ensure long-term outcomes and impact • Evidence of long-term cross-border partnerships 	<ul style="list-style-type: none"> • Analysis of programme evaluations • Analysis of Annual Implementation Reports • Analysis of ROM reports 	<p><i>ROM, evaluation reports and field visits show that the sustainability of ENPI projects is often weak and dependent on further external funding. There is evidence that many partnerships created</i></p>



both sides of the border?			<ul style="list-style-type: none"> • Evaluation of project sample • Surveys of/interviews with management structures and national authorities 	<p>during ENPI are being renewed under ENI. The case studies also revealed that demand-driven projects with strong ownership, long-term partnership and links to regional/national levels had better prospects of sustainability.</p>
EQ6. To what extent were the implementation of the CBC programmes coordinated with those of national and regional programmes and other donor initiatives to ensure complementarities/ synergies?	Coherence, complementarities and synergies were achieved between ENPI CBC and national and regional programmes /initiatives (in particular the relevant EU macro-regional strategies and Interreg cooperation programmes) as well as other EC programmes and donor initiatives.	<ul style="list-style-type: none"> • Evidence of effective coordination measures with national and international initiatives • Evidence of synergies with national/regional/ international initiatives. 	<ul style="list-style-type: none"> • Analysis of implementation arrangements • Analysis of ROM reports • Analysis of donors strategies and programmes • Surveys of / interviews with management structures and national authorities. 	<p>Evidence of coherence, complementarities and synergies are few. ENPI CBC was implemented in isolation from other EU instruments and initiatives and national/regional policies. Most synergies and complementarity achieved by projects were the result of the beneficiaries themselves, rather than incentives and mechanisms put in place by the programmes.</p>
EQ7. How critical was ENPI CBC to the development of border areas?	ENPI CBC added value to development policies in border areas	<ul style="list-style-type: none"> • Evidence of specific added value by ENPI CBC. • Evidence of border areas' issues which could not be tackled without cross-border cooperation. 	<ul style="list-style-type: none"> • Analysis of programme and project outcomes. • Surveys/interviews of management structures and national authorities. 	<p>ENPI CBC added an important territorial dimension to the European Neighbourhood Policy. The programmes stimulated the involvement of local stakeholders (regional/local authorities, socio-economic partners and the civil society) in development policies and facilitated the adoption of new approaches and practices. There were, however, instances of projects missing a strong cross-border dimension, irrespective of their merits in terms of local development.</p>
EQ8. Which lessons ENI CBC learn from ENPI CBC? Could the new strategic framework have been better informed by the	Lessons from ENPI CBC were drawn	<ul style="list-style-type: none"> • Availability of alternative funding sources for similar interventions. 	<ul style="list-style-type: none"> • Shortcomings in design and implementation of ENPI CBC were addressed in ENI programmes. 	<p>Interviews with project beneficiaries highlighted the importance of CBC as a major source of funding in the context of scarce national resources for the development of border areas.</p>
		<ul style="list-style-type: none"> • Analysis of ENI CBC programmes (e.g. quality of situation analyses, intervention logic, performance frameworks, etc.). 		<p>ENI CBC features several innovations reflecting the lessons learned from the previous period including more focused programmes, enhanced management and control systems, simplified implementation rules and more detailed provisions concerning large-</p>



experience of ENPI CBC?				<i>infrastructure projects. However, despite improvements, programme performance frameworks are still falling short of what would be required for an effective result-oriented monitoring.</i>
-------------------------	--	--	--	--



Annex 5. Overview of ENPI CBC 2007-2013

1. ENPI CBC Programme areas

Country	Eligible areas	Adjacent areas
Algeria		
MED	<ul style="list-style-type: none"> Tlemcen, Aïn Témouchent, Oran, Mostaganem, Chlef, Tipaza, Alger, Boumerdès, Tizi Ouzou, Béjaïa, Jijel, Skikda, Annaba, El Taref 	Adjoining areas were defined during programme implementation
Armenia		
BSB	<ul style="list-style-type: none"> Whole country 	
Azerbaijan		
BSB	<ul style="list-style-type: none"> Whole country 	
Belarus		
PL-BY-UA	<ul style="list-style-type: none"> Grodno Oblast Brest Oblast 7 western districts of Minsk Oblast: Miadel, Vileika, Molodechno, Volozhin, Stolbtsy, Niesvizh, Kletsk 	<ul style="list-style-type: none"> Eastern part of the Minsk Oblast (15 districts and the city of Minsk) Gomel Oblast
LV-LT-BY	<ul style="list-style-type: none"> Grodno and Vitebsk Oblasts 	<ul style="list-style-type: none"> Minsk oblast Mogilev oblast Minsk city
BSR	<ul style="list-style-type: none"> Whole country 	
Bulgaria		
BSB	<ul style="list-style-type: none"> NUTS II regions of Severoiztochen and Yugoiztochen 	
Cyprus		
MED	<ul style="list-style-type: none"> Whole country 	
Denmark		
BSR	<ul style="list-style-type: none"> Whole country 	
Egypt		
MED	<ul style="list-style-type: none"> Marsa Matruh, Al Iskandanyah, Al Buhayrah, Kafr ash Shaykh, Ad Daqahliyah, Dumyat, Ash, Sharquiyah, Al Isma'iliyah, Bur Sa'id, Shamal Sina¹ 	
Estonia		
EE-LV-RU	<ul style="list-style-type: none"> Kirde-Eesti, Lõuna-Eesti, Kesk-Eesti 	<ul style="list-style-type: none"> Põhja-Eesti
BSR	<ul style="list-style-type: none"> Whole country 	
Finland		
BSR	<ul style="list-style-type: none"> Whole country 	
KAR	<ul style="list-style-type: none"> North Karelia, Kainuu and Oulu region 	<ul style="list-style-type: none"> North Savo and Lapland
KOL	<ul style="list-style-type: none"> Lapland 	
SEFR	<ul style="list-style-type: none"> South Karelia, South-Savo and Kymenlaakso 	<ul style="list-style-type: none"> Uusimaa, Päijät-Häme, North-Savo,
France		
MED	<ul style="list-style-type: none"> Corse, Languedoc-Roussillon, Provence-Alpes-Côte d'Azur 	
Georgia		
BSB	<ul style="list-style-type: none"> Whole country 	
Germany		

¹ The region of Shamal Sina' will not participate for the time being in the Programme.



BSR	<ul style="list-style-type: none"> the States (Länder) of Berlin, Brandenburg, Bremen, Hamburg, Mecklenburg-Vorpommern, Schleswig-Holstein and Niedersachsen (only NUTS II area Lüneburg) 	
Greece		
BSB	<ul style="list-style-type: none"> NUTS II regions of Kentriki Makedonia and Anatoliki Makedonia - Thraki 	
MED	<ul style="list-style-type: none"> Anatoliki Makedonia - Thraki, Kentriki Makedonia, Thessalia, Ipeiros, Ionia Nisia, Dytiki Ellada, Sterea Ellada, Peloponnisos, Attiki, Voreio Aigaio, Notio Aigaio, Kriti 	
Hungary		
HUSKROUA	<ul style="list-style-type: none"> Szabolcs-Szatmár-Bereg megye 	<ul style="list-style-type: none"> Borsod-Abaúj Zemplén megye²
Israel		
MED	<ul style="list-style-type: none"> Whole country 	
Italy		
IT-TN	<ul style="list-style-type: none"> Agrigento, Trapani, Calanissetta, Ragusa, Syracuse 	
MED	<ul style="list-style-type: none"> Basilicata, Calabria, Campania, Lazio, Liguria, Puglia, Sardegna, Sicilia, Toscana 	
Jordan		
MED	<ul style="list-style-type: none"> Irbid, Al-Balga, Madaba, Al-Karak, Al-Trafila, Al-Aqaba 	
Latvia		
BSR	<ul style="list-style-type: none"> Whole country 	
LV-LT-BY	<ul style="list-style-type: none"> Latgale Region – NUTS III 	
EE-LV-RU	<ul style="list-style-type: none"> Latgale, Vidzeme 	<ul style="list-style-type: none"> Riga City and Pieriga³
Lebanon		
MED	Whole Country	
Libya		
MED	<ul style="list-style-type: none"> Nuquat Al Kharms, Al Zawia, Al Aziziyah, Tarabulus, Tarunah, Al Khons, Zeleitin, Misurata, Sawfajin, Surt, Ajdabiya, Banghazi, Al Fatah, Al Jabal Al Akhdar, Damah, Tubruq 	
Lithuania		
BSR	<ul style="list-style-type: none"> Whole country 	
LT-PL-RU	<ul style="list-style-type: none"> Klaipeda, Marijampole and Taurage counties 	<ul style="list-style-type: none"> Alytus, Kaunas, Telsiai and Siauliai counties
LV-LT-BY	<ul style="list-style-type: none"> Utena, Vilnius and Alytus Counties – NUTS III 	<ul style="list-style-type: none"> Kaunas and Panevezys Counties – NUTS III
Malta		
MED	<ul style="list-style-type: none"> Whole country 	
Morocco		
MED	<ul style="list-style-type: none"> Oriental, Taza-Al Hoceima-Taounate, Tanger-Tétouan 	
Norway		
BSR	<ul style="list-style-type: none"> Whole Country 	
KO-RU	<ul style="list-style-type: none"> Finnmark, Troms and Nordland 	
Palestinian Authority		

² It is an *Adjacent area with full participation*, that means that any organisation located there are able to cooperate within the programme without any restriction.

³ It is an *Adjacent area with full participation*, that means that any organisation located there are able to cooperate within the programme without any restriction.



MED	<ul style="list-style-type: none"> • Whole country 	
Poland		
BSR	<ul style="list-style-type: none"> • Whole country 	
LT-PL-RU	<ul style="list-style-type: none"> • Gdansk-Gdynia-Sopot, Gdanski, Elblaski, Olsztynski, Elcki, Bialostocko, Suwalski sub-regions 	<ul style="list-style-type: none"> • Slupski, Bydgoski, Torunsko-Wloclawski, Lomzynski, Ciechanowsko-Plocki, Ostrolecko-Siedlecki, Pomorskie, Podlaskie, Warminsko-Mazurskie, Kujawsko-Pomorskie and Mazowieckie Voivodships (regions)
PL-BY-UA	<ul style="list-style-type: none"> • Krosniensko-przemyski sub-region, Bialostocko-suwalaki sub-region, Bialskopodlaski and Chelmsko-zamojski sub-regions, Ostrolecko-siedlecki sub-region 	<ul style="list-style-type: none"> • Rzeszowsko-tarnobrzieski sub-region, Lomzynski sub-region, Lubelski sub-region
Portugal		
MED	<ul style="list-style-type: none"> • Algarve 	
R. Moldova		
BSB	<ul style="list-style-type: none"> • Whole country 	
RO-UA-MD	<ul style="list-style-type: none"> • Whole country 	
Romania		
BSB	<ul style="list-style-type: none"> • NUTS II region of South-East 	
HUSKROUA	<ul style="list-style-type: none"> • Maramures county • Satu-Mare county 	Suceava county ⁴
RO-UA-MD	<ul style="list-style-type: none"> • Counties of Suceava, Botosani, Iasi, Vaslui, Galati, and Tulcea 	<ul style="list-style-type: none"> • County of Braila
Russia		
BSR	<ul style="list-style-type: none"> • St Petersburg and the surrounding Leningrad Oblast, Republic of Karelia, the Oblasts of Kaliningrad, Murmansk, Novgorod and Pskov; for projects addressing the Barents Region, also co-operation with Archangelsk Oblast, Komi Republic and Nenetsky Autonomous Okrug is envisaged. 	
BSB	<ul style="list-style-type: none"> • Rostov Oblast, Krasnodar Krai and Adygea republic 	
LT-PL-RU	<ul style="list-style-type: none"> • Kaliningrad Oblast (region) 	
KAR	<ul style="list-style-type: none"> • Republic of Karelia 	<ul style="list-style-type: none"> • the City of St. Petersburg and the regions of Leningrad oblast, Murmansk and Arkhangelsk
KOL	<ul style="list-style-type: none"> • Murmansk Oblast, Archangelsk Oblast and Nenets Autonomous District 	
SEFR	<ul style="list-style-type: none"> • St. Petersburg and Leningrad region 	<ul style="list-style-type: none"> • Republic of Karelia
EE-LV-RU	<ul style="list-style-type: none"> • Leningrad region, Pskov region, St.-Petersburg City 	
Slovakia		
HUSKROUA	<ul style="list-style-type: none"> • Košice region • Prešov region 	
Spain		
MED	<ul style="list-style-type: none"> • Andalucía, Cataluña, Comunidad Valenciana, Murcia, Islas Baleares, Ceuta, Melilla 	

⁴ It is an *Adjacent area with limited participation* means that any organisation located in the concerned areas is able to cooperate with restriction as follows:

– In order to avoid any overlap with the Romania-Ukraine-Republic of Moldova Programme where Suceava and Chernivetska are also eligible, projects involving "Adjacent areas with limited participation" should include at least one partner from one of the two EU Member States Hungary and Slovakia.



Sweden		
BSR	<ul style="list-style-type: none"> Whole country 	
KOL	<ul style="list-style-type: none"> Norrbotten 	
Syria		
MED	<ul style="list-style-type: none"> Latakia, Tartous 	
Tunisia		
IT-TN	<ul style="list-style-type: none"> Nabeul, Tunis, Ben Arous, Ariana, Manouba, Bizerte, Béja and Jendouba 	
MED	<ul style="list-style-type: none"> Médenine, Gabès, Sfax, Mahdia, Monastir, Sousse, Nabeul, Ben Arous, Tunis, Ariana, Bizerte, Béja, Jendouba 	
Ukraine		
BSB	<ul style="list-style-type: none"> Odessa, Mykolaiv, Kherson, Zaporosh'ye and Donetsk Oblasts, Crimea Republic and Sevastopol 	
HUSKROUA	<ul style="list-style-type: none"> Zakarpatska region Ivano-Frankivska region 	Chernivetska region ⁵
PL-BY-UA	<ul style="list-style-type: none"> Lvivska, Volynska, Zakarpatska Oblasts 	<ul style="list-style-type: none"> Rivnenska, Ternopilska and Ivano-Frankivska Oblasts
RO-UA-MD	<ul style="list-style-type: none"> Oblasts of Odeska, and Chernivetska 	<ul style="list-style-type: none"> Oblasts of Ivano-Frankivska, and Vinnytska plus ten districts of Vinkovetskyi, Chemerovetskyi, Khmelnytskyi, Kamyanets-Podiskyi, Letychivskyi, Dunayevetskyi, Derazhnyanskyi, Novoushutskyi, Yarmolynetskyi, and Horodetskyi in Khmelnytska Oblast and the twelve districts of Ternopilskyi, Berezhanskyi, Pidgayetskyi, Terebovlyanskyi, Monsturskyi, Gusyatytskyi, Chortkivskyi, Borschchivskyi, Zalishutskyi and Buchatskyi in the oblast of Ternopilska
United Kingdom		
MED	<ul style="list-style-type: none"> Gibraltar 	
Turkey		
BSB	<ul style="list-style-type: none"> Istanbul 	
BSB	<ul style="list-style-type: none"> NUTS II equivalent regions of Istanbul, Tekirdağ, Kocaeli, Zonguldak, Kastamonu, Samsun and Trabzon 	
MED	<ul style="list-style-type: none"> Tekirdağ, Balıkesir, Izmir, Aydın, Antalya, Adana, Hatay 	

⁵ Adjacent area with limited participation. Please, see *Ibid*.



2. ENPI CBC Programme specific objectives

Table 1: ENPI Programme specific objectives against CBC Strategy core issues

PROG	SPECIFIC OBJECTIVES	Promotion of sustainable economic and social development	Dealing with common challenges	Ensuring efficient and secure borders	Promoting local cross border "people-to-people" actions
PL-BY-UA	SO1. Increasing competitiveness of the border area	X			
	SO.2 Improving the quality of life	X			
	SO.3 Networking and people-to-people cooperation				X
LT-PL-RU	SO1. Contributing to solving common problems and challenges		X		
	SO 2. Pursuing social, economic and spatial development	X			
RO-UA-MD	SO 1.Towards a more competitive border economy	X			
	SO 2. Environmental challenges and emergency preparedness		X		
	SO 1. People to people co-operation				X
HU-SK-RO-UA	SO 1. Promote economic and social development	X			
	SO 2. Enhance environmental quality	X			
	SO 3. Increase border efficiency			X	
	SO 4. Support to people-to-people cooperation				X
EE-LV-RU	SO 1. Make the wider border area an attractive place for both its inhabitants and businesses through activities aimed at improving the living standards and investment climate.	X			
LV-LT-BY	SO 1. Promoting sustainable economic and social development	X			
	SO 2. Addressing common challenges		X		
SEFR	SO 1. Enhance the regional economic development and competitiveness of the programme area	X			
	SO 2. Facilitating smooth flow of goods, legitimate trade, transit, and bona-fide cross-border traffic of persons,			X	
	SO 3. Improving environmental protection		X		
KOL	SO 1. Promotion of cross-border cooperation within businesses, education and research institutes.	X			
	SO 2. Facilitation of regional development through the use of advanced information.				X
	SO 3. Improving environmental protection		X		
KAR	SO 1. Strengthening cross-border economic cooperation and increase cross-border business	X			
	SO 2. To improve the quality of life in the programme area through cross-border activities		X		
IT-TN	SO 1. Economic and Social Development	X			
	SO 2. Common challenges		X		
	SO 3. Cooperation People to people				X



MED	SO 1. Promotion of innovation inputs in territorial systems to make it functional to the strengthening of economic activities	X			
	SO 2. Quality and security of products and services, reduction of environmental impacts		X		
	SO 3. Specialisation of production, product and process innovation	X			
	SO 4. Mobilisation of complementary actors all along the productive chain providing services essential for effective cooperation and stimulation of the territories involved	X			
BSB	SO 1. To advance innovation-based regional development of the BSR through the support of the innovation sources	X			
	SO 2. To increase the area's external and internal accessibility	X			
	SO 3. To improve the management of the Baltic Sea resources in order to achieve its better environmental state		X		
BSR	SO 1. Promoting economic and social development in the border areas	X			
	SO 2. Working together to address common challenges		X		
	SO 3. Promoting local, people-to-people cooperation				X



3. ENPI CBC intervention logics

BSB

Overall objective	Specific Objectives	Priorities	Measures
To achieve stronger regional partnerships and cooperation. By doing so, the programme aims to contribute to its key wider objective: “a stronger and more sustainable economic and social development of the regions of the Black Sea Basin”.	<ol style="list-style-type: none"> Promoting economic and social development in the Black Sea Basin area Working together to address common challenges Promoting local, people-to-people cooperation 	<ol style="list-style-type: none"> Cross border support to partnership for economic development based on combined resources Networking resources and competencies for environmental protection and conservation Cultural and educational initiatives for the establishment of a common cultural environment in the basin 	<ol style="list-style-type: none"> Strengthening accessibility and connectivity for new intra-regional information, communication, transport and trade links Creation of tourism networks in order to promote joint tourism development initiatives and traditional products Creation of administrative capacity for the design and implementation of local and regional development policies Strengthening the joint knowledge and information base needed to address common challenges in the environmental protection of river and maritime systems Promoting research and innovation in the field of conservation and environmental protection of protected natural areas Promotion of cooperation initiatives aimed at innovation in technologies and management of Waste and Wastewater Management systems Promoting cultural networking and educational exchange in the Black Sea Basin communities

BSR

Overall objective	Priorities	Objectives	Measures
Strengthening the development towards a sustainable, competitive and territorially integrated Baltic Sea Region by connecting potentials over the borders	<ol style="list-style-type: none"> Fostering of Innovations across the BSR Internal and External Accessibility of the BSR Management of the Baltic Sea as a Common Resource Attractive and Competitive Cities and Regions 	<ol style="list-style-type: none"> To advance innovation-based regional development of the BSR through the support of the innovation sources and their links to SMEs, facilitation of transnational transfer of technology and knowledge and strengthening the societal foundations for absorption of new knowledge To increase the area's external and internal accessibility through development of transnational solutions diminishing the functional 	<ol style="list-style-type: none"> Providing support for innovation sources Facilitating the technology transfer and diffusion of knowledge across the BSR Strengthening the social capacity in generation and absorption of new knowledge Promotion of transport and ICT measures enhancing accessibility and sustainable socio-economic growth Actions stimulating further integration within existing transnational development zones and creation of new ones (aimed to better exploit



	barriers to diffusion of innovation and to traffic flows	socio-economic potential of the adjacent territories)
3.	To improve the management of the Baltic Sea resources in order to achieve its better environmental state	3.1. Water management with special attention to challenges caused by increasing economic activities and climate changes
4.	To ensure co-operation of metropolitan regions, cities and rural areas to share and make use of common potentials that will enhance the BSR identity and attractiveness for citizens and investors	3.2. Economic management of open sea areas and sustainable use of marine resources 3.3. Enhanced maritime safety 3.4. Integrated development of off-shore and coastal areas
		4.1. Strengthening metropolitan regions, cities and urban areas as engines of economic development 4.2. Strategic support for integrated BSR development and socio-economic and territorial cohesion 4.3. Strengthening social conditions and impacts of regional and city development

EE-LV-RU

Overall objective	Specific objective	Priorities	Measures
To promote joint development activities for the improvement of the region's competitiveness by utilising its potential and beneficial location in the cross roads between the EU and the Russian Federation.	Make the wider border area an attractive place for both its inhabitants and businesses through activities aimed at improving the living standards and investment climate.	<ol style="list-style-type: none"> 1. Socio-economic development 2. Common challenges 3. Promotion of people to people cooperation 	<ol style="list-style-type: none"> 1.1. Fostering of socio-economic development and encouraging business and entrepreneurship 1.2. Transport, logistics and communication solutions 1.3. Tourism development 2.1. Joint actions aimed at protection of environment and natural resources 2.2. Preservation and promotion of cultural and historical heritage and support of local traditional skills 2.3. Improvement of energy efficiency and promotion of renewable energy sources 3.1. Development of local initiative, increasing administrative capacities of local and regional authorities 3.2. Cooperation in spheres of culture, sport, education, social and health



HU-SK-RO-UA

Overall objective	Priorities	Aims	Measures
Intensifying the cooperation in an environmentally, socially and economically sustainable way between Zakarpatska, Ivano-Frankivska and Chernivetska regions of Ukraine and adjacent areas of Hungary, Romania and Slovakia	<ol style="list-style-type: none"> Promote economic and social development (<i>Knowledge transfer and practice-sharing to promote joint developments of businesses and increase touristic attractiveness of the area</i>). Enhance environmental quality (<i>To enhance the quality of air, waters, soil and forestry resources and reduce risks of damages on natural environment</i>) Increase border efficiency (<i>To increase efficiency of border management on the Ukrainian border</i>) Support to people-to-people cooperation (<i>To improve the effectiveness of public services and increase mutual understanding of various groups of the society</i>) 	<ol style="list-style-type: none"> Knowledge transfer and practice-sharing to promote joint developments of businesses and increase touristic attractiveness of the area To enhance the quality of air, waters, soil and forestry resources and reduce risks of damages on natural environment To increase efficiency of border management on the Ukrainian border To improve the effectiveness of public services and increase mutual understanding of various groups of the society 	<ol style="list-style-type: none"> Harmonised development of tourism Create better conditions for SMEs and business development <ol style="list-style-type: none"> Environmental protection, sustainable use and management of natural resources Emergency preparedness Improvement of border-crossing transport infrastructure and equipment at border controls <ol style="list-style-type: none"> Institutional cooperation Small scale "people to people" cooperation

KAR

Overall objective	Priorities	Objectives	Measures
To increase well-being in the programme area through cross-border cooperation. To achieve this goal, the objective is to strengthen strategic guidance for programme implementation and to pursue concrete cross-border results and visible impacts on strategically important fields of activity.	<ol style="list-style-type: none"> Economic development Quality of life 	<ol style="list-style-type: none"> Strengthening cross-border economic cooperation and increase cross-border business To improve the quality of life in the programme area through cross-border activities 	N/A



KOL

Overall objective	Objectives	Priorities	Measures
To reduce the periphery of the countries' border regions and its related problems as well as to promote multilateral cross-border cooperation	<ol style="list-style-type: none"> To promote cross-border cooperation within businesses, education and research institutes, the public sector and NGOs by assisting in strengthening and creating networks and by building capacity To facilitate regional development through the use of advanced information and communication technologies and transport networks and by improving border crossing efficiency To ensure that area's environmental issues are taken into consideration and prioritised by raising the level of environmental awareness and knowledge among the inhabitants through the constant networking of experts, administrative authorities, the business sector and organisations To improve the management and public awareness of common challenges in the Programme area by creating effective practices and training for joint operations and information exchange To enhance the habit of everyday cooperation between people in Programme area by organising possibilities for joint activities To maintain and activate cultural heritage within the Programme area" 	<ol style="list-style-type: none"> Economic and social development Common Challenges People-to-People Cooperation and Identity Building 	N/A

LT-PL-RU

Overall objectives	Specific objectives	Priorities	Measures
<ol style="list-style-type: none"> Promoting economic and social development on both sides of the common border Working together to address common challenges and common problems, 	N/A	<ol style="list-style-type: none"> Contributing to solving common problems and challenges Pursuing social, economic and spatial development Horizontal priority for People to 	<ol style="list-style-type: none"> 1.1. Sustainable use of environment 1.2. Accessibility improvement 2.1. Tourism development 2.2. Development of human potential by improvement of social conditions, governance and educational opportunities. 2.3. Increasing competitiveness of SMEs and development of the labour market 2.4. Joint spatial and socio-economic planning



3. Promoting people to people cooperation	People objective
--	------------------

LV-LT-BY

Overall objective	Specific objectives	Priorities	Measures
To enhance the territorial cohesion of the Latvian, Lithuanian and Belarus border region, secure a high level of environmental protection and provide for economic and social welfare as well as promote intercultural dialogue and cultural diversity	<ol style="list-style-type: none"> To encourage co-operation by connecting people, organisations of regions and sectors, for creating the opportunity to develop the region's strengths and help the achievement of the first Objective of ENPI Strategy Paper To improve environmental conditions, solve various issues in social, educational and health spheres and help the achievement of the second Objective of ENPI Strategy Paper 	<ol style="list-style-type: none"> Promoting sustainable economic and social development Addressing common challenges 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Promotion of socio-economic development and encouragement of business and entrepreneurship Enhancement of local and regional strategic development and planning Improvement of cross border accessibility through the development of transport and communication networks and related services Preservation and promotion of cultural and historical heritage, promotion of cross border tourism Strengthening of social-cultural networking and community development <ol style="list-style-type: none"> Protection of environmental and natural resources Enhancement of education, health and social sphere development Improvement of infrastructure and equipment related to the border crossing points Improvement of border management operations and customs procedures"

IT-TN

Overall objective	Specific objectives	Priorities	Measures
To promote the economic, social, institutional and cultural integration between Sicilian territories and Tunisian territories by supporting a joint sustainable development process around a cross-border	<ol style="list-style-type: none"> Economic and social development Common challenges Cooperation people to people 	<ol style="list-style-type: none"> Regional development and integration Promotion of sustainable development Cultural and scientific cooperation and support of associative network 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Development and integration of economic sectors Promotion of flows of goods, enhancement of migration and financing flows Promotion of R&I Institutional cooperation for regional development promotion <ol style="list-style-type: none"> Efficient management of natural resources Enhancement of natural and cultural heritage Renewal energy development <ol style="list-style-type: none"> Support to cooperation at associative level Scientific and cultural cooperation



cooperation
pole

3.3. Training and exchange of young and students

MED

Overall objective	Specific objectives	Priorities	Measures
To contribute to promoting the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential	N/A	<ol style="list-style-type: none"> Promotion of socio-economic development and enhancement of territories Promotion of environmental sustainability at the basin level Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capitals Promotion of cultural dialogue and local governance" 	<ol style="list-style-type: none"> Support to innovation and research in the process of local development of the Mediterranean Sea Basin countries. Strengthening economic clusters creating synergies among potentials of the Mediterranean Sea Basin countries. Strengthening the national strategies of territorial planning by integrating the different levels, and promotion of balanced and sustainable socio-economic development Prevention and reduction of risk factors for the environment and enhancement of natural common heritage Promotion of renewable energy use and improvement of energy efficiency contributing to addressing, among other challenges, climate change Support to people flows among territories as a means of cultural, social and economic enrichment Improvement of conditions and modalities of circulation of goods and capitals among the territories Support to mobility, exchanges, training and professionalism of young people Support to the artistic creativity in all its expressions to encourage dialogue among communities Improvement of the governance processes at local level

PL-BY-UA

Overall objective	Priorities	Focus	Measures
To support for cross-border development processes	<ol style="list-style-type: none"> Increasing competitiveness of the border area Improving the quality of life Networking and people-to-people cooperation 	<ol style="list-style-type: none"> To promote and support better conditions for entrepreneurship, tourism development and transport connectivity To manage environmental threats and to promote sustainable economic use of natural resources, development of renewable energy sources and energy saving, as well as increasing the efficiency of border infrastructure and 	<ol style="list-style-type: none"> Better conditions for entrepreneurship Tourism development Improving access to the region Natural environment protection in the borderland Efficient and secure borders Regional and local cross-border cooperation capacity building Local communities' initiatives



- procedures and improving border security
3. To promote and support cross-border cooperation in terms of institutional capacity building as well as local initiatives supporting people-to-people cooperation

RO-UA-MD

Overall objective	Priorities	Aim	Measures
To improve the economic, social and environmental situation in the Programme area, in the context of safe and secure borders, through increased contact of partners on both sides of the border	<ol style="list-style-type: none"> 1. Towards a more competitive border economy 2. Environmental challenges and emergency preparedness 1. People to People Co-operation 	<ol style="list-style-type: none"> 1. To improve the economic performance of the border area through the diversification and modernisation in a sustainable manner, of the border economy. 2. To develop long term solutions to the environmental problems faced by the border areas, particularly those associated with water and sewerage management systems as well as environmental emergencies, where a co-ordinated approach is essential 3. To promote greater interaction between people and communities living in the border areas. 	<ol style="list-style-type: none"> 1.1. Improving the productivity and competitiveness of the region's urban and rural areas by working across borders 1.2. Cross-border initiatives in transport, border infrastructure and energy 2.1. Addressing strategic cross-border environmental challenges including emergency preparedness 2.2. Water supply, sewerage and waste management 3.1. Local and regional governance; support to civil society and local communities 3.2. Educational, social and cultural exchanges

SEFR

Overall objective	Priorities	Objectives	Measures
To promote the position of the programme area as an integrated economic zone and a centre for transportation and logistics in order to strengthen its competitiveness and attractiveness to investors, and to improve the state of the environment and the standard of	<ol style="list-style-type: none"> 1. Economic development 2. Common challenges: border crossing and the environment 3. Social development and civil society 	<ol style="list-style-type: none"> 1.1. To foster socioeconomic development and to encourage business and entrepreneurship 1.2. To improve access to the region 1.3. To develop the operation and networking of universities and other similar units in their areas of expertise 1.4. To promote regional energy cooperation 1.5. To develop region's potential for tourism 1.6. To promote the preconditions for effective entrepreneurship and the creation of various kinds of accompanying businesses in rural areas 2.1. To increase the efficiency and security of borders 2.2. To protect and to improve the quality of the natural environment in the border regions 	N/A



living and welfare of its citizens.

- 3.1. To enhance Russian and Finnish cultures through collaboration by various NGOs and cultural institutions
- 3.2. To boost the exchange of information and research cooperation in social welfare and health care"

4. Managing Authorities (ENPI and ENI CBC)

Country	MA	ENPI	ENI
Estonia	Ministry of Finance		EE-RU
Finland	Regional Council of South Karelia	SEFR	SEFR
	Regional Council of Lapland	KOL	KOL
	Council of Oulu Region	KAR	KAR
Germany	Investitionsbank Schleswig-Holstein	BSR	BSR
Hungary	National Development Agency	HU-SK-RO-UA	
	Prime Minister's Office		HU-SK-RO-UA
Italy	Autonomous Region of Sicily	IT-TN	IT-TN
	Autonomous Region of Sardinia	MED	MED
Latvia	Ministry of Regional Development and Local Governments of the Republic of Latvia	EE-LV-RU	LV-RU
Lithuania	Ministry of Interior	LV-LT-BY	LT-RU LV-LT-BY
Poland	Ministry of Regional Development	PL-BY-UA LT-PL-RU	PL-RU
	Ministry of Infrastructure and Development		PL-BY-UA
Romania	Ministry of Development, Public Works and Housing ⁶	RO-UA-MD BSB	
	Ministry of Regional Development and Tourism		RO-UA RO-MD BSB

5. Location of JMA and branch offices (ENPI and ENI)

Table 2: Management structures

Belarus	JMA	JTS	Branch Office
Brest			PL-BY-UA
Vitbesk			PL-BY-UA
Minsk			LV-LT-BY
Estonia	JMA	JTS	Branch Office
Tallinn		EE-RU	
Tartu			EE-LV-RU, EE-RU
Johvi			EE-LV-RU
Finland	JMA	JTS	Branch Office
Rovaniemi		KOL	
Lappeenranta		SEFR	

⁶ Later, Ministry of Regional Development, Public Administration and European Funds



Oulu		KAR	
Germany	JMA	JTS	Branch Office
Rostock		BSR	
Kiel		BSR	
Hungary	JMA	JTS	Branch Office
Budapest		HU-SK-RO-UA	
Italy	JMA	JTS	Branch Office
Palermo		IT-TN	
Cagliari		MED	
Jordan	JMA	JTS	Branch Office
Aqaba			MED
Latvia	JMA	JTS	Branch Office
Riga	EE-LV-RU, LV-RU	EE-LV-RU, LV-RU, BSR	
Daugavpils			LV-LT-BY
Lithuania	JMA	JTS	Branch Office
Vilnius		LV-LT-BY, LT-RU	LT-PL-RU
Norway	JMA	JTS	Branch Office
Vadso			KOL
Poland	JMA	JTS	Branch Office
Warsaw		LT-PL-RU, PL-BY-UA	
Olsztyń			LT-PL-RU, PL-RU
Moldova	JMA	JTS	Branch Office
Chisinau			RO-UA-MD, RO-UA, RO-MD
Romania	JMA	JTS	Branch Office
Bucharest	RO-UA-MD, ENPI BSB		
Suceava			RO-UA-MD
Iasi		RO-UA-MD	
Satu-Mare			HU-SK-RO-UA
Constanta			ENI BSB
Sighetu Marmatiei			HU-SK-RO-UA
Slovakia	JMA	JTS	Branch Office
Kosice			HU-SK-RO-UA
Presov			HU-SK-RO-UA
Spain	JMA	JTS	Branch Office
Valencia			MED
Sweden	JMA	JTS	Branch Office
Lulea			KOL
Tunisia	JMA	JTS	Branch Office
Tunis			IT-TN
Ukraine	JMA	JTS	Branch Office
Uzhgorod			HU-SK-RO-UA
Lviv			PL-BY-UA
Odessa			RO-UA-MD, RO-UA
Chernivetski			ENI HU-SK-RO-UA, RO-UA
Russia	JMA	JTS	Branch Office



St Petersburg			EE-LV-RU, EE-RU, SEFR, LV-RU
Pskov			EE-LV-RU, EE-RU
Murmansk			KOL
Archangelsk			KOL
Petrozavodsk			KAR
Kaliningrad			LT-PL-RU, LT-RU

6. ENPI CBC Timeframe

Milestone	SEFR	RO-UA-MD	PL-BY-UA	BSB	BSR	EE-LV-RU	HU-SK-RO-UA
EC programme adoption	19/12/2008	29/07/2008	06/11/2008	27/11/2008	21/12/2007	17/12/2008	23/09/2008
FA ratification	18/11/09 (RU)	12/08 (MD) 12/09 (UA)	N/A	04/09 (AM) 06/09 (MD) 07/09 (GE) 12/09 (UA)	31/12/08 (BY)	27/06/10 (RU)	24/12/09 (UA)
First call for proposals	18/01/2010	01/07/2009	02/11/2009	18/06/2009	25/02/2008	23/08/2010	16/06/2009
First contract signed	17/03/2011	26/02/2011	24/05/2011	01/06/2011	01/01/2009	15/11/2011	15/07/2010
Last contract signed	01/03/2013	31/12/2013	01/11/2014	15/05/2014	29/09/2011	01/07/2013	01/03/2014
End of implementation phase for projects	31/12/2015	31/12/2017	31/12/2017	31/12/2016	31/12/2014	31/12/2015	31/12/2017
End of implementation phase for technical assistance	31/12/2017	30/06/2019	30/06/2019	31/12/2018	31/12/2017	31/12/2017	30/06/2019
End of execution period	31/12/2017	31/12/2019	31/12/2019	31/12/2018	31/12/2017	31/12/2017	31/12/2019

Milestone	IT-TN	KAR	KOL	LT-LV-BY	LT-PL-RU	MED
EC programme adoption	16/12/2008	21/09/2008	19/12/2008	18/12/2008	17/12/2008	14/08/2008
FA ratification	23/12/09 (TN)	18/11/09 (RU)	18/11/09 (RU)	15/12/09 (BY)	N/A	01/04/09 (SY) 11/05/09 (JO) 13/11/09 (PS) 13/11/09 (LB) 10/12/09 (TN) 29/12/09 (EG) 31/12/09 (IL)
First call for proposals	17/08/2009	01/02/2010	11/01/2010	15/12/2009	15/06/2010	19/05/2009
First contract signed	07/11/2011	01/03/2011	26/11/2010	11/10/2011	14/07/2012	22/07/2011
Last contract signed	12/07/2013	06/04/2014	23/05/2013	31/12/2013	05/06/2013	20/11/2012
End of implementation phase for projects	31/12/2016	31/12/2014	31/12/2015	31/12/2015	31/12/2015	31/12/2016
End of implementation phase for technical assistance	31/12/2018	31/12/2017	31/12/2017	31/12/2017	31/12/2017	31/12/2018
End of execution period	31/12/2018	31/12/2017	31/12/2017	31/12/2017	31/12/2017	31/12/2018



7. EU relationships with ENP partner countries

Country	Type of agreement	Year of entering into force
Euro-Mediterranean Partnership		
Algeria	Association agreement	2005
Egypt	Association agreement	2004
Israel	Association agreement	2000
Lebanon	Association agreement	2006
Libya	-	-
Jordan	Association agreement	2002
Morocco	Association agreement	2000
Palestinian territories	Interim association agreement	1997
Syria	Cooperation agreement	1978
Tunisia	Association agreement	1998
Eastern Partnership		
Armenia	Partnership and cooperation Agreement	1999
Azerbaijan	Partnership and Cooperation Agreement	1999
Belarus	Partnership and Cooperation Agreement	Not ratified
Georgia	Association Agreement	2016
Moldova	Association Agreement	2016
Ukraine	Association Agreement	Pending ratification
Other		
Russia	Partnership and Cooperation Agreement	1997



Annex 6. Overview of ENI CBC 2014-2020

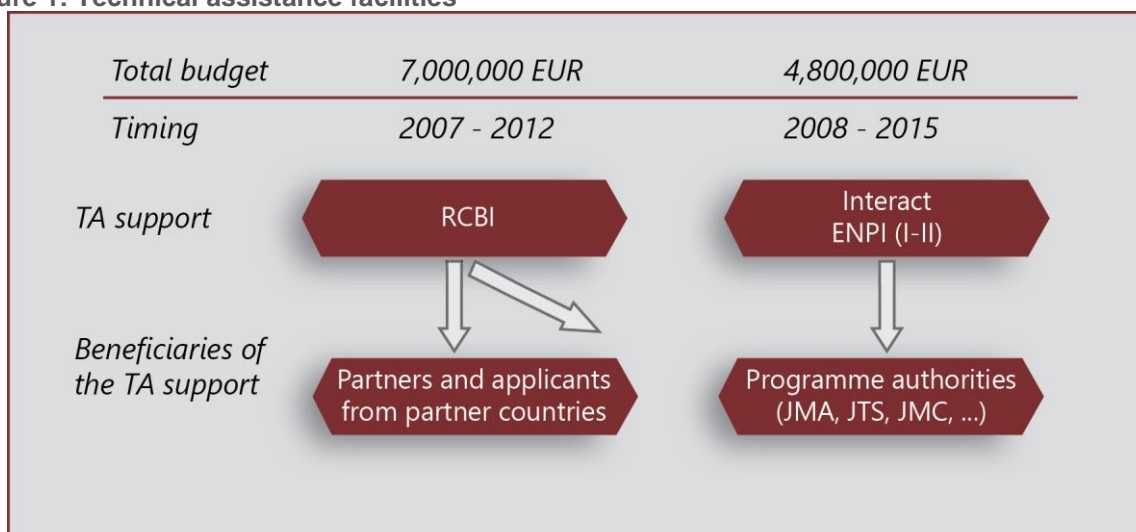
1. The work of the Technical Assistance

The EC set up two technical assistance mechanisms - the **Regional Capacity Building Initiative II (RCBI)** and **INTERACT ENPI** - to accompany the programming and implementation phases of ENPI CBC. The rationale for such assistance was threefold

- to support the elaboration of the ENPI CBC 2007-2013 programme documents,
- to ensure that the ENPI CBC programmes were well-managed
- to ensure the full participation of key stakeholders (regional and national authorities, potential applicants).

The figure below summarises their main characteristics and target groups:

Figure 1: Technical assistance facilities



1.1.1 Regional Capacity Building Initiative II (RCBI)

RCBI was launched in 2007 as a follow-up to a similar TACIS project⁷ with the aim of assisting partner countries⁸ with the finalisation of the programming process and strengthening their capacity to manage and implement CBC.

Direct beneficiaries of RCBI were both applicants/project partners and programme authorities. More precisely, the project helped finalise the ENPI programming process (including setting up structures and procedures and training staff in programme management structures) and assisted JMAs upon request with the preparation, launch and evaluation of calls for proposals. This involved support with information sessions, training and workshops, partner search activities, guidance and advice targeting applicants and beneficiaries across ENPI partner countries.

⁷ TACIS (Technical Assistance to the Commonwealth of Independent States) CBC Action Programme in 2003 involving Eastern and Central Asian countries. This programme is the predecessor to the ENPI CBC programme for Eastern countries (but did not cover the south due to low partner involvement)

⁸ Belarus, Moldova, the Russian Federation, Ukraine, Armenia, Georgia, Tunisia, Egypt, Jordan, Israel, Palestine, Lebanon and Syria (until the cooperation was suspended)



The table below summarises the main results achieved during the 5.5 years of project implementation as retrieved from RCBI reports⁹. The assessment of these results is provided in section 5, Evaluation Question 2.

Table 3: Main results achieved by RCBI

Expected results	Results achieved
<p>1. Equal representation of programme partners at all levels;</p>	<p><i>The RCBI evaluation of Partner Country Involvement produced in 2009¹⁰ showed that there was active involvement by all participating countries, both Member States and Partner Countries, in the development of the programmes. Joint Task Force (JTF) meetings and other working group meetings held to develop the programmes were mostly attended by all currently-participating partners from the beginning.</i></p> <p><u>Key figures:</u></p> <ul style="list-style-type: none"> - 120 meetings attended to support partner country representatives - 159 persons from partner countries who participate in the programme management structures - 60 persons from partner countries participating in programme management trainings - 234 partner country representatives who give input to RCBI awareness and project preparation events
<p>2. The programmes reflect the needs and addresses the priorities of the targeted region;</p>	<p><i>RCBI support ensured that the programmes reflected the needs and priorities of the targeted regions included considerable input to the development of the draft documents including collection of background data, comments on programme documents and the conduct of stakeholder consultations. During these consultations, target groups in the eligible regions had the opportunity to comment on the SWOT analysis of the programme region and the identified priorities</i></p> <p><u>Key figures:</u></p> <ul style="list-style-type: none"> - 334 inputs provided by RCBI experts to programme draft documents - 13 stakeholder consultations supported
<p>3. The management and control structures and systems are identified in compliance with the principles of sound financial management;</p>	<p><i>According to RCBI Reports, management and control structures and systems were set up in compliance with the principles of sound financial management. The institution and implementation of these structures and systems have been supported via advice and briefings to the EC, training and advice for programme managing structures on management audit and control</i></p> <p><u>Key figures:</u></p> <ul style="list-style-type: none"> - 6 briefings delivered to national officials - 15 advice/briefings presented to the Commission - 21 management audit and control and monitoring trainings delivered
<p>4. Increased level of awareness of the possibilities of cross -border and regional cooperation in the beneficiary regions;</p>	<p><i>The level of response to the calls for proposals and the mainly increasing response in second and subsequent calls for all programmes, plus the increasing proportion of partner country applicants and partners in second and subsequent calls all indicate that there is an increasing level of awareness of the possibilities of cross border cooperation and regional cooperation in the beneficiary countries.</i></p> <p><u>Key figures:</u></p> <ul style="list-style-type: none"> - 2,325 persons participating at information events - 134,708 visits on the RCBI website - 11,100 leaflets produced - 87 media releases and info bulletins prepared by RCBI for dissemination by NIP/NCP and programme staff - 24 media stories covering RCBI activities

⁹ Source: "RCBI Eleventh Progress Report & Project Completion Report"

¹⁰ Evaluation of Partner Country Involvement in the Management and Implementation of the ENPI CBC Programmes and Further Partner Country Needs, November 2009



Expected results	Results achieved
5. Increased capacity of partners in the beneficiary countries to identify and prepare good quality development projects	<p><i>Increased capacity of partners in the beneficiary countries to identify and prepare good quality development projects can be seen in the quality, and increasing number, of applicants and partners from Partner Countries in applications submitted for funding.</i></p> <p><u>Key figures:</u></p> <ul style="list-style-type: none"> – 12,022 persons attending RCBI project preparation and partner search events – 189 persons registering to use e-modules for project identification and development – 163 persons completing e-modules – 6,487 partners in project applications submitted from partner countries – 667 projects submitted with partner country lead partners – 794 partners from partner countries in approved projects – 78 projects approved with partner country lead partners

The project final report considers that all five expected results were achieved despite implementation challenges/difficulties encountered:

- The “equal representation of programme partners at all levels” was rendered difficult by the escalation of regional conflicts, which prevented the participation of some partner countries.
- Regarding the capacity of programmes to “reflect the needs and address the priorities of the targeted region”, the report mentions that in some cases National authorities did not allow sufficient involvement of non-state actors in the development of programmes.
- With respect to the increase of the capacity of the programmes stakeholders, the report underlines a possible underestimation of the needs of the Member States organisation: “*The assumption that support needs to be given only to Partner Country organisations does not take into account that Member State organisations also need training*”.

Moreover, the report underlines the fact that more emphasis should be put on capacity building for local and regional authorities of partner countries.

1.1.2 INTERACT ENPI

INTERACT ENPI was launched in 2008 with the aim of providing direct support to the ENPI CBC programme authorities (Joint Managing Authorities, Joint Technical Secretariats, Joint Monitoring Committees, Joint Selection Committees, National Contact Points) with a view to improving programme efficiency and effectiveness and facilitating the transfer of know-how and the exchange of knowledge and experience among programmes.

The implementation of the project was divided into two phases: the first phase started in 2008 and ended in 2011; the second phase started in October 2011 and ended in 2015. The table below summarises the main results achieved by the project during the seven years of implementation as retrieved from INTERACT ENPI reports¹¹. The assessment of these results is provided in section 5, Evaluation Question 2.

Table 4: Main results achieved by INTERACT ENPI

Expected results	Results achieved
1. Two INTERACT ENPI points will be established and act as contact points for the benefit of	<i>Two contact points were initially created (Turku and Florence). However, this result has been only partly achieved as one of the two Contact Points (Florence) discontinued its involvement in the project when the implementation period was extended at the beginning of the year 2011.</i>

¹¹ Source: Progress reports



the management structures on the ENPI CBC programmes; ¹²	
2. ENPI CBC stakeholders will be able to share experiences and best practices with their counterparts from other programmes and with actors involved in European Territorial Cooperation and IPA CBC if relevant;	<p><i>Important networking meetings took place during the period, involving not only programme bodies but also national representatives of nearly all participating countries. This has involved the elaboration of extensive guidance, including the collection of valuable experiences across programmes</i></p> <p><u>Key figures:</u></p> <p><u>Phase I</u></p> <ul style="list-style-type: none"> - 4 conferences for all ENPI CBC programmes - 38 learning events - 3 thematic networks set and animated (AFN, JMA/JTS and NIPs/NCPs) - 2 laboratory groups set up and animated (LSP and M&E) - 1 seminar on first calls for proposals - 4 task force meetings <p><u>Phase II</u></p> <ul style="list-style-type: none"> - 1 networking meeting with programme bodies and national authorities organised (against an initial target of 2 conferences per year) - 1 learning event animated + 1 learning event organised and delivered (against an initial target of 6 learning events per year) - 1 networking meeting with communication managers organised (against an initial target of 3 thematic or programme networks set and animated)
3. The Commission and the programmes counterparts will receive specific assistance to look for solutions to problems that may arise in the implementation of ENPI CBC;	<p><i>Programmes received continuous individual assistance through the online help-desk activities carried out by key experts. In addition, INTERACT ENPI was present in nearly all JMC/JPC meetings and provided on-the-spot answers to the problems raised, ensuring also that best practices identified in one programme were made available to the others. The experiences gathered during this programming period so far have also been taken into account in the preparation of written guidance to be used for an efficient programming of the second generation of programmes.</i></p> <p><u>Key figures:</u></p> <p><u>Phase I</u></p> <ul style="list-style-type: none"> - 75 advisory services (including written advisories, advisory processes and advisory events) <p><u>Phase II</u></p> <ul style="list-style-type: none"> - 46 advisory services¹³ to programmes + 8 advisory services to Partner Countries (against an initial target of 1 advisory service per programme per year)
4. Studies and/or tools of general nature which may be of use to the Commission (and/or are requested by the Commission) and the ENPI CBC beneficiaries will be carried out;	<p><i>Substantial written guidance was made available to programmes and countries during this period.</i></p> <p><u>Key figures:</u></p> <p><u>Phase I</u></p> <ul style="list-style-type: none"> - 1 permanent on-line information and documentation service; - 16 Studies, surveys and guides (including drafts and notes); - One common database set up for ENPI CBC <p><u>Phase II</u></p>

¹² Only Phase I¹³ Tailor-made advice and support to programme management structures in implementing their respective mandates and responsibilities

	<ul style="list-style-type: none"> - 1 online searchable project database with input from 13 ENPI CBC programmes updated (www.keep.eu) - 1 study on LSPs - 1 overview on programme implementation - 1 guidance on result indicators - 2 sections of the Programming Guide - 1 working paper on Control Contact points - 1 guidance paper on DMCS - 1 working paper on monitoring and evaluation - 1 communication guide (against an initial target of 5 written documents)
<p>5. Creation of valuable networks among programme and project stakeholders, useful both on substance and support, including for the preparation of the new programming period by the Commission and the European External Action Service (EEAS).</p>	<p><i>Preparation of the new programming period was again a core focus of the project during the last nine months and platforms like the Audit and Finance network have been used during the period in order to further assist programmes and countries on issues related to ENI CBC 2014-2020.</i></p> <p><u>Key figures:</u></p> <p><i>See above expected results 2.</i></p>

According to the final report, the project was generally successful. Regarding the challenges/difficulties that have characterised the implementation of the project, a specific progress report was carried out by the INTERACT ENPI team¹⁴ which underlines that “proper networking activities became clearly the project focus only in Phase II”. According to the study, during phase I “*there was no good practice to be exchanged*” implying that “*the preconditions for an application of the INTERACT mission itself did not (initially) exist*”. This challenge was addressed by:

- 1) focusing on individual support to programme bodies;
- 2) identifying areas for which networking was feasible at such early stages (in particular, PRAG, programme management on financial and audit issues).

According to the study, there was at first confusion among ENPI stakeholders regarding the division of responsibilities between the two TA facilities. This was later overcome by better communication towards stakeholders and coordination meetings among the two TA.

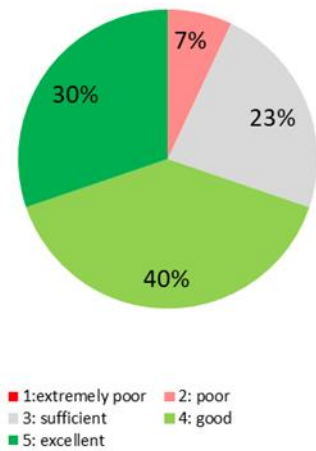
2. Stakeholder Opinion (survey results)

This section presents the opinions of four categories of ENPI CBC stakeholders (JMA, JTS, national authorities (NA) and project beneficiaries) who took part in the web survey about ENPI CBC carried out in May 2017.

¹⁴ Progress report INTERACT ENPI phase II team



Figure 2: Survey of project partners/applicants: perception of the quality of the support received from RCBI



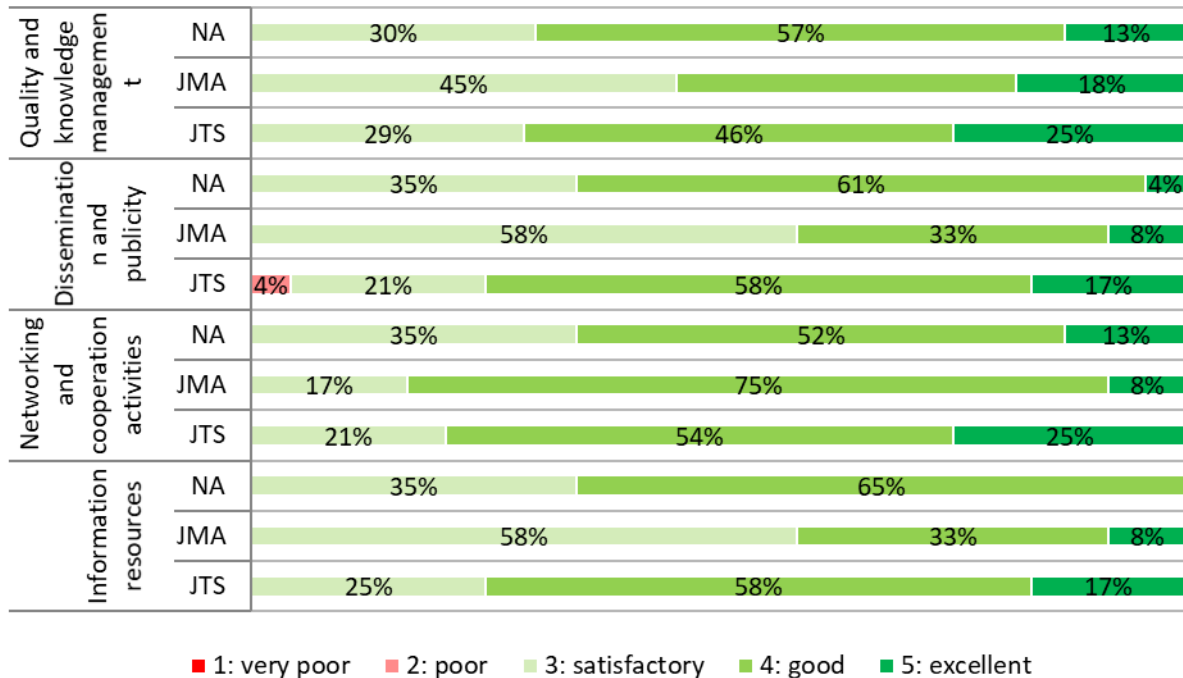
It is important to underline the fact that some technical assistance activities took place several years ago which may have limited the ability of respondents to accurately assess the support provided by the two TA facilities.

RCBI provided support both to project applicants/partners (located in the partner countries) and to programme authorities. As illustrated by Figure 23, applicants/partners who declare to have benefited from RCBI are generally satisfied with the support received (40% consider the quality of the support “good”, 30% “excellent”).

Regarding the support provided by RCBI to programme authorities, as illustrated in Figure 2: Survey of project partners/applicants: perception of the quality of the support received from RCBI, the perception varies among the different authorities and with respect to the different type of support provided. A majority of JMA who declare to have received assistance from RCBI are satisfied with the quality of the support received¹⁵.

Regarding the support provided by INTERACT ENPI, programme management structures seem to have generally appreciated the assistance received (Survey results are presented in Figure 3: Survey to programme authorities: How do you rate the INTERACT ENPI support?).

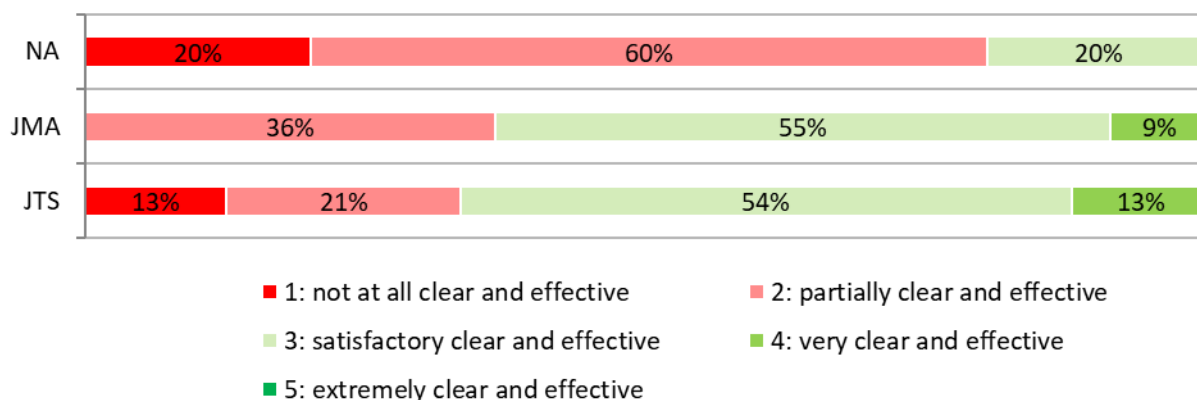
Figure 3: Survey to programme authorities: How do you rate the INTERACT ENPI support?



¹⁵ Many JMA and JTS respondents declare not to have received any support from RCBI. This should be interpreted taking into account changes in the staff of the JMA/JTS with respect to the period of implementation of RCBI (2007-2012) and also by considering that the focus of RCBI was for a large part on project applicants and beneficiaries.

Regarding the division of the labour between INTERACT ENPI and RCBI, as illustrated by *Figure 4* the majority of the JMA and JTS consider it clear. This differs from the opinion of the National Authorities, most of whom consider the division of labour between the two TA projects partially or not at all clear.

Figure 4: Survey to programme authorities: was the division of labour between INTERACT ENPI and RCBI clear and effective?



Technical Assistance Facilities objectives and results

Table 5: Objectives, purposes and expected results (source: Terms of Reference)

RCBI Objectives	INTERACT ENPI Objectives
<ul style="list-style-type: none"> Assist beneficiary countries to finalise the European Neighbourhood and Partnership Instrument Cross Border Cooperation programmes (ENPI CBC) and to strengthen their capacity to prepare and implement projects within the framework of the ENPI CBC Programmes. 	<ul style="list-style-type: none"> Contribute to increase the efficiency of programme management Increase the effectiveness of programmes delivery Facilitate the transfer of know-how and the exchange of knowledge and experience amongst programmes
RCBI Purpose	INTERACT ENPI Purpose
<ul style="list-style-type: none"> Ensure the full, active and equal involvement of the Tacis and MEDA (replaced by ENPI from 2007 onwards) beneficiary countries in the preparation of the ENPI CBC Programmes. This should include the development of a genuine partnership between the Member State(s) and its neighbouring countries (horizontally across topics and vertically among levels of responsibility). Build up the capacity of local and regional authorities in project development and management terms in the eligible regions 	<ul style="list-style-type: none"> Providing advice and support to the ENPI CBC programmes (Joint Managing Authorities, Joint Monitoring Committee, Joint Technical Secretariat etc) as well as to the Commission services in Headquarters in charge of the supervision of these programmes; Promoting and disseminating good practice and lessons learned in the field of cross border cooperation; Encouraging target groups in taking initiatives to develop new approaches, tools, instruments and standard procedures for the wider community of the ENPI CBC stakeholders; Providing a platform for an exchange of views of the programmes on the preparation for the "after 2013" period for ENPI CBC and supporting the Commission services and the European External Action Service in the development of the regulatory framework and the CBC programmes for the next programming period.
RCBI Expected results	INTERACT ENPI Expected results
<ul style="list-style-type: none"> Equal representation of programme partners at all levels; the programme reflects the needs and addresses the priorities of the targeted region; 	<ul style="list-style-type: none"> ENPI CBC stakeholders will be able to share experiences and best practices with their counterparts from other programmes and with actors involved in European Territorial Cooperation and IPA CBC if relevant;



<ul style="list-style-type: none">- the management and control structures and systems are identified in compliance with the principles of sound financial management;- increased level of awareness of the possibilities of cross -border and regional cooperation in the beneficiary regions;- increased capacity of partners in the beneficiary countries to identify and prepare good quality development projects;- a sufficient number of good quality development projects prepared and approved for implementation.	<ul style="list-style-type: none">- The Commission and the programmes counterparts will receive specific assistance to look for solutions to problems that may arise in the implementation of ENPI CBC;- Studies and/or tools of general nature which may be of use to the Commission (and/or are requested by the Commission) and the ENPI CBC beneficiaries will be carried out;- Creation of valuable networks among programme and project stakeholders, useful both on substance and support, including for the preparation by the Commission and the European External Action Service (EEAS) of the new programming period.
---	--



Annex 7. ENI CBC 2014-2020

1. Strategic framework

The ENI CBC 2014-2020 was created so as to support the achievement of the overarching objective of the European Neighbourhood Instrument towards partner countries namely “to advance further towards an area of shared prosperity and good neighbourliness (...) by developing a special relationship founded on cooperation, peace and security, mutual accountability and a shared commitment to the universal values of democracy, the rule of law and respect for human rights¹⁶”.

In that sense, the intervention logic of the cross-border cooperation under ENI 2014-2020 does not differ much from the previous period¹⁷ although it reflects the strategic update of the European Neighbourhood Policy which took place after the 2011 review¹⁸. The new ENI CBC strategic paper¹⁹ highlights a shift toward a more focused approach in terms of priorities, as well as an emphasis on coherence and complementarity. Both are meant to increase the impact and efficiency of the programmes, while also decreasing the levels of failed application for funding.

In this context, CBC should contribute to the overall ENI objective of progress towards “an area of shared prosperity and good neighbourliness” between EU Member States and their neighbours. To reach this overall objective, ENI CBC programmes should concentrate on three ENI CBC strategic objectives and select up to four thematic objectives from a list broadly aligned with the European Territorial Cooperation goals (see *Table 6: ENI 2014-2020 CBC strategic and thematic objectives* below).

Table 6: ENI 2014-2020 CBC strategic and thematic objectives²⁰

ENI CBC strategic objectives	1. Promotion of economic and social development in regions on both sides of common borders
	2. Common challenges in environment, public health, safety and security
	3. Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capital.
ENI CBC thematic objectives	1. Business and SME development
	2. Support to education, research, technological development and innovation
	3. Promotion of local culture and preservation of historical heritage
	4. Promotion of social inclusion and fight against poverty
	5. Support to local and regional good governance
	6. Environmental protection, and climate change mitigation and adaptation
	7. Improvement of accessibility to the regions, development of sustainable and climate-proof transport and communication networks and systems
	8. Common challenges in the field of safety and security
	9. Promotion of and cooperation on sustainable energy and energy security
	10. Promotion of border management border security and mobility
	11. Other areas not listed above likely to have a substantial cross-border impact (case by case justification required)

¹⁶ Regulation (EU) No 232/2014 of the European Parliament and of the Council of 11 March 2014 establishing a European Neighbourhood Instrument, Art. 1.

¹⁷ See Annex 10

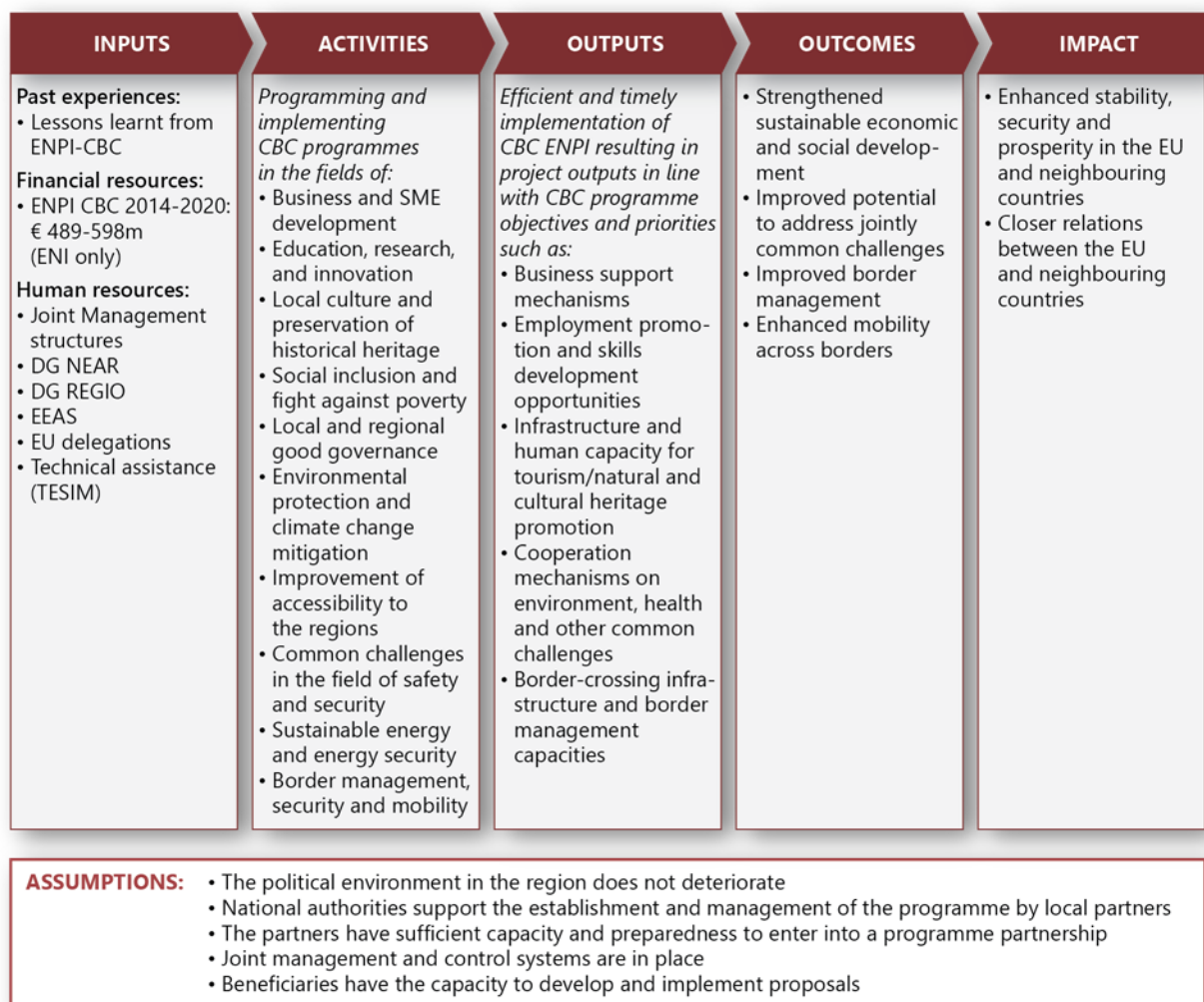
¹⁸ The review of the European Neighbourhood policy (ENP) was prepared partly in response to the political upheavals in the Southern Mediterranean. The review placed the emphasis on building deep and sustainable democracy, supporting inclusive and sustainable economic growth, and strengthening the Eastern and Southern regional dimensions. While the overall objective is still to promote a democratic, stable and prosperous neighbourhood, the revised policy puts more emphasis on differentiation between, and greater ownership by, partner countries.

¹⁹ Programming document for EU support to ENI Cross-Border Cooperation (2014-2020)

²⁰ See Annex for the relationships between ENI CBC strategic and thematic objectives



2. ENI reconstructed intervention logic



3. Relationship between ENI CBC strategic and thematic objectives

ENI CBC Thematic objectives	ENI CBC Strategic objectives		
	1	2	3
	Promotion of economic and social development in regions on both sides of common borders	Common challenges in environment, public health, safety and security	Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capital.
1. Business and SME development	X		
2. Support to education, research, technological development and innovation	X		
3. Promotion of local culture and preservation of historical heritage	X		
4. Promotion of social inclusion and fight against poverty	X	X	X
5. Support to local and regional good governance	X	X	X
6. Environmental protection, and climate change mitigation and adaptation		X	
7. Improvement of accessibility to the regions, development of sustainable and climate-proof transport and communication networks and systems			X
8. Common challenges in the field of safety and security		X	
9. Promotion of and cooperation on sustainable energy and energy security		X	
10. Promotion of border management border security and mobility			X
11. Other areas not listed above likely to have a substantial cross-border impact (case by case justification required)	X	X	X

4. Programmes and allocations

ENI CBC consists of 16 programmes (12 land border, one sea-crossing and three sea-basin²¹). Three ENPI CBC trilateral programmes were split up (RO-MD-UA, EE-LV-RU and LT-PL-RU).

The total EU funding foreseen for ENI CBC amounts to € 952.7m²² including € 493m from ENI and € 459.7m from ERDF.

The two programmes with the largest financial allocations (outside BSR²³) are MED (€209m) and PL-BY-RU (€176m). These two programmes account for 40% of the total ENI CBC allocation. As shown in the figure below, EC allocations increased for seven programmes compared to the previous period, two programmes had the same levels of funding and the remaining saw their allocations diminished²⁴.

²¹ One sea-basin programme (Mid-Atlantic) was foreseen but not developed

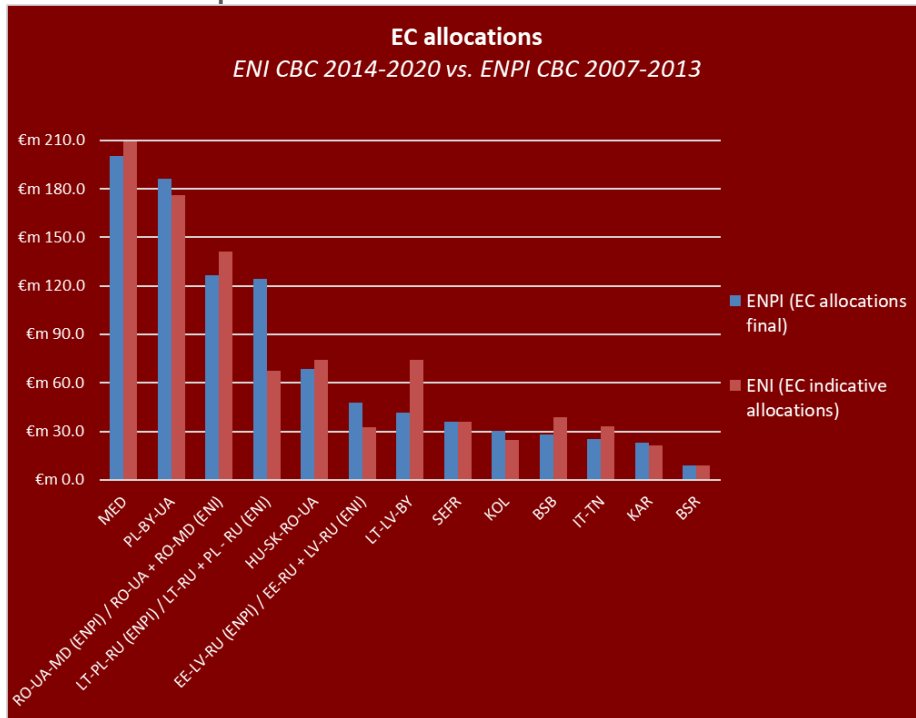
²² Not including additional ERDF allocations and the €1m foreseen for the Mid-Atlantic programme.

²³ The BSR is primarily an Interreg programme. It consists of an allocation of €m 264 from ERDF and of €m 8.8 from ENI (the latter amount to finance the participation of BY into BSR projects).

²⁴ Allocations are smaller for PL-BY-UA (-6%), EE-RU+LV-RU (-16%) and LT-RU+PL-RU (-11%). By contrast, LT-LV-BY increased by 77%



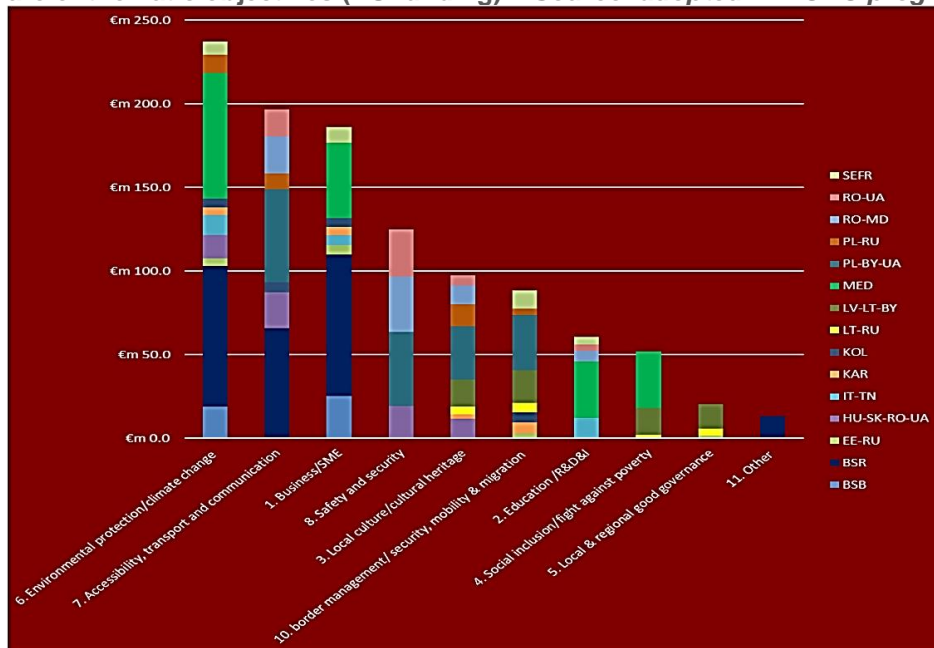
Figure 5: ENPI /ENI CBC Comparison of EU allocations



5. Thematic Objectives and Priorities of ENI CBC Programmes

As shown on the figure below, looking at EU programmes allocations, ENI CBC programmes have prioritised environmental protection (TO6), accessibility, transport and communication (TO7) and business and SME development (TO1). Together, these three thematic objectives represent 57% of the total EU funding allocated to ENI CBC. By contrast, none of the programmes have selected TO9 (promotion and cooperation on sustainable energy and energy security). Thematic objectives and priorities selected per programme are presented in 0.

Figure 6: Share of thematic objectives (EU funding) – Source: adopted ENI CBC programmes



6. ENI CBC programme objectives

CBC PROG	Overall objective
PL-BY-UA	Supporting cross-border development processes in the borderland of Poland, Belarus and Ukraine
LT-RU	Promoting and increasing the cross-border cooperation (hereinafter – CBC) between the border regions of Lithuania and Russia
LV-RU	Supporting joint efforts for addressing cross-border development challenges and promote sustainable use of existing potential of the area across border between Latvia and Russia.
PL-RU	Supporting cross-border cooperation in the social, environmental, economic and institutional sphere
RO-MD	Enhancing the economic development and improving the quality of life of the people in the Programme area through joint investments in education, economic development, culture, cross border infrastructure and health while ensuring the safety and security of the citizens in the two countries
RO-UA	Enhancing the economic development and improving the quality of life of the people in the programme area through joint investments in education, economic development, culture, infrastructure and health while ensuring the safety and security of the citizens in the two countries
HU-SK-RO-UA	Intensifying the cooperation in an environmentally, socially and economically sustainable way between Zakarpatska, Ivano-Frankivska and Chernivetska regions of Ukraine and eligible and adjacent areas of Hungary, Romania and Slovakia
EE-RU	Promoting co-operation across the borders
LV-LT-BY	Strengthening relations, raising capacities and sharing experience among people and organisations from Latvia, Lithuania and Belarus through implementation of joined actions aimed at increasing the overall quality of life in the border regions
SEFR	Contributing to economic and social development, mitigate common challenges and promote mobility among actors of regional relevance to further improve cross-border cooperation and the sustainable prerequisites of the Programme area.
KOL	Promoting a viable economy and the attractiveness of the region
KAR	Making the Programme area attractive for the people to live and work and businesses to locate and operate
IT-TN	Promoting economic, social, institutional and cultural integration between the Sicilian and Tunisian territories by accompanying a process of joint sustainable development around cross-border cooperation focal points.
MED	Fostering fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries' territories and values.
BSB	Improving the welfare of the people in the Black Sea basin regions through sustainable growth and joint environmental protection
BSR	Strengthening the integrated territorial development and cooperation for a more innovative, better accessible and sustainable Baltic Sea Region

7. ENI CBC thematic objectives (TO) and priorities

Programme	TO	Priority
PL-BY-UA	3	1.1 Promotion and preservation of historical heritage
		1.2 Promotion and preservation of natural heritage
	7	2.1 Improvement and development of transport services and infrastructure
		2.2 Development of ICT infrastructure
	8	3.1 Support to the development of health protection and social services
10	3.2 Addressing common security challenges	
	4.1 Support to border efficiency and security	
LT-RU	4	4.2 Improvement of border management operations, customs and visa procedures
		1.1 Restoration and adaptation of historical and natural heritage, promotion of culture, cultural networking and tourism development
		2.1 Promotion of social inclusion and cooperation in CBC region through improved health, social and education services and community led initiatives



	5	3.1 Promotion of cooperation between public authority institutions and strengthening local communities
	10	4.1 Ensuring efficient functioning of border crossing
LV-RU	1	1.1. Promotion of and support to entrepreneurship
		1.2. Development and promotion of new products and services based on local resources
	6	2.1. Efficient management of nature objects
		2.2. Joint actions in environmental management
10	3.1. Improvement of border crossing efficiency and security	
PL-RU	3	1.1 Cooperating on historical, natural and cultural heritage for their preservation and cross-border development
	6	2.1 Cooperation for the clean natural environment in the cross-border area
	7	3.1 Accessible regions and sustainable cross-border transport and communication
	10	4.1 Joint actions for border efficiency and security
RO-UA	2	1.1 Institutional cooperation in the educational field for increasing access to education and quality of education
		1.2 Promotion and support for research and innovation
	3	2.1 Preservation and promotion of the cultural and historical heritage
	7	3.1 Development of cross border transport infrastructure and ICT tools
	8	4.1 Support to the development of health services and access to health
4.2 Support to joint activities for the prevention of natural and man-made disasters as well as joint actions during emergency situations		
RO-MD	2	1.1 Institutional cooperation in the educational field for increasing access to education and quality of education
		1.2 Promotion and support for research and innovation
	3	2.1 Preservation and promotion of the cultural and historical heritage
	7	3.1 Development of cross border transport infrastructure and ICT Infrastructure
	8	4.1 Support to the development of health services and access to health
4.2 Support to joint activities for the prevention of natural and man-made disasters as well as joint action during emergency situations		
HU-SK-RO-UA	3	1.1 Promoting local culture and historical heritage along with tourism functions
	6	2.1 Sustainable use of the environment in the cross-border area - preservation of natural resources, actions to reduce GHG emission and pollution of rivers
	7	3.1 Development of transport infrastructure to improve the mobility of persons and goods
		3.2 Development of ICT infrastructure and information sharing
	8	4.1 Support to joint activities for the prevention of natural and man-made disasters as well as joint action during emergency situations
4.2 Support to the development of health		
EE-RU	1	1.1 Increasing SME development and entrepreneurship by fostering cross-border business contacts and the development of services and products
		1.2 Increasing SME competitiveness and entrepreneurship by fostering operation between public, private and R&D sectors
		1.3 Improving the business environment through the development of business support measures and infrastructure
	10	2.1 Increasing the throughput capacity of existing border crossing points through the development of BCP infrastructure and border management procedures
		2.2 Increasing the throughput capacity of existing border crossing points by refurbishing and improving border crossing roads and supporting infrastructure
	6	3.1 Improving the biodiversity of joint natural assets
		3.2 Improving the quality of shared water assets by reducing their pollution load (including improving wastewater treatment facilities, improving solid (household and industrial) waste management and relevant facilities, and reducing pollution that is caused by the agricultural sector
3.3 Increasing awareness of environmental protection and the efficient use of energy resources		
		3.4 Fostering shared actions in risk management and a readiness to cope with environmental disasters



	5	4.1 Improving co-operation between local and regional authorities and their sub-units 4.2 Improving co-operation between local and regional communities
LV-LT-BY	4	1.1 Enhancing the access to social and other services for vulnerable groups 1.2 Stimulating employment through entrepreneurship and innovations
	5	2.1 Increasing capacity of local and regional authorities to tackle common challenges 2.2 Strengthening society
	3	3.1 Promoting and preserving cultural and historical heritage and traditional skills
	10	4.1 Enhancing border-crossing efficiency
SEFR	1	1.1 Lively, active and competitive economy
	2	2.1 Innovative, skilled and well-educated area
	6	3.1 Attractive, clean environment and region
	10	4.1 Well-connected region
KOL	1, 6	1 Viability of arctic economy, nature and environment
	1, 6, 7, 10	2 Fluent mobility of people, goods and knowledge
KAR	1	1.1 Growing cross-border business cooperation"
	3	2.1 Attractive cultural environment
	6	3.1 Clean and comfortable region to live
	10	4.1 Well-functioning border crossing
IT-TN	1	1.1 Renforcement des clusters économiques 1.2 Promotion et appui à l'entreprenariat
	2	2.1 Promotion et appui à la recherche et à l'innovation dans les secteurs clés 2.2 Promotion de la coopération entre entreprises et opérateurs de la formation professionnelle 2.3 Appui à la coopération locale dans le domaine de l'éducation
	3	3.1 Actions conjointes pour la protection de l'environnement 3.2 Conservation et utilisation durable des ressources naturelles
BSR	1	1.1 Enhancing research and innovation (R&I) infrastructure and capacities to develop R&I excellence, and promoting centres of competence, in particular those of European interest 1.2 Promoting business investment in R&I, developing links and synergies between enterprises, research and development centres and the higher education sector, in particular promoting investment in product and service development, technology transfer, social innovation, ecoinnovation, public service applications, demand stimulation, networking, clusters and open innovation through smart specialisation, and supporting technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production, in particular in key enabling technologies and diffusion of general purpose technologies
	6	2.1 Investing in the water sector to meet the requirements of the Union's environmental acquis and to address needs, identified by the Member States, for investment that goes beyond those requirements 2.2 Supporting industrial transition towards a resource efficient economy, promoting green growth, eco-innovation and environmental performance management in the public and private sectors
	7	3.1 Enhancing regional mobility by connecting secondary and tertiary nodes to TEN-T infrastructure, including multimodal nodes 3.2 Developing and Improving environmentally-friendly (including low noise) and low-carbon transport systems, including inland waterways and maritime transport, ports, multimodal links and airport infrastructure, in order to promote sustainable regional and local mobility
	11	4.1 Developing and coordinating macroregional and sea-basin strategies (ETC-TN)
BSB	1	1.1 Jointly promote business and entrepreneurship in the tourism and cultural sector 1.2 Increase cross-border trade opportunities and modernisation in the agricultural and connected sectors
	6	2.1 Improve joint environmental monitoring 2.2 Promote common awareness-raising and joint actions to reduce river and marine litter
MED	1	1.1 Support innovative start-up and recently established enterprises, with a particular focus on young and women entrepreneurs and facilitate the protection of their Intellectual Property Rights and commercialisation where applicable 1.2 Strengthen and support networks, clusters, consortia and value-chains 1.3 Encourage sustainable tourism initiatives and actions
	2	2.1 Support technological transfer and commercialisation of research results 2.2 Support SMEs in accessing research and innovation



	4	3.1 Provide young people, especially those belonging to the NEETS and women, with marketable skills
		3.2 Support social and solidarity economic actors
	6	4.1 Support sustainable initiatives targeting innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply
		3.2 Reduce municipal waste generation, promote source-separated collection and its optimal exploitation, in particular its organic component
		3.3 Renewable energy and energy efficiency - Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings
		3.4 Integrated Coastal Zone Management - Incorporate the Ecosystem-Based management approach to ICZM into local development planning, through the improvement of intra-territorial coordination among different stakeholders

C Programme areas

Programmes	Country	Core regions	Adjoining regions	Major centres
KOL	FI	Lapland	Oulu Region	
	SE	Norrbotten	Västerbotten	
	NO	Finnmark, Troms, Nordland		
	RU	Murmansk Region, Arkhangelsk Region, Nenets Autonomous District	Republic of Karelia, Republic of Komi	City of St. Petersburg
KAR	FI	Kainuu, Oulu Region, North-Karelia	Lapland, North - Savo, South - Savo, South - Karelia	Helsinki ²⁵
	RU	Republic of Karelia	Murmansk, Arkhangelsk and Leningrad regions	Moscow, St. Petersburg
SEFR	FI	Kymenlaakso, South Karelia and South Savo	Uusimaa, Päijät-Häme, North Savo, North Karelia	Turku ²⁶
	RU	Leningrad region and City of Saint Petersburg	Republic of Karelia	Moscow ²⁷
EE-RU	EE	Kirde-Eesti, Lõuna-Eesti, Kesk-Eesti	Põhja - Eesti region	
	RU	St Petersburg, Leningrad region and Pskov region		Moscow ²⁸
LV-RU	LV	Latgale region, Vidzeme region	Pieriga region, Zemgale region	Riga ²⁹
	RU	Pskov region	Leningrad region	St.Petersburg ³⁰
LV-LT-BY	LV	Latgale Region	Zemgale Region	Riga ³¹
	LT	Utena county, Vilnius county, Alytus county	Kaunas County, Panevezys County	
	BY	Grodno Region, Vitebsk Region	Minsk Region, Mogilyov Region, Minsk city	
LT-RU	LT	Klaipeda county, Marijampole county, Taurage county	Alytus county, Kaunas county, Telsiai county and Siauliai county	Vilnius ³²
	RU	Kaliningrad Oblast		
PL-RU	PL	Gdański subregion (Pomorskie region); Trójmiejski subregion (Pomorskie region); Starogardzki subregion (Pomorskie region); Elbląski subregion (Warmińsko - Mazurskie)	Słupski subregion (Pomorskie region); Białostocki	Warsaw ³³

²⁵ Participation of Helsinki and Moscow is limited to state institutions with no structural units in the programme core regions

²⁶ Turku eligible for TO1 and TO2 only

²⁷ Moscow eligible under special conditions, i.e. specific institutions only in TO 10

²⁸ Moscow eligible under special conditions, i.e. limited institutions only in TO 10

²⁹ Riga eligible only under TO1 and TO6; participation in TO10 limited to one institution

³⁰ St.Petersburg eligible only under TO1 and TO6

³¹ Participation of Riga is limited to TO10, specific eligible institutions are mentioned in the JOP

³² Participation of Vilnius limited to specific institutions participating in LIPs

³³ Participation of Warsaw is limited to TO7



		region); Olsztyński subregion (Warmińsko - Mazurskie region); Ełcki subregion (Warmińsko - Mazurskie region); Suwalski subregion (Podlaskie region)	subregion (Podlaskie region)	
	RU	Kaliningrad Oblast		Moscow ³⁴
PL-BY-UA	PL	Krośnieński and Przemyski (in Podkarpackie voivodeship), Białostocki, Łomżyński and Suwalski (in Podlaskie voivodeship), Bialski and Chełmsko-zamojski sub-regions (in Lubelskie voivodeship), Ostrołęcko-siedlecki sub-region (in Mazowieckie voivodeship);	Rzeszowski and Tarnobrzski subregions (in Podkarpackie voivodeship); Puławski and Lubelski subregions (in Lubelskie voivodeship)	
	BY	Grodno and Brest oblasts	Minsk Oblast (including the city of Minsk) and Gomel Oblast	
	UA	Lvivska, Volynska, Zakarpatska oblasts	Rivnenska, Ternopiłska and Ivano-Frankivska oblasts	
HU-SK-RO-UA	HU	Szabolcs-Szatmár-Bereg county	Borsod-Abaúj-Zemplén county	
	SK	Košický region, Prešovský region		
	RO	Maramureş county, Satu-Mare county	Suceava county	
	UA	Zakarpatska region, Ivano-Frankivska region	Chernivetska region	
RO-UA	RO	Satu Mare, Maramureş, Botosani, Suceava, Tulcea		Bucharest
	UA	Ivano-Frankivsk, Zakarpatska, Chernivtsi, Odessa		Kiev
RO-MD	RO	Botosani, Iasi, Vaslui, Galati		
	MD	The whole country		
IT-TN	IT	Trapani, Agrigento, Caltanissetta, Ragusa, Siracusa	Catania, Enna, Palermo	Rome
	TN	Sfax, Mahdia, Monastir, Sousse, Nabeul, Bizerte, Tunis, Ariana, Ben Arous	Béja, Manouba, Zaghouan, Kairouan, Sidi Bouzid, Gabes	
BSR	FI	The whole country		
	SE	The whole country		
	DK	The whole country		
	EE	The whole country		
	LV	The whole country		
	LT	The whole country		
	PL	The whole country		
	DE	State of Berlin, State of Brandenburg, State of Bremen, State of Hamburg, State of Mecklenburg-Vorpommern, State of Schleswig-Holstein and State of Niedersachsen (only NUTS II area Lüneburg)		
	RU	St. Petersburg, Arkhangelsk Oblast, Vologda Oblast, Kaliningrad Oblast, Republic of Karelia, Komi Republic, Leningrad Oblast, Murmansk Oblast, Nenetsky Autonomous Okrug, Novgorod Oblast and Pskov Oblast		
	BY	The whole country		
NO	The whole country			
BSB	RO	Sud-Est		
	BG	Severoiztochen, Yugoiztochen		
	GR	Kentriki Makedonia, Anatoliki Makedonia Thraki		
	TR	TR10 (İstanbul), TR21 (Tekirdağ, Edirne, Kırklareli), TR42 (Kocaeli, Sakarya, Düzce, Bolu,		

³⁴ Participation of Moscow is limited to TO10



		Yalova), TR81 (Zonguldak, Karabük, Bartın), TR82 (Kastamonu, Çankırı, Sinop), TR83 (Samsun, Tokat, Çorum, Amasya) and TR90 (Trabzon, Ordu, Giresun, Rize, Artvin, Gümüşhane)		
	RU ³⁵	Rostov Oblast, Krasnodar Krai, Adygea republic		
	UA	Odessa, Mykolaiv, Kherson, Sevastopol, Zaporosh'ye and Donetsk Oblasts, Crimea Republic		
	MD	The whole country		
	GE	The whole country		
	AM	The whole country		
	AZ ³⁶	The whole country		
MED	SP	Andalucia, Catalonia, Comunidad Valenciana, Murcia, Islas Baleares, Ceuta, Melilla	Extremadura, Castilla La Mancha, Aragon	
	UK ³⁷	Gibraltar		
	PT	Algarve	Alentejo	Lisbon region
	FR	Corse, Languedoc-Roussillon, Provence-Alpes-Côte d'Azur ³⁸	Rhône-Alpes, Auvergne, Midi-Pyrénées	
	IT	Basilicata, Calabria, Campania, Lazio, Liguria, Puglia, Sardegna, Sicilia, Toscana	Molise, Abruzzo, Marche, Umbria, Emilia Romagna, Piemonte	
	MA	The whole country		
	GR	Anatoliki Makedonia - Thraki, Kentriki Makedonia, Thessalia, Ipeiros, Ionia Nisia, Dytiki Ellada, Sterea Ellada, Peloponnisos, Attiki, Voreio Aigaio, Notio Aigaio, Kriti	Dytiki Makedonia	
	CY	The whole country		
	TR ³⁹	TR21 (Tekirdağ, Edirne, Kırklareli), TR22 (Balıkesir, Çanakkale), TR31 (İzmir), TR32 (Aydın, Denizli Muğla), TR61 (Antalya, Isparta, Burdur), TR62 (Adana, Mersin), TR63 (Hatay, Kahramanmaraş, Osmaniye)		
	MA ⁴⁰	Oriental, Taza-Al Hoceima-Taounate, Tanger-Tetouan		
	AL ⁴¹	Tlemcen, Ain Temouchent, Oran, Mostaganem, Chlef, Tipaza, Alger, Boumerdes, Tizi Ouzou, Bejaia, Jijel, Skika, Annaba, El Tarf		
	TN	Medenine, Gabes, Sfax, Mahdia, Monastir, Sousse, Nabeul, Ben Arous, Tunis, Ariana, Bizerte, Beja, Jandouba	Tataouine, Kebili, Gasfa, Sidi Bouzid, Kairouan, Zaghuan, Manouba, Le Kef, Siliana	
	LY	Nuquat Al Kharms, Al Zawia, Al Aziziyah, Tarabulus, Tarunah, Al Khons, Zeleitun, Misurata, Sawfajin, Surt, Ajdabiya, Banghazi, Al Fatah, Al Jabal Al Akhdar, Damah, Tubruq		
	EG	Marsa Matruh, Al Iskandanyah, Al Buhayrah, Kafr ash Shaykh, Ad Daqahliyah, Dumyat, Ash Sharquiyah, Al Isma'iliyah, Bur Sa'id	Al Gharbiyah, Al Minufiyah, Al Qalyubiyah, As Suways	

³⁵ The Russian Federation has not been actively involved in the programme preparation and is unlikely to join the programme implementation

³⁶ On 7 May 2015 Azerbaijan withdrew from the negotiation on the development of the programme.

³⁷ No participation yet of the UK in the programme, nor during programming nor during implementation

³⁸ The OP states that "The French eligible territories may change due to the on-going administrative reform". In fact, this reform has already taken place and the new territories are "Occitanie" (ex-Languedoc-Roussillon-Midi-Pyrénées) and "Auvergne-Rhône-Alpes".

³⁹ No participation yet of Turkey in the programme, nor during programming nor during implementation.

⁴⁰ No participation yet of Morocco in the programme, nor during programming nor during implementation

⁴¹ Algeria has partially participated in the programming phase, but has not officially adhered to the programme.



JO	Irbid, Al-Balga, Madaba, Al-Karak, Al- Trafila, Al-Aqaba	Al-Mafraq, Ma'an, Amman, Ajlun, Jarash, Az Zarqa'	
PS	The whole of the country		
IL	The whole of the country		
LB	The whole of the country		
SY	Al Ladhqiyan, Tartus	Hama, Idlib, Homs	

of performance frameworks

In the following paragraphs, we examine the legal obligations of ENI CBC regarding performance frameworks (see 4.4.1 “The theory”) and the way the new programmes have complied with them in practice (4.4.2 “The practice”).

The theory

In many respects, the architecture of the ENI performance framework represents a refinement of the approach under ENPI.

The performance framework for ENI CBC starts with the three strategic objectives, namely: economic and social development; the environment, public health, safety and security; and the mobility of persons, goods and capital⁴². According to the ENI regulation⁴³, the CBC programmes should contain strategic objectives, and priorities and expected results (Article 9). To provide greater focus to interventions within this strategic framework, the ENI CBC programme partners could select a maximum 4 from a list of 11 thematic objectives, each of which is linked to one of the three strategic objectives. To help programme partners, the Commission’s programming guidance offers indicative priorities for each thematic objective.⁴⁴

The ENI Implementing Regulation⁴⁵ obliges both programmes and project applications to contain objectively verifiable indicators (Articles 4 and 43 respectively), and for each priority in the programme, to present result indicators with baseline and target values, and output indicators with quantified target values that are expected to contribute to the results. The PRAG is no longer obligatory, meaning that programme management structures have more freedom to design calls for proposals which align the project-level performance framework with the programme architecture of outputs and results.

The practice

From a brief review of the ENI CBC programmes⁴⁶, each document follows the parameters in the ENI regulations, with a cascade from an overall / general objective (except EE-RU) via CBC strategic objectives to CBC thematic objectives to priorities. In four cases (BSB, LV-LT-BY, RO-MD & RO-UA), each CBC thematic objective is accompanied by a programme-level specific objective, while KAR has objectives at the level of priorities. KOL follows a slightly different intervention logic, with one priority axis covering four thematic objectives and another priority axis covering two.

⁴² Programming document for EU support to ENI Cross-Border Cooperation (2014-2020)

⁴³ REGULATION (EU) No 232/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 establishing a European Neighbourhood Instrument

⁴⁴ 1. Business and SME development; 2. Support to education, research, technological development and innovation; 3. Promotion of local culture and preservation of historical heritage; 4. Promotion of social inclusion and fight against poverty; 5. Support to local and regional good governance; 6. Environmental protection, and climate change mitigation and adaptation; 7. Improvement of accessibility to the regions, development of sustainable and climate-proof transport and communication networks and systems; 8. Common challenges in the field of safety and security; 9. Promotion of and cooperation on sustainable energy and energy security 10. Promotion of border management border security and mobility; and 11. Other areas not listed above likely to have a substantial cross-border impact (case by case justification required).

⁴⁵ COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August.

⁴⁶ The following analysis excludes BSR, as it follows ERDF Interreg programming logic.



It would appear that the critical decision in the programming process is the choice of CBC strategic and especially thematic objectives: all but three have opted for the maximum 4 thematic objectives, the others being IT-TN and LV-RU (3) and BSB (2).

The thematic objectives (or specific objectives in the case of BSB) are then each divided into between one and three priorities (except for KOL, see above). Below priorities, some programmes also have measures (e.g. SEFR) and/or indicative actions (e.g. BSB, EE-RU, HU-SK-RO-UA, IT-TN, LT-RU, LV-LT-BY, PL-BY-UA, PL-RU, RO-MD, RO-UA, SEFR).

Both results and output indicators are assigned at the level of priorities, with outputs further divided into programme-specific and common output indicators⁴⁷, the latter selected from the standard list issued to all programme partners by INTERACT ENPI TA. The approach to defining indicators appears more systematic under ENI than ENPI.

Looking at the intervention logic, there appears to be greater focus in many programmes than was the typical case under ENPI (see section 6 and 7). For example, BSB is limited to two thematic objectives, each of which has just two priorities, each with a particular focus.⁴⁸ However, even here, there are flaws in some of the indicators (e.g. “*strength of cross-border business opportunities*”, which is not measurable), and the causal relationships are sometimes questionable.

⁴⁷ As provided by ENI CBC programming document, all programmes should adopt at least some of ENI CBC ‘**Common Output Indicators**’ developed to increase accountability and facilitate reporting progress at instrument level

⁴⁸ For example, CBC thematic objective 1 “business and SME development” became BSB specific objective 1 “promote business and entrepreneurship within the Black Sea basin”, under which there is priority 1.1 “jointly promote business and entrepreneurship in the tourism and cultural sectors” and priority 1.2 “increase cross-border trade opportunities and modernisation in the agricultural and connected sectors”. In other words, rather than focus on all enterprises, the programme opted to focus on tourism / culture and agri-food sectors.



Annex 8. Programme Fiches

ENPI 2007-2013 CBC BLACK SEA BASIN	45
ENPI 2007-2013 CBC BALTIC SEA REGION	64
ENPI 2007-2013 CBC ESTONIA-LATVIA-RUSSIA.....	83
ENPI 2007-2013 CBC HUNGARY-SLOVAKIA-ROMANIA-UKRAINE	100
ENPI 2007-2013 CBC ITALY-TUNISIA	115
ENPI 2007-2013 CBC KARELIA	129
ENPI 2007-2013 KOLARCTIC CBC	144
ENPI 2007-2013 CBC LITHUANIA-POLAND-RUSSIA.....	161
ENPI 2007-2013 CBC LATVIA-LITHUANIA-BELARUS	177
ENPI 2007-2013 CBC MEDITERRANEAN SEA BASIN	192
ENPI 2007-2013 CBC POLAND-BELARUS-UKRAINE	214
ENPI 2007-2013 CBC ROMANIA-UKRAINE-MOLDOVA.....	230
ENPI 2007-2013 CBC SOUTH EAST FINLAND RUSSIA.....	248



ENPI 2007-2013 CBC BLACK SEA BASIN**Programme fiche**

CONTEXT

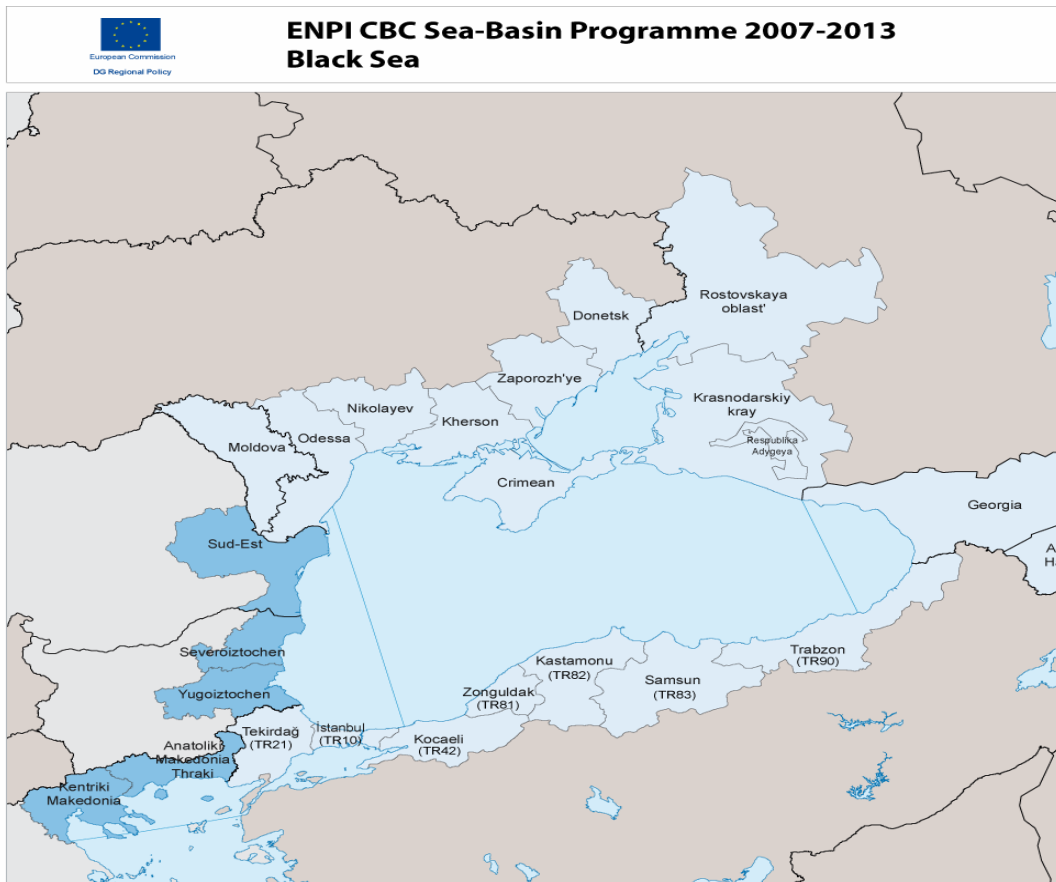
➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
RO	Sud-Est		Interreg IV B South East Europe, Interreg IV A Romania - Bulgaria
BU	Severoiztochen		
	Yugoiztochen		
EL	Kentriki Makedonia		Interreg IV A Greece - Bulgaria
	Anatoliki Makedonia Thraki	ENI CBC Med	
TR	TR10 (İstanbul)		IPA-CBC programme Bulgaria-Turkey
	TR21 (Tekirdağ, Edirne, Kırklareli)		
	TR42 (Kocaeli, Sakarya, Düzce, Bolu, Yalova)		
	TR81 (Zonguldak, Karabük, Bartın)		
	TR82 (Kastamonu, Çankırı, Sinop)		
	TR83 (Samsun, Tokat, Çorum, Amasya)		
	TR90 (Trabzon, Ordu, Giresun, Rize, Artvin, Gümüşhane)		
UA	Odessa Oblasts	ENPI CBC Romania-Moldova-Ukraine	
	Mykolaiv Oblasts		
	Kherson Oblasts		
	Zaporosh'ye Oblasts		
	Donetsk Oblasts		
	Crimea Republic		
	Sevastopol		
RU	Rostov Oblast		
	Krasnodar Krai		
	Adygea republic		
AM	Whole country		
MD	Whole country	ENPI CBC Romania-Moldova-Ukraine	
GE	Whole country		
AZ	Whole country		



➤ Map

Map of the programme: EU regions cooperation areas in dark blue, other cooperation areas in pale blue



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)
Armenia (AM)	29,7	6%	29,7	100%	n.r
Bulgaria (BU)	33,6	6%	111	30%	n.r
Georgia (GE)	69,7	6%	69,7	100%	n.r
Greece (EL)	33,3	27%	132	25%	n.r
Moldova (MD)	33,8	31%	33,8	100%	n.r
Romania (RO)	35,7	5%	238,4	15%	n.r
Turkey (TR)	152,7	6%	783,6	19%	n.r
Ukraine (UA)	174,82	12%	603,5	29%	n.r
Russia (RU)	-	-	-	-	-
Azerbaijan (AZ)	-	-	-	-	-
TOTAL	563,32	100%	2001,7	28%	
	Population (thou. 2004-2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)
Armenia (AM)	3216	100%	108,3	3010	820
Bulgaria (BU)	2132	28%	63,5	7680	249
Georgia (GE)	4315	100%	61,9	4480	107
Greece (EL)	2523	23%	75,7	11070	14460
Moldova (MD)	3383	81%	100,1	4160	600
Romania (RO)	2850	13%	79,8	21410	327
Turkey (TR)	23811	35%	155,9	67860	364
Ukraine (UA)	13595	29%	77,8	46800	125
Russia (RU)	-	-	-	-	-
Azerbaijan (AZ)	-	-	-	-	-
TOTAL	66 897	100%	118,8	166470	3270



➤ *Challenges and opportunities*

Table 7: Source: ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	- Demographic decline due to migration	
Labour market	- Migration of most skilled workers to EU-industrialized countries - Scarcity of education infrastructures	- Low labour costs/good skills and competencies - New methodologies in education, training and life-long learning
Economy	- Eligible regions among the least developed within national contexts - Availability in transport/utility infrastructures is limited - Return to macro-economic instability - due to economic and political factors	- Growth in demand for tourism services, potentially extended to all coastal regions - Improving political and economic stability facilitating attraction of FDI
Environment	- Increasing environmental degradation of the BS; Pollution of river basins - Low energy efficiency - Threats on the marine ecological systems	- High potential environmental diversity, and agricultural, tourism and fishery resources - Supply of energy and mineral resources in the cooperation area
Social	- Local conflicts, organized crime, corruption, terrorism	- Rich cultural heritage, human capacities and social values

➤ *Developments during implementation period*

The **population in the cooperation has increased** all over the programming period by approximately 3 million people. While on one hand in Azerbaijan and Turkey eligible area population grew steadily between 2005 and 2012, respectively by 0.75 million and 2 million over the period, on the other Armenia, Bulgaria, Romania and Ukrainian eligible areas recorded significant population losses. Both the uneven fertility rates – from 2.1 births per woman on average in Turkey to 1.3 in Romania – and the migration trends explain these disparities. Local economic development on all sides of the Black Sea Basin remains a key issue for cooperation.

Overall, **the economic situation improved**, even **despite the economic crisis**. From 2000 to 2008, the Black Sea Basin countries enjoyed a steady growth based on foreign direct investment inflows, credit growth, increases in domestic demand, investment, and in particular export growth to Western European markets. After the short but severe recession that hit the Black Sea region economies following the global financial crisis in September 2008 most of them, except notably Greece, seem to be recovering. Most countries increased their Global Competitiveness Index (CGI). The average Gross Domestic Product (GDP) per capita is still four times lower than the EU overall figure in 2012, although, considering it was six times lower in 2006, there has been a convergence over the period, driven by stronger economic growth on average in the Black Sea region.

However, the Ukraine crisis and the annexation of Crimea by Russia disrupted programme implementation in 2011 destabilizing the socio-economic context of a large portion of the cooperation area. The Greek banking crisis also affected some projects⁴⁹.

➤ *Regional cooperation*

Name	Black Sea Euroregion
Scope	- 14 local or regional authorities from Bulgaria, Republic of Moldova, Georgia, Armenia and Romania.

⁴⁹ AIR, 2015: "Political instabilities in the region, such as the annexation of Crimea to Russian Federation and the bank capital control in Greece. 5 projects had their part involving the partner from Crimea suspended. In some cases this partner was replaced, in other cases the activities and the budget were taken over by the other partners. Replacing of partners produced delays due to the time needed to prepare the addendum to the grant contract, then introducing the new partner in the partnership and the activities implementation"



	- 3 other riparian states – Russian Federation, Turkey and Ukraine, as well as Albania, Greece, Serbia and Azerbaijan, from the Black Sea extended area
Aim	- To strengthen the inter-regional cooperation by associating regions from EU member states with regions from third countries in order to protect natural resources, strengthen social cohesion through joint projects and provide a platform for cultural cooperation and exchange.
History and organisation	- 2006: initiative launched by the Council of Europe Congress - 26 September 2008: Territorial authorities taking part in the Black Sea Euroregion initiative signed the Constituent Act and Statutes during an international Conference in Varna (Bulgaria)

Name	Black Sea Forum for Dialogue and Partnership
Scope	- Heads of State or their representatives from the Republic of Armenia, Republic of Azerbaijan, Republic of Bulgaria, Georgia, Hellenic Republic, Republic of Moldova, Romania, Turkey and Ukraine.
Aim	- To create a platform for cooperation and commitment to development of a regional strategy and a common vision, as materialization of a new political vision, and to identify coordination opportunities based on this vision. - The Forum is not meant to establish a new structure, but to enhance problem-solving and result-oriented cooperation in the region. Its added value stems from focusing on involving, alongside governmental and inter-governmental actors, a wider range of stakeholders like civil society, the business sector, academics and mass media, in promoting regional partnerships and networks.
History and organisation	- June 2006: initiative launched in Bucharest by Heads of State or their representatives from Black Sea countries -



PROGRAMME

➤ Intervention logic

Overall objective	Specific Objectives	Priorities	Measures
<p>To achieve stronger regional partnerships and cooperation. By doing so, the programme aims to contribute to its key wider objective: “a stronger and more sustainable economic and social development of the regions of the Black Sea Basin”.</p>	<p>4. Promoting economic and social development in the Black Sea Basin area</p> <p>5. Working together to address common challenges</p> <p>6. Promoting local, people-to-people cooperation</p>	<p>4. Cross border support to partnership for economic development based on combined resources</p> <p>5. Networking resources and competencies for environmental protection and conservation</p> <p>6. Cultural and educational initiatives for the establishment of a common cultural environment in the basin</p>	<p>2.5. Strengthening accessibility and connectivity for new intra-regional information, communication, transport and trade links</p> <p>2.6. Creation of tourism networks in order to promote joint tourism development initiatives and traditional products</p> <p>2.7. Creation of administrative capacity for the design and implementation of local and regional development policies</p> <p>3.1. Strengthening the joint knowledge and information base needed to address common challenges in the environmental protection of river and maritime systems</p> <p>3.2. Promoting research and innovation in the field of conservation and environmental protection of protected natural areas</p> <p>3.3. Promotion of cooperation initiatives aimed at innovation in technologies and management of Waste and Wastewater Management systems</p> <p>4.1. Promoting cultural networking and educational exchange in the Black Sea Basin communities</p>



➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	X		
Common challenges		X	
Secure and efficient borders	n.a	n.a	n.a
People to people			X

➤ *Governance*

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Each participating country shall appoint its representatives to the JMC - EU Delegation in Turkey, as advisor - Representatives of the EC, from the involved regions and of the JMA and the JTS, as observers 	<ul style="list-style-type: none"> - programme implementation supervision and monitoring - approval of project proposals
JSC	-	- project proposals' assessment
JMA	<ul style="list-style-type: none"> - Romanian Ministry of Development, Public Works and Housing (RO) - Three units: Operational Unit, Financial Unit and Audit Unit 	- programme management and implementation
JTS	- N/A	-
CFCU	-	- Contracting authority for Turkish partners participating in joint projects
National info points (NIP)	- In each participating-country	- Information to potential beneficiaries

IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	27/11/2008
FA ratifications	04/09 (AM) 06/09 (MD) 07/09 (GE) 12/09 (UA)
First call for proposals	18/06/2009
First contract signed	01/06/2011
Last contract signed	15/05/2014
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	22
N° of ongoing projects (April 2017)	22



➤ Overview of calls for proposals

TITLE	Call	Title			Type of calls	Deadline for submission		
		C1	JOP BLACK SEA BASIN 2007-2013			Open	12 October 2009	
	C2				30 September 2010			
I. Objectives and priority issues	Call	Objectives		Priorities	Measures			
		C1 C2	as per programme					
II. Financial allocations	Call	Total budget		Breakdown per priority		Min-Max size	EU co-financing	
	C1	ENPI	€ 3.3m	1	€1.7m: €1.2m (ENPI) + €0.5m (IPA)		€0.1m-€0.7m	90%
		IPA	€ 1.3m	2	€1.8m: €1.3m (ENPI) + €0.5m (IPA)			
		Total	€ 4.7m	3	€1.2m : €0.8m (ENPI) + €0.3m (IPA)			
	C2	ENPI	€ 15.2m	1	€6.3m: €4.6m (ENPI) + €1.7m (IPA)		€0.1m-€0.7m	90%
		IPA	€ 5.3m	2	€7.8m: €5.8m (ENPI) + €2m (IPA)			
Total		€ 20.5m	3	€6.2m : €4.7m (ENPI) + €1.5m (IPA)				
III. Eligibility of applicants and partners	Call	Applicant		Partner	Partnership			
		C1 C2	a. national, regional or local public authority b. body governed by public law c. association d. other non-profit organisation e. public undertaking			Projects will be jointly submitted and implemented by partnerships that will always involve partners from one or several Member States and from one or several partner countries and/or Turkey. The recommended number of partners involved in each project partnership is between 3 and 10 partners.		
IV. Eligibility of actions	Call	Location		Type of projects				
		C1 C2	Programme eligible area		1. Integrated projects with different activities in several countries that jointly achieve a certain objective having a cross border impact; 2. Symmetrical projects with the similar activities in all countries participating in the project; 3. Projects implemented mainly or entirely in a single participating-country but having a cross-border impact.			
	Call	Duration		Cross-border dimension				
	C1	€0.05m - €0.1m: max. 12 months €0.1m - €0.7m: max. 24 months		The projects must have direct cross-border impact, which shall be understood in terms of respecting at least two of the following conditions, as described below: joint development, joint staffing, joint implementation and/or joint financing. Evaluation grid, Relevance 2.2: How relevant to the particular needs and constraints of the target country/countries and/or region(s) is the proposal? In particular, Does the proposal demonstrate a cross-border character? (e.g. fulfils at least two of the following criteria: (1) joint development; (2) joint implementation; (3) joint staffing; and/or (4) joint financing)? (5x2 points)				



	C2	<p>€0.05m - €0.1m: max. 12 months €0.1m - €1.4m: max. 24 months</p>	<p>The joint Actions implemented within the Black Sea Basin Programme should always have across-border character, which shall be understood in terms of respecting at least two of the following conditions, as described below: joint development, joint staffing, joint implementation and/or joint financing. Only 10% of this Call for Proposals budget will be available for projects implemented mainly or entirely in a single participating-country, but having a cross-border impact.</p> <p>Evaluation grid, Relevance 2.3: Does the proposal demonstrate a cross-border character? (e.g. fulfils at least two of the following criteria: (1) joint development; (2) joint implementation; (3) joint staffing; and/or (4) joint financing)? Will the proposal produce long lasting positive effects on the geographical area covered by the joint Action, leading to a cross border impact? (5 points)</p>
--	-----------	---	---

* Also for projects implemented mainly or entirely in a single participating-country but having a cross-border impact



➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EU approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	18/06/2009	N/A	12/10/2009	04/11/2010	16	20
Call 2	30/06/2011	N/A	30/09/2011	12/09/2012	15	35

➤ *Allocations*

	Programme			
	ENPI funding (Programme)	IPA funding (Programme)	Project contribution (Programme)	Original Programme Allocation
	(€m)	(€m)	(€m)	(€m)
Priority 1	5.5	2.3	1	8.7
Priority 2	6.3	2.6	1.1	9.9
Priority 3	3.9	1.6	0.7	6.1
Technical assistance	1.8	0.7	0.2	2.6
TOTAL	17.4	7	2.8	27.1

Source: JMA data (April 2017)

	JMA figures (April 2017)			
	ENPI funding (Allocated)	IPA funding (Allocated)	Project contribution (Allocated)	Total (Allocated)
	(€m)	(€m)	(€m)	(€m)
Priority 1	12.1	2.3	1.5	15.8
Priority 2	11.3	2.6	1.5	15.2
Priority 3	2.9	1.6	0.5	4.9
Technical assistance	2.1	0.6	0.1	2.8
TOTAL	28.2	6.9	3.4	38.4

Source: JMA data (April 2017)

➤ *Contracting and disbursement*

- All funding

	Total (Allocated)	Total (Contracted)	Total (Disbursed)
	(€m)	(€m)	(€m)
Priority 1	15.8	16.7	13.7
Priority 2	15.2	15.3	12.2
Priority 3	4.9	3.9	2.9
Technical assistance	2.8	2.1	1.6
TOTAL	38.4	37.9	30.4

Source: JMA data (April 2017)



- ENPI funding

	ENPI funding (Allocated) (€m)	ENPI funding (Contracted) (€m)	% ENPI allocation (cont.)	ENPI funding (Disbursed) (€m)	% ENPI Allocation (disb.)
Priority 1	12.1	12.1	100%	10.2	84%
Priority 2	11.3	11.1	99%	9.1	81%
Priority 3	2.9	2.9	101%	2.2	77%
Technical assistance	2.1	1.7	83%	1.4	64%
TOTAL	28.2	27.7	98%	22.7	81%

Source: JMA data (April 2017)

➤ Standard projects (EU funding)

	Number of applications	EU funding Requested (€m)	Number of contracts	EU funding Contracted (€m)	% of total
Priority 1	199	110.1	26	15.0	47%
Priority 2	99	53.7	24	13.8	43%
Priority 3	70	16.8	12	3.5	11%
TOTAL	368	180.5	62	32.2	100%

Source: JMA data (April 2017)

➤ Sector analysis (EU funding)- Overall

	Type	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Economic development	Standard	24	13.4	42%	7.2
	LSP	-	-	-	-
	TOTAL	24	13.4	42%	7.2
Environment	Standard	26	15.2	48%	7.3
	LSP	-	-	-	-
	TOTAL	26	15.2	48%	7.3
Social development	Standard	9	2.8	9%	1.8
	LSP	-	-	-	-
	TOTAL	9	2.8	9%	1.8
Security	Standard	1	0.5	2%	0.1
	LSP	-	-	-	-
	TOTAL	1	0.5	2%	0.1
GRAND TOTAL		60	31.7	100%	16.2

Source: JMA project data (April 2017)



- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	6	2.7	20%	2.1
Governance	4	1.4	10%	0.9
IT & connectivity	-	-	-	-
Rural livelihoods and agriculture	2	0.9	7%	0.5
Tourism	11	7.9	59%	3.5
Transport & energy infrastructures	1	0.6	4%	0.4
TOTAL	24	13.4	100%	7.2

Source: JMA project data (April 2017)

- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	-	-	-	-
Disaster management	4	2.7	18%	1.0
Energy efficiency	2	1.0	6%	0.3
Nature preservation and promotion	13	8.3	54%	4.3
Solid waste management	2	0.8	5%	0.7
Water management	5	2.6	17%	1.1
TOTAL	26	15.2	100%	7.3

Source: JMA project data (April 2017)

- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	-	-	-	-
Civil society development	-	-	-	-
Culture exchange	7	2.1	74%	1.3
Education and training	2	0.7	26%	0.5
Employment promotion	-	-	-	-
Healthcare	-	-	-	-
Social inclusion	-	-	-	-
TOTAL	9	2.8	100%	1.8

Source: JMA project data (April 2017)



- Security

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Border management	-	-	-	-
Prevention of and fight against organised crime	1	0.5	100%	0.1
TOTAL	1	0.5	100%	0.1

Source: JMA project data (April 2017)

➤ Participation**Funding requested, granted and spent by applicants/beneficiaries per partner country**

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
AM	8.7	5%	2	6%	1.6	7%
AZ	2.7	1%	0	0%	0	0%
BG	23.8	13%	4.4	14%	3.2	14%
GE	13.9	8%	2.5	8%	2.1	9%
EL	26.6	15%	4.6	14%	2.3	10%
MD	16.5	9%	3.4	10%	2.6	11%
RO	38.6	21%	6.3	19%	4.1	19%
RU	0.8	0%	0	0%	0	0%
TR	31.3	17%	6.2	19%	5	22%
UA	18.1	10%	3.1	9%	1.5	6%
TOTAL	180.5	100%	32.2	100%	22.1	100%

Source: JMA data (participation level)

Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
AM	17	5%	5	8%
AZ	8	1%	0	0%
BG	68	13%	12	14%
GE	15	8%	3	8%
GR	97	15%	16	14%
MD	27	9%	6	10%
RO	102	21%	19	19%
RU	1	0%	0	0%
TR	8	17%	0	19%
UA	25	10%	1	9%
TOTAL	368	100%	62	100%

Source: JMA data (participation level)



- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
AM	94	6%	21	7%
AZ	20	1%	0	0%
BG	206	14%	38	13%
GE	175	12%	31	11%
GR	115	8%	23	8%
MD	194	13%	42	14%
RO	215	15%	34	12%
RU	9	1%	0	0%
TR	223	15%	59	20%
UA	207	14%	43	15%
TOTAL	1458	100%	291	100%

Source: JMA data (participation level)

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	24	40.0%	110	39.1%
International organisations	-	-	-	-
Local and regional authorities	15	25.0%	42	14.9%
National authorities			3	1.1%
Non-state actors	21	35.0%	125	44.5%
Private companies and businesses	-	-	-	-
Not specified	-	-	1	0.4%
TOTAL	60	100%	281	100%

Source: project data

➤ Indicator measurements (Annual Implementation Report)- Result indicators

	Name	Target	Achieved	Achieved as % of target
Programme	Number of SMEs active in eligible regions (indicator of development of local economic systems based on local resources)	N.A	N.A	N.A
	Number of tourist arrivals (indicator of the orientation of local economies to exportable services and international integration)	N.A	N.A	N.A
	Enrolment rate in higher education institutions (indicator of the growth of higher education access, promoted by cross border cooperation)	N.A	N.A	N.A
	Population having access to improved water infrastructure (indicator of sustainable development promoted through CBC)	N.A	N.A	N.A
	Permanent cultural and scientific cooperation initiatives in the basin area (indicator of cultural and scientific integration in the basin)	N.A	N.A	N.A



Priority 1	Number of project partnerships establishing permanent economic relations between the economic actors from different countries after the end of project activities	5	16	320%
	Number of entrepreneurs adopting innovations and starting new production after involvement in projects	10	98	980%
	Number of entrepreneurs / economic agents completing activities and achieving new skills and competencies	100	998	998%
	Number of new permanent joint products or partnerships in the area of tourism	5	21	420%
	Number of local administrations and organizations activating new types of services or new ways of providing existing services	10	10	100%
Priority 2	Number of partnerships contracts / agreements establishing permanent relations among institutions / agencies active in the environmental sector	5	48	960%
	Number of entrepreneurs / technicians / researchers completing activities and achieving new skills and competencies	100	211	211%
	Number of institutions active in environmental protection adopting innovations developed by projects.	10	77	770%
Priority 3	Number of permanent cultural and educational networks established after the implementation of projects	10	4	40%
	Number of citizens completing cultural projects and achieving educational / cultural objectives	100	172	172%
	Number of students completing an internship or training in partner countries	50	149	298%

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of cross border partnerships for local development projects created	10	25	250%
	Number of entrepreneurs / economic agents involved in project activities	100	1060	1060%
	Number of training / innovation promotion initiatives for entrepreneurs initiated	10	37	370%
	Number of local administrations involved in initiatives for capacity building	100	31	31%
	Number of new information, communication, transport and trade links researched and/or established	10	12	120%
Priority 2	Number of environmental training and/or research initiatives carried out	20	27	135%
	Number of agencies / associations involved in project activities	100	86	86%
	Number of research / education institutions assisted / involved in project initiatives.	50	39	78%
	Number of trainings initiatives begun in environmental protection	10	21	210%
	Number of inhabitants of natural areas participating in awareness events	100	227	227%
Priority 3	Number of partnerships created for cultural and educational initiatives	5	61	1220%
	Number of media products produced and distributed by the projects	10	3146	31460%
	Number of cultural agencies / associations participating in project activities	50	15	30%
	Number of education institutions assisted in project initiatives.	20	12	60%
	Number of citizens / students participating in events and activities implemented in the projects	1000	8508	851%



➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector	
Mission 1 (2013)	1	Facilitate the trade of agro-food products in the black sea basin (FTAP)	Rural livelihoods	
	2	Industrial symbiosis network for environment protection and sustainable development in black sea basin - SYMNET	Governance	
	3	Black sea network for regional development- BLASNET	Entrepreneurship and SME development	
	4	Black sea solidarity and economic activity BS-SEA	IT and connectivity	
	5	Capacity for integrated urban development integr-able	Governance	
	6	Development of a common intraregional monitoring system for the environmental protection and preservation of the black sea (eco-satellite)	Awareness raising, education and capacity building	
	7	Raising public awareness on solid municipal waste management in the north-west of the black sea region (less waste in the north west)	Awareness raising, education and capacity building	
	8	Strengthening the regional capacity to support the sustainable management of the black sea fisheries	Rural livelihoods	
	9	Interpretative trails on the ground - support to the management of natural protected areas in the black sea region - intertrails	Nature preservation and promotion	
	10	BSUN joint master degree study program on the management of renewable energy sources - ARGOS	Awareness raising, education and capacity building	
	11	Radition, originality, uniqueness and richness for an innovative strategy for tourism development in black sea region - tourist	Tourism	
		12	JOP ENPI CBC BSB	All
Mission 2 (2013)	1	Interpretative trails on the ground - support to the management of natural protected areas	Nature preservation and promotion	
	2	Black sea earthquake safety network – esnet	Disaster management	
	3	"MAREAS" - Black Sea Joint Regional Research Centre for Mitigation and Adaptation to the Global Changes Impact	Nature preservation and promotion	
	4	Industrial Evolution in Black Sea Area-examples from Greece, Romania and Armenia (IEBSA)		
	5	Research and restoration of the essential filter of the sea-reefs	Nature preservation and promotion	
	6	Sharing Collectively the Competence of the Researchers to the Farmers for a Sustainable and Ecological Exploitation of the Agricultural and Environment Protection - ECO-AGRI	Rural livelihoods	
	7	Improvement of the Integrated Coastal Zone Management in the Black Sea Region, ICZM	Nature preservation and promotion	
	8	Black sea silk road corridor (BSSRC)	Tourism	
		9	JOP ENPI CBC BSB	All
		10	From the Aegean to the Black Sea. Medieval Ports in the Maritime Routs of the East (OLKAS)	Tourism
Mission 3	1	JOP ENPI CBC BSB	All	



(2015)	2	Innovations in sustainable management and protection of natural areas (4greeninn)	Nature preservation and promotion
	3	Innovative Instruments for Environmental Analysis in North Western Black Sea Basin (Black Sea e-Eye)	Awareness raising, education and capacity building
	4	Black Sea - Unity and Diversity in the Roman Antiquity - BSUDRA	Cultural Exchange
	5	Black Sea Network for Sustainable Tourism - Strategies for joint tourism marketing and development in the Black Sea region	Tourism
	6	Youth Action for Regional Coherence and Cooperation (YARCC)	Children and youth
	7	Culture exchange platform	Cultural exchange
	8	Improvement of the Integrated Coastal Zone Management in the Black Sea Region, ICZM	Awareness raising, education and capacity building
	9	Introduction of innovative waste management practices in selected cities of Georgia, Moldova and Armenia, GMA-WMP	Solid waste management
	10	Cultural Ports from Aegean to the Black Sea - LIMEN	Cultural Exchange
	11	Black sea silk road corridor (BSSRC)	Tourism

- Gradings

Projects	MISSION 1												MISSION 2										MISSION 3										
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	11
Relevance and quality of design	B	B	B	C	B	B	B	A	A	B	B	B	A	B	B	C	C	A	A	B	A	A	B	B	B	B	B	B	C	B	B	B	B
Efficiency of implementation	B	B	B	C	C	B	C	B	A	A	B	C	A	B	C	B	C	B	C	B	C	B	C	C	C	B	C	A	B	C	B	B	B
Effectiveness to date	B	B	B	C	C	B	C	B	B	B	B	C	B	A	C	B	D	B	B	B	C	C	B	C	C	B	B	A	B	B	B	B	B
Impact prospects	B	B	B	C	B	B	B	B	B	B	B	B	A	B	C	C	C	B	B	B	B	B	B	C	B	B	B	B	B	B	B	B	B
Potential sustainability	B	A	B	C	B	A	B	B	B	A	B	B	B	B	C	C	C	C	B	B	C	C	B	B	B	B	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

- Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance: The Programme is well designed. However, a number of needed updates, and learning from the experience of the projects have not been performed in full. Efficiency: The Programme has not been enough efficient due to the difficult start-up and complicated procedures. Indeed, The general performance of the 11 monitored projects has been satisfactory. Main issues related to efficiency regarded coordination and language barriers as well as procedural issues. Despite the implementation issues at Programme level, the projects have been fairly efficient in their production of outputs. Effectiveness: The Programme is effective in the second and third priorities, while falling behind for the first priority. JTS faces staffing issues and financial support. There is also an obvious need for an intensive communication with all target groups. 	<p>The JMA/JTS are advised to:</p> <ul style="list-style-type: none"> Pay attention to the relevance of projects aimed at regional economic cooperation with real cross-border focus, comparative advantages, prior experience of the implementers, and existence of support infrastructures. Review the 30%-50%-20% disbursement schedule and the timeframes for the approval of Interim reports Take into account municipalities and other state governance bodies from the ENPI East countries cannot invest own resources in the idle period between the disbursements;



	<ul style="list-style-type: none"> • Sustainability The financial sustainability of the monitored 11 projects is on average is good. Most projects are establishing services that are of immediate need and used by both the Partners and the target groups. The sustainability of some of the economic cooperation projects, however, is difficult to ensure, except of the first measure regarding accessibility. • Impact: Generally, some impacts are already visible in the second and third priorities and the prospects for further long-term effects for the projects are good enough. There is a need for more synergy and more effective coordination mechanisms in the countries between EU aid instruments. An indirect negative effect may originate from the Programme's cumbersome procedures. Hence, the Programme administration and procedures need to be refined to be more 'attractive' for the implementers 	<ul style="list-style-type: none"> • Streamline the contractual and administrative procedures and minimize risks of misinterpretation. • Consider developing an analytical facility for learning on the experience of the projects and ways of sharing experiences with other EU CBC Programmes • Attempt an advocacy for a higher level of representation of the Programme in the countries, closer involvement of the current network of counterparts and strategic visibility campaigns.
<p>2</p>	<ul style="list-style-type: none"> • Relevance: The three priorities (economy, environment and education/culture) remain extremely important for all participating countries and partner government policies continue to develop their respective policies. For the last decade cross border cooperation has been an important sector promote by all that participating countries. The BSB Programme's description part was developed well. The description is based on comprehensive problems and SWOT analysis. Contrary to the well developed BSB Programme description part, the intervention logic (Logical Framework Matrix - LFM) is ambitious and not realistic. • Efficiency: The BSB Programme started with great delays, due to administrative structural problems and lack of sufficient human resources. Human resources remain until now one of the main weaknesses (already noted during the 1st ROM 2012 mission) as the situation regarding the JTS has not been solved yet. The JTS under staff has a direct negative effect on the load work of JMA (which has to assume too many responsibilities) and a direct negative effect on relation with awarded projects. • Effectiveness: On the project level effectiveness differs greatly among the nine projects monitored. Whereas six projects had high scoring for effectiveness, three projects (including one with serious deficiencies) were assessed as having problems. There is some evidence that through the awarded projects partnerships for environment sector was made (5 projects out of 9 monitored concerned priority 2). A very positive point is that operation between partners is excellent (even among countries having political differences). This was observed in all projects monitored. But the general impression is that the awarded projects are implemented based on an "individual project" approach, rather than implemented being part of a bigger picture. Synergy among similar interventions, or among projects under the same priority that could cooperate together, is weak • Sustainability: The financial sustainability for the monitored 9 projects in average is not satisfactory (4 projects were assessed as good and 5 as having problems). The majority of the projects did not elaborate exit strategies in the project design. Sustainability remains a serious issues, mostly due to lack of financial means for the continuation of results after the completion of the project. There is no evidence 	<p>N.a</p>



	<p>that countries partnerships will be able to continue working together after the projects end</p> <ul style="list-style-type: none"> • Impact: The impact indicators and their measurements developed in the BSB Programme document are ambitious, and not realistic. In addition, the link between these indicators and the awarded projects is not obvious. Most of these indicators greatly depend on external factors more than on the Black Sea Basin cross border cooperation 	
3	<ul style="list-style-type: none"> • Quality of design: The overall design of the Programme is of adequate quality and realistic with the Overall Objective supported by Priorities and Measures. However, the Results of the Programme are not clearly formulated. The lack of clear link between the effects of the projects and the achievements of the Programme could complicate future performance assessment. The design of the Programme, its procedures, management structures and arrangements, are generally well understood by all stakeholders. The set-up of communication lines and responsibilities is already less clear and the underlying management processes are often perceived as overly bureaucratic and slow. • Efficiency: The outcome of the actions carried out is positive with many projects demonstrating good progress towards delivering results and achieving objectives. Results are delivered despite numerous challenges, incl. inefficient understaffed JTS. • Effectiveness: In general, reasonably good performance and results achieved at individual grant project level bode well for the overall performance of the Programme although there are implementation risks related to specific projects. There is a need for a close follow up by JTS on implementation of projects and prompt response from the JTS/JMA. • Impact: There are good prospects that the implemented projects contribute to the contributing to a stronger and sustainable economic and social development of the regions of the Black Sea Basin. However, a thorough ex-post analysis and evaluation will be required to establish actual impact through contributions made by the funded interventions. • Sustainability: Potential Sustainability of the BSB Programme has substantially improved and currently is positive. Sustainability of basin-wide cooperation has been substantially enhanced by the Programme. It managed to develop high ownership, appreciation of its results, and commitment of all involved parties at all levels. 	<ul style="list-style-type: none"> • A thorough review of the ongoing project portfolio with follow-up requests for updated • Full mobilisation of the implementation environment with consistent proactive support by the JTS/JMA • Mitigation, in consultation with Commission Services of risks and addressing issues related to the events in Ukraine • National Authorities (except TR) lack systematic provision of information on progress of projects and delivered results and benefits • Improvement of the Programme website



ENPI 2007-2013 CBC BALTIC SEA REGION

Programme fiche

1. CONTEXT

➤ *Programme areas*

	Eligible areas	Other ENPI CBC programmes
BY	Whole country	PL-BY-UA LT-LV-BY
DE	Berlin	
	Brandenburg	
	Bremen	
	Hamburg	
	Mecklenburg-Vorpommern	
	Schleswig-Holstein	
	Niedersachsen (only NUTS II area Lüneburg)	
DK	Whole country	
EE	Whole country	EE-LV-RU
FI	Whole country	SEFR
		KOL
		KAR
LV	Whole country	EE-LV-RU LT-LV-BY
LT	Whole country	LT-LV-BY
		LT-PL-RU
NO	Whole country	KOL
PL	Whole country	PL-BY-UA
		LT-PL-RU
SE	Whole country	KOL



➤ Map



➤ Characteristics of border areas

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	Internation al border crossing points
BY	207,6	10.4%	207,6	100.0%		
DK	42,9	2.5%	42,9	100.0%		
EE	45,2	2.3%	45,2	100.0%		
FI	338,4	16.7%	338,4	100.0%		
DE	85,6	4.5%	357,3	25.3%		
LV	64,6	3.4%	64,6	100.0%		
LT	65,3	3.3%	65,3	100.0%		
NO	386,2	19.0%	386,2	100.0%		
PL	311,9	15.7%	311,9	100.0%		
SE	450,3	22.2%	450,3	100.0%		
TOTAL	2,043.0	100%	2,312.0		N/A	N/A
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
BY	9,640	10.2%	46,4	9,640	2,611.7	
DK	5,420	5.8%	126,3	5,420	40,693.3	
EE	1,360	1.4%	30,1	1,360	8,610.8	
FI	5,250	5.6%	15,5	5,250	32,471.7	
DE	14,619	15.5%	170,8	81,250	29,348.3	
LV	2,230	2.4%	34,5	2,230	6,323.3	



LT	3,340	3.6%	51,1	3,340	6,515.8	
NO	4,620	4.9%	12,0	4,620	55,633.3	
PL	38,560	41.0%	123,6	38,560	6,595	
SE	9,030	9.6%	20,1	9,030	35,902.5	
TOTAL/ AV.	94,069.0	100%	66.1	160,700.0	22,470.6	

➤ *Challenges and opportunities*

Table 8: Source- ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Ageing population - Migration from rural/peripheral areas (N-BSR) and E-BSR to metropolitan regions in S-BSR - Low density in N-BSR and E-BSR 	-
Labour market	<ul style="list-style-type: none"> - Rising unemployment due to restructuration (E-BSR) - Small service sector/SME in E-BSR 	<ul style="list-style-type: none"> - Skilled labour force (W-BSR) - High level of education among the population
Economy	<ul style="list-style-type: none"> - Unbalanced economic development (activity centered in capital/metropolitan regions with peripheral regions lagging behind) - Inward oriented transport solutions insufficiently integrated into transnational networks - GDP per capita in E-BSR still 4-5 times lower than W-BSR - Low accessibility and connectivity rates in the N-BSR and E-BSR 	<ul style="list-style-type: none"> - Metropolitan regions acting as growth engines for the whole BSR - Strong clusters, competing environment conducive to innovation and vibrant R&D (W-BSR) - GDP growth above EU average (W-BSR) - Growing East-West trade and exchanges - E-BSR economy catching up - Dense networks of maritime connections, in particular in W-BSR - Ten-T networks extending into BSR - High ICT usage in S-BSR - Strong political support for BSR cooperation and economic integration
Environment	<ul style="list-style-type: none"> - Low environmental awareness in E-BSR - Increased air, road and maritime traffic puts pressure on the environment 	<ul style="list-style-type: none"> - Well-developed monitoring system of the Baltic Sea with integrated coastal management and strong scientific capabilities
Social	<ul style="list-style-type: none"> - Low access to social services and health care in E-BSR 	-

➤ *Developments during implementation period*

By the deadline of 31 December 2008, a Financing Agreement between the European Commission and Belarus was signed whereas the negotiations with Russia had failed. Consequently, ENPI funding became available to project partners from Belarus from 2009 onwards. Regional cooperation. As a result, In January 2012, the Commission approved an amendment of the OP related to the reduction of ENPI funding from EUR 22.6 million to EUR 8.8 million. The latter amount was dedicated to the participation of partners from Belarus.

From the second half of 2008 on, the effects of the financial crisis had a significant impact in the Programme area with rising unemployment and economic recession. These developments put some of the participating countries in a rather difficult budgetary situation, in particular the new EU Member States. However, the economic crisis did not seem to have shifted the focus away from international cooperation in the BSR. According to the programme's final evaluation report, the impact may even have been to some extent positive forcing partner organisations to become more alert, look for new opportunities, be more targeted in their work and also choose international cooperation more strategically to ensure that it brings maximum added value to their activities and priorities.



➤ *Regional cooperation*

Name		Council of the Baltic Sea States (CBSS)
Scope	The Members of the Council are the 11 states of the Baltic Sea Region (DE, EE, FI, DE, IC, LV, LT, NO, PL, RU, SE). as well as the European Commission.	
Aim	- The Council of the Baltic Sea States is an overall political forum for regional inter-governmental cooperation. Based in Stockholm, the role of the Council is to serve as a forum for guidance and overall coordination among the participating states.	
History and organisation	- The CBSS was established by the region's Foreign Ministers in Copenhagen in 1992 as a response to the geopolitical changes that took place in the Baltic Sea region with the end of the Cold War. Since 1998, the CBSS Member States have financed jointly the Permanent International Secretariat of the CBSS. The Council consists of the Ministers for Foreign Affairs from each Member State and a member of the European Commission. The Presidency of the Council rotates among the Member States on an annual basis. The foreign minister of the presiding country is responsible for coordinating the Council's activities and is assisted in this work by the Committee of Senior Officials (CSO). The Council does not have a general budget or project fund. Members are responsible for funding common activities and/or for seeking and coordinating financing from other sources. The CBSS fulfills a coordinating role in the implementation of some priorities of the EU Baltic Sea Region Strategy.	

Name		EU Baltic Sea Region Strategy (EU BSR)
Scope	The EU BSR strategy adopted in 2009 provides the political and strategic framework for the BSR (the strategy consists of several priorities - environment, connectivity and economic development).	
Aim	-	
History and organisation	-	



PROGRAMME

➤ *Intervention logic*

Overall objective	Specific Objectives	Priorities	Measures
Strengthening the development towards a sustainable, competitive and territorially integrated Baltic Sea Region by connecting potentials over the borders	5. Promoting economic and social development in the border areas 6. Working together to address common challenges 7. Promoting local, people-to-people cooperation	5. Fostering of Innovations across the BSR 6. Internal and External Accessibility of the BSR 7. Management of the Baltic Sea as a Common Resource 8. Attractive and Competitive Cities and Regions	4.4. Providing support for innovation sources 4.5. Facilitating the technology transfer and diffusion of knowledge across the BSR 4.6. Strengthening the social capacity in generation and absorption of new knowledge 5.1. Promotion of transport and ICT measures enhancing accessibility and sustainable socio-economic growth 5.2. Actions stimulating further integration within existing transnational development zones and creation of new ones (aimed to better exploit socio-economic potential of the adjacent territories) 6.1. Water management with special attention to challenges caused by increasing economic activities and climate changes 6.2. Economic management of open sea areas and sustainable use of marine resources 6.3. Enhanced maritime safety 6.4. Integrated development of off-shore and coastal areas 7.1. Strengthening metropolitan regions, cities and urban areas as engines of economic development 7.2. Strategic support for integrated BSR development and socio-economic and territorial cohesion 7.3. Strengthening social conditions and impacts of regional and city development



➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	X		X
Common challenges		X	X
Secure and efficient borders			
People to people			

➤ *Governance*

Composition		Responsibilities
MC	- Representatives of all eleven participating states.	- Main decision-making body - Responsible for ensuring the effectiveness and quality of Programme implementation including the selection of projects.
MA	- Investitionsbank Schleswig-Holstein, Kiel (DE)	- Responsible for managing and implementing the Programme on behalf of the participating states in accordance with the relevant Community and national rules. - Acts as Certifying Authority
JTS	- Rostock (DE) - Riga JTS Branch Office (LV)	- Provide all necessary information and management services towards the project partners. - Launch information measures and communicate the benefits of EU Structural Funds to the citizens of the BSR. - Support MC, MA, CA and AA
AA	- Established in DE	- Ensure that audits are carried out to verify the effective functioning of the management and control system of the Programme
National sub-committees	-	- Ensure the information flow to regional and local authorities, economic and social partners, and NGOs during Programme implementation.



IMPLEMENTATION.

➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission			
	C1	Baltic Sea Region Programme 2007 - 2013	Open	30 May 2008			
	C2			31 March 2009			
	C3			22 March 2010			
	C4			31 March 2011			
	C5			20 February 2012 (Project idea form) 29 March 2012 (Applications)			
I. Objectives and priority issues	Call	Objectives	Priorities	Measures			
	C1	As per programme					
	C2	Call 2 will especially focus on Priorities 1, 2 and 3, although also Priority 4 will be included.					
	C3						
	C4						
	C5	Promoting economic and social development in the border areas	4. Promoting attractive and competitive cities and regions	4.2 Strategic support for integrated BSR development and socio-economic and territorial cohesion			
II. Financial allocations	Call	Total budget	Breakdown per priority		EU co-financing		
	C1	ENPI	€20.3m	1	€58.7m (ERDF) + €5m (ENPI) + €1.7 (NO)	ERDF co-financing for partners in DEN-FI-GE-SW up to 75%; for ES-LV-LT-PL up to 85%; NO partners up to 50% ENPI co-financing 90%	
		ERDF	€195.6m	2	€39.1m (ERDF) + €4m (ENPI) + €1.1 (NO)		
				3	€58.7m (ERDF) + €4m (ENPI) + €1.7 (NO)		
		NO	€5.6m	4	€39.1m (ERDF) + €7.3m (ENPI) + €1.1 (NO)		
	C2	ENPI	€14.8	1	€43.9m (ERDF) + €3.7m (ENPI)		
		ERDF	€136.6	2	€37.5m (ERDF) + € 3.9m (ENPI)		
				3	€33.8m (ERDF) + € 1.7m (ENPI)		
		NO	€4m	4	€21.4m (ERDF) + € 5.5m (ENPI)		
	C3	ENPI	€18m	1	€25.3m (ERDF) + € 4.63m (ENPI)		
		ERDF	€79.6	2	€21.07m (ERDF) + € 3.81m (ENPI)		
				3	€24.18m (ERDF) + € 2.89m (ENPI)		
		NO	€2.2	4	€9.04m (ERDF) + € 6.67m (ENPI)		
	C4	ENPI	€17.1m	1	€9.2m (ERDF) + € 4.5m (ENPI)		
		ERDF	€33.4m	2	€8.1m (ERDF) + € 3.5m(ENPI)		
				3	€9.9m (ERDF) + € 2.8m (ENPI)		
		NO	€1.7m	4	€6.2m (ERDF) + € 6.3m (ENPI)		
	C5	ERDF	€4.43m	4	N/A		ERDF co-financing for DK-FI-DE-SE) up to 75%; for ES-LV-LT-PL up to 85%; NO partners up to 50%
		NO	€0.84m				



III. Eligibility of applicants and partners	Call	Applicant	
	C1	Public authorities and bodies governed by public law (also called public equivalent bodies) located in the Programme area(as per Operational Programme and Programme Manual). Private companies are welcome to participate in the projects with their own financing.	
IV. Eligibility of actions	C2 C3 C4 C5	Legal persons with non-profit objective can receive Programme funding for the implementation of project related activities (as per Operational Programme and Programme Manual). Private companies are welcome to participate in the project, at their own funds to finance their costs.	
	Call	Location	Type of projects
	C1 C2 C3 C4 C5	<i>Baltic Sea Region – Not specified</i>	N/A
	Call	Duration	Cross-border dimension
	C1 C2 C3	N/A	
	C4	N/A - 31 March 2014	N/A
	C5	N/A - 30 September 2014	Horizontal actions of the EU Strategy for the Baltic Sea Region's Action Plan: "Strengthening multi-level governance, place based spatial planning and sustainable development" "Build a regional identity"



➤ *Timeline*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	25/02/2008	N/A	N/A	24/10/2008	8	2
Call 2	02/02/2009	N/A	N/A	09/06/2009	4	6
Call 3	04/01/2009	N/A	N/A	16/09/2010	8	N/A
Call 4	01/12/2010	N/A	N/A	28/09/2011	10	N/A
Call 5	09/01/2012	N/A	N/A	12/06/2012	5	N/A

➤ *Timeframe*

EC programme adoption	21/12/2007
FA ratification	31/12/08 (BY)
First call for proposals	25/02/2008
First contract signed	01/01/2009
Last contract signed	29/09/2011
End of implementation phase for projects	31/12/2014
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	21
N° of ongoing projects (April 2017)	0

➤ *Allocations*

	Programme				
	ERDF funding (Programme) (€m)	ENPI funding (Programme) (€m)	National funding (Programme) (€m)	Project contribution (Programme) (€m)	Original Programme Allocation (€m)
Priority 1	56	0.7	3.4	12.4	72.4
Priority 2	39.5	0.8	2.3	8.8	51.3
Priority 3	57.9	4.1	3.4	13.2	78.6
Priority 4	42.4	1.8	2.3	9.5	55.8
Technical assistance	12.5	1.6	0.8	5.4	20.2
TOTAL	208.1	8.8	12	49.1	278



	JMA figures - only projects involving BYI (May 2017)			
	EU funding (Allocated)	ENPI funding (Allocated)	Project contribution (Allocated)	Total (Allocated)
	(€m)	(€m)	(€m)	(€m)
Priority 1	7.5	0.7	2	10.2
Priority 2	7	0.7	2.2	9.8
Priority 3	14	4.1	4.6	22.6
Priority 4	18	1.7	5	24.6
Technical assistance	0	1.6	0	1.6
TOTAL	46.4	8.6	13.7	68.5

➤ *Contracting and disbursement*

- All funding (only projects involving BY)

	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	10.2	9.6
Priority 2	9.8	9
Priority 3	22.6	21.3
Priority 4	24.6	22
Technical assistance	1.6	1.2
TOTAL	68.5	62.9

Source: JMA, programme data, May 2017

- EU funding (only projects involving BY)

	ENPI funding (Programme)	ENPI funding (Contracted)	% ENPI allocation (cont.)	ENPI funding (Disbursed)	% ENPI Allocation (disb.)
Priority 1	0.7	0.7	100%	0.7	94%
Priority 2	0.8	0.7	88%	0.6	91%
Priority 3	4.1	4.1	100%	3.7	90%
Priority 4	1.8	1.7	94%	1.3	76%
Technical assistance	1.6	1.6	100%	1.2	71%
TOTAL	8.8	8.6	98%	7.2	84%

Source: JMA, programme data, May 2017

➤ *Large scale projects*

N/A



➤ *Sector analysis (EU funding)*

- Overall (EU funding, JMA programme data, May 2017)

	Type	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Economic development	Grant	8	15.3	32%	1.1
	LSP	N/A	N/A	0%	N/A
	TOTAL	8	15.3	32%	1.1
Environment	Grant	9	23.5	50%	4.4
	LSP	N/A	N/A	0%	N/A
	TOTAL	9	23.5	50%	4.4
Social development	Grant	4	8.2	17%	0.6
	LSP	N/A	N/A	0%	N/A
	TOTAL	4	8.2	17%	0.6
Security	Grant	N/A	N/A	0%	N/A
	LSP	N/A	N/A	0%	N/A
	TOTAL	N/A	N/A	0%	N/A
GRAND TOTAL		21	47.0	100%	6.1

- Economic development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Entrepreneurship and SME development	2	3.1	20%	0.4
Governance	1	2.0	13%	0.1
IT & connectivity	1	1.4	9%	0.1
Rural livelihoods and agriculture	1	2.8	18%	0.1
Tourism	1	2.2	14%	0.1
Transport & energy infrastructures	2	4.1	26%	0.6
TOTAL	8	15.3	100%	1.1

- Environment

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building	2	8.2	35%	0.5
Disaster and risk management	1	1.7	7%	0.1
Energy efficiency	2	6.2	26%	0.2
Nature preservation and promotion	1	2.5	11%	0.4
Solid waste management	1	2.0	8%	0.3
Water management	2	3.2	13%	3.2
TOTAL	9	23.5	100%	4.4



- Social development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Children and youth	N/A	N/A	0%	N/A
Civil society development	N/A	N/A	0%	N/A
Culture exchange	1	3.3	40%	0.2
Education and training	N/A	N/A	0%	N/A
Employment promotion	N/A	N/A	0%	N/A
Healthcare	2	3.8	46%	0.4
Social inclusion	1	1.2	14%	0.2
TOTAL	4	8.2	100%	0.6

- Security

N/A

➤ Participation**Funding requested, granted and spent by applicants/beneficiaries per country**

Country	EU funding requested	As % of total	EU funding granted	As % of total
BY	18.3	10%	6	11%
DE	20.5	11%	9.2	17%
DK	7.8	4%	3.3	6%
EE	14	8%	3.9	7%
ES	0.3	0%	0	0%
FI	20.9	12%	7.7	14%
LV	20.9	12%	4.2	8%
LT	19.8	11%	3.7	7%
PL	23.9	13%	5.5	10%
SE	32.6	18%	10.2	19%
UK	0.2	0%	0.2	0%
TOTAL	178.7	100%	53.3	100%

- Number of lead partners per country

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	0	0%	0	0%
DE	17	24%	8	38%
DK	0	0%	0	0%
EE	2	3%	0	0%
ES	0	0%	0	0%
FI	16	22%	4	19%
LV	7	10%	1	5%
LT	6	8%	0	0%



PL	4	6%	0	0%
SE	20	28%	8	38%
UK	0	0%	0	0%
TOTAL	72	100%	21	100%

- Number of other partners per country

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	114	11%	40	11%
DE	118	12%	56	16%
DK	46	5%	21	6%
EE	106	10%	33	9%
ES	2	0%	0	0%
FI	107	11%	41	12%
LV	140	14%	35	10%
LT	109	11%	31	9%
PL	129	13%	49	14%
SE	142	14%	45	13%
UK	1	0%	1	0%
TOTAL	1014	100%	352	100%

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	8	38.1%	95	27.5%
International organisations	N/A	0.0%	N/A	0.0%
Local and regional authorities	6	28.6%	64	18.6%
National authorities	7	33.3%	48	13.9%
Non state actors	N/A	0.0%	138	40.0%
Private companies and businesses	N/A	0.0%	N/A	0.0%
TOTAL	21	100%	345	100%

➤ *Indicator measurements (Annual Implementation Report)*

- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of projects with politically recognised and promoted results	16	73	456%
	Number of projects creating sustainable co-operative structures based on official agreements	6		0%
	Number of projects unlocking public /private investments	8	13	163%
	Number of projects with recognised support to innovation	5	21	420%
	Number of projects facilitating transnational technology and knowledge transfer	5	21	420%
Priority 2	Number of projects with politically recognised and promoted results	10		0%



	Number of projects creating sustainable co-operative structures based on official agreements	4		0%
	Number of projects unlocking public /private investments	10		0%
	Number of projects accelerating an increase of capacity and/or interoperability of different transport and ICT networks	9	12	133%
	Number of projects speeding up integration of areas with low accessibility	6	7	117%
	Number of projects clearly influencing policies, strategies or regulations in the field of transport and ICT	3	14	467%
	Number of projects increasing the role of sustainable transport	5	12	240%
Priority 3	Number of projects with politically recognised and promoted results			
	Number of projects creating sustainable co-operative structures based on official agreements			
	Number of projects unlocking public /private investments			
	Number of projects improving institutional capacity and effectiveness in water management in the Baltic Sea	3	12	400%
	Number of projects increasing sustainable economic potential of marine resources	4	8	200%
	Number of projects improving institutional capacity in dealing with hazards and risks at onshore and offshore areas	7	10	143%
Priority 4	Number of projects clearly influencing policies, strategies, action plans and regulation in the field of management of Baltic Sea resources	5	16	320%
	Number of projects with politically recognised and promoted results			
	Number of projects creating sustainable co-operative structures based on official agreements			
	Number of projects unlocking public /private investments			
	Number of projects aiming at pooling resources of metropolitan regions, cities and rural areas to enhance the BSR competitiveness and cohesion	4	10	250%
	Number of projects improving preconditions for increase of BSR competitiveness in Europe and worldwide	4	17	425%
	Number of projects increasing identity and/or recognition of the BSR	4	10	250%
	Number of projects strengthening social conditions and impacts of regional and city development	4	11	275%

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of politicians directly involved in project activities		5551	
	Number of open public events with politicians participation		1537	
	Number of political statements to be endorsed, resulting from project activities and signed within the project lifetime		236	
	Number of established transnational co-operative structures based on official agreements (networks, platforms, fora, councils etc)			
	Amount (EUR) of public/private investments realised with Programme's funding within the project lifetime			
	Amount (EUR) of public/private investments realised with other than Programme's funding within the project lifetime			
	Number of tools/methods/model solutions developed/tested aiming at strengthening performance of innovation sources			
	Number of tools /methods/model solutions developed/tested facilitating the transnational transfer of technologies and knowledge			



	Number of tools /methods/model solutions used to increase involvement of broader public in innovation generation and absorption			
Priority 2	Number of politicians directly involved in project activities			
	Number of open public events with politicians' participation			
	Number of political statements to be endorsed, resulting from project activities and signed within the project lifetime			
	Number of established transnational co-operative structures based on official agreements (networks, platforms, fora, councils etc)		136	
	Amount (EUR) of public/private investments realised with Programme's funding within the project lifetime		€ 6,118,805	
	Amount (EUR) of public/private investments realised with other than Programme's funding within the project lifetime		€ 105,474,503	
	Number of tools/methods/model solutions developed/tested aiming at increase of capacity and/or interoperability of different transport and ICT networks			
	Number of tools/methods/model solutions developed/tested aiming at integration of areas with low accessibility			
	Number of tools/methods/model solutions developed/tested towards influencing the national policies, strategies or regulations.			
Priority 3	Number of politicians directly involved in project activities			
	Number of open public events with politicians' participation			
	Number of political statements to be endorsed, resulting from project activities and signed within the project lifetime			
	Number of established transnational co-operative structures based on official agreements (networks, platforms, fora, councils etc)			
	Amount (EUR) of public/private investments realised with Programme's funding within the project lifetime			
	Amount (EUR) of public/private investments realised with other than Programme's funding within the project lifetime			
	Number of tools/ methods/model solutions developed/tested aiming at improving institutional capacity and effectiveness in water management in the Baltic Sea			
	Number of tools/ methods/model solutions developed/tested aiming at increasing the potential of marine resources			
	Number of tools/ methods/model solutions developed/tested aiming at improving institutional capacity in dealing with hazards and risks at onshore and offshore areas			
	Number of tools/ methods/model solutions developed/tested towards influencing Baltic Sea resources management policies, strategies, action plans and regulations			
Priority 4	Number of politicians directly involved in project activities			
	Number of open public events with politicians participation			
	Number of political statements to be endorsed, resulting from project activities and signed within the project lifetime			
	Number of established transnational co-operative structures based on official agreements (networks, platforms, fora, councils etc)			
	Amount (EUR) of public/private investments realised with Programme's funding within the project lifetime			
	Amount (EUR) of public/private investments realised with other than Programme's funding within the project lifetime			
	Number of tools/ methods/model solutions developed/tested aiming at pooling resources of metropolitan regions, cities and rural areas to enhance the BSR competitiveness and cohesion			
	Amount (EUR) of public/private investments realised with other than Programme's funding within the project lifetime			
	Number of tools/ methods/model solutions developed/tested increasing identity and/or recognition of the BSR			



Number of tools/ methods/model solutions developed/tested strengthening social conditions and impacts of regional and city development			
--	--	--	--

➤ *Result-oriented monitoring*

N/A

➤ *External programme evaluation*

- Analysis of projects in 2007-2013 & setting baselines and targets for indicators 2014-2020

Date: July 2015	Author: Ramboll
Main findings	
<ul style="list-style-type: none"> • 15 sample projects reached their main goals and contributed to programme objectives • There is sustainability of outcomes among partners when there is 1. formalisation of networks and activities, 2. increased strategic importance of project theme within partnership organisations, 3. development of new concepts and tools applied by project partners • There is sustainability of outcomes among end-users and target groups when there is 1. utilisation of tools and methods developed within BSRP projects 2. input for future legislation, policy and investments⁵⁰ and 3. Influence on long-term strategies of private firms 4. Basis for further project-based initiatives • Three main project outcomes leading to enhanced institutionalised knowledge and competence: 1. Knowledge is made accessible through manuals, guidelines etc. where the information and format is adapted to the end-users taking part of it, making it useful. 2. Making guidelines, manuals etc. is also a way of making knowledge obtained within the project used after project completion. 3. The forming of a structured and established network that continues working together with the core issue after project completion. • The investments made within the four projects have contributed to the realisation of project goals and are regarded as being necessary for the completion of the projects • BSRP has contributed to both the EUBSR and the EU2020 by gathering and mobilizing stakeholders from around the Baltic Sea Region, developing and transferring knowledge, providing analyses and other evidence to guide policy processes, and creating strong platforms for longer-term action 	
Main recommendations	
<ul style="list-style-type: none"> • RMC"s main overarching recommendations on how to facilitate sustainable outcomes are the following: <ul style="list-style-type: none"> ○ <i>Promote efforts safeguarding sustainable outcomes of project</i> ○ <i>Make the most of utilisation of project outcomes beyond partnership</i> ○ <i>Emphasize the added value of BSRP involvement towards academia</i> ○ <i>Create incentives for industry involvement</i> ○ <i>Facilitate an effective project organisation</i> ○ <i>Secure a close cooperation with strategic projects</i> • RMC"s recommendations on the continuation of Capacity building of actors in the region are: <ul style="list-style-type: none"> ○ <i>Projects should work on adapting developed documentation (guidelines etc) to the relevant end-users or target group</i> ○ <i>Develop activities to form close cooperation and focus on committing parties to work together</i> ○ <i>Look into what technical solutions could be relevant to save time and human resources</i> ○ <i>Improve the ability to attract new financial resources</i> ○ <i>Increase the partners" capability to work transnationally projects should facilitate partners" ability to make contact with relevant partners at institutions in other BSR countries</i> • RMC"s recommendations concerning the contribution to European Strategies are: 	

⁵⁰ AIR 2014: "Originally, the Programme had a high ambition towards durable outcomes in the form of investments implemented by the projects. This has not come true at the end. It turned out to be challenging to define investments of transnational value within the limited funding available from the Programme. The external evaluators found out that the majority of investments in the projects cannot be regarded as an outcome itself but are rather used as equipment for implementing the project (e.g. conducting experiments). It can be mentioned, however, that the projects have unlocked a considerable amount of investments, more than EUR 100 million, implemented with other than Programme funds"



- *Develop a more structured exchange between PACs/HALs (and their Steering Committees) and the BSR Programme Secretariat*
- *Support the development of “effect logics” which can help projects communicate how they contribute to realizing the strategic objectives*
- *Adopt more flexible approaches to allow adjustments in project partnerships and budget allocations during the project implementation phase*
- *Adopt new regulations to foster increased business involvement and transnational innovation activities*
- *Leverage the BSRP Monitoring Committee to reinforce efforts to communicate and integrate project results into policy processes*

- Strategic evaluation in the BSR Programme

Date: June 2011	Author: Deabaltika
Main findings	
<ul style="list-style-type: none"> • BSR programme facilitates the implementation of the EU Strategy for BSR. Priorities are well aligned with those of the EUSBSR and the programme addresses most of the relevant problems and gaps related to innovation, intermodality and eutrophication in the BSR through its priorities, themes and approved projects except for two - (1) accessibility to peripheral areas (Priority 2) and (2) development of innovative products and related services based on the use of ICT (Priority 1). • The programme also contribute to implementation of EUSBSR through (1) improving operations of the communication mechanisms of the Strategy with the help of its existing network of national and sub-national level bodies and other stakeholders in BSR, as well as (2) its experience in developing clear project application and selection procedures that could be used for establishing clear procedure and selection criteria for the Strategy’s Flagship Projects thus improving transparency and consequently engagement and commitment from a wider range of stakeholders. • The BSR Programme has a potential to mutually complement with other programmes funding research and innovation through multiplying and extending the results • Statistics from calls for proposals show that partners are originating on average from DE and SE and are academic authorities and national/regional/local authorities. • The main factors stimulating participation of public authorities in transnational cooperation are access to knowledge through international networks, developing of common solutions, raising additional funds for the participating organisation, as well as belonging to the BSR community • Obstacles to participation include: (1) financial issues related to funding of project development, as well as pre and co-financing of activity implementation, (2) capacity in terms of available human resources and management experience, as well as (3) administrative issues surrounding the complex reporting procedures. • Cooperation with Russia has been still achieved within the Programme despite the non-available ENPI funds. At the same time cooperation on a regional level has been hampered and many regions (e.g. Northern parts of Finland, Norway and Russia) could not get involved as they wished due to the lack of ENPI funds. In particular, the non-available ENPI funding for Russian partners has an impact on: <ol style="list-style-type: none"> 1. Projects and partnerships - involvement of Russian organisations is much less intensive than initially planned, i.e., they primarily participate in projects as observers, taking part in meetings and disseminating project results, there is less intensive cooperation between Russia and the internal border of the EU and the most affected are the formation of new partnerships; 2. Achievement of the Programme objectives and targets - having a negative impact on the Programme’s overall aim to decrease the East-West divide in BSR, and hampering achievements in some priority areas, namely, Priority 3 “Baltic Sea as a common resource” and Priority 4 “Attractive cities and regions” of the Programmes 3. Absorption of the ENPI funding allocated for the Programme with an existing decommitment of the ENPI funds from the Programme for 2010 and a possible further decommitment for the remaining period. 	
Main recommendations	
<ul style="list-style-type: none"> • In general, EUSBSR should serve as a reference for all EU funded programmes in BSR and not only for the BSR Programme risking that it is incorrectly associated with the Strategy as being its only financial instrument. The fact that the Strategy has no fixed time frame and will have to be revised once in a while thus not being fully compatible with multi-annual ETC programmes should be considered when drafting the regulatory framework for the future programming. • EUSBSR can also be used as a strategic basis for the future BSR Programme concentrating on a certain and limited number of the Strategy Priority Areas and building on the strengths the Programme has acquired over its life-time keeping its focus on integrated territorial development. This would need to be discussed and agreed among the main stakeholders of the Programme and the Strategy. 	



- The major strategic questions to be answered and coordinated for the future would be (1) about the Programme's strategic niche, i.e., does it try to support all the current Pillars of the Strategy or focus on several providing its **specific transnational territorial development** aspect, (2) how to achieve that the Strategy includes topics which are important for all involved Member States and (3) what will be the **role of Norway, Belarus and Russia that are involved in the BSR Programme, but are not "part" of the Strategy**. As to the Programme's niche it is recommended for the future Programme to **focus on networking activities on sectoral basis, bringing together different levels of actors, mainly from national and regional level of the involved countries, as well as to prepare grounds for larger investments in the region**. Thematic scope-wise the BSR Programme could retain an all-inclusive approach reflecting on both – the Strategy's priorities and also unique elements the Programme offers to encourage territorial cohesion and address West-East divide.
- In order to ensure balanced implementation of the Programme, the fields that are not sufficiently covered by the projects approved after the first three calls for proposals - (1) accessibility to peripheral areas (Priority 2) and (2) development of innovative products and related services based on the use of ICT (Priority 1) - could be particularly targeted during the final stage of the BSR Programme, if possible.
- The Programme could **follow-up on "the future" of concrete outputs produced by the approved projects especially the elaborated documents** (e.g., studies, analysis, strategies, guidelines, business plans, investment concepts and other) to check their practical use, success and impact to ensure visibility and capitalisation.
- In order to reach the targets set out by the strategy Europe-2020, the Programme could provide funding for projects in the areas that hinder competitiveness (lack of innovative services, organisations, production, networking etc.) and sustainable development (prevention of pollution, development of multimodal transport solutions, energy efficiency etc.) of BSR. The Programme should focus on the quality rather than the quantity aspect of the **proposed actions and particularly support projects demonstrating strong cooperation and changes with potential to visibility and capitalisation that a transnational project can produce**.
- Through setting the necessary application requirements and evaluation criteria, the Programme should particularly facilitate submission of projects that includes both – (1) elaboration of soft preparatory measures (e.g. studies, analysis, strategies, business plans, etc.) and (2) **testing of innovative products, methods or services** that are based on these elaborated documents. The special focus should be put on the second component thus limiting over production of documents and **facilitating their transfer into practice** –services and products introduced in universities, research institutes, SMEs – instead. It would also contribute to the quality, visibility and capitalisation of the funded projects and the Programme as such.
- The Programme could foresee **involvement of entrepreneurs** (SMEs or sector associations) in implementation of some pilot actions of innovation projects as part of wider partnership with scientists, universities and public institutions, thus strengthening closer public-private-academic/scientific cooperation, recognisability of project results and their transfer into practical innovative products or services more rapidly
- By the means of selection criteria the Programme could facilitate projects that foresee **pilot-type of activities developed on the basis of researches and studies** thus promoting development of innovative products and services by the end of project life cycle. This would raise both - attractiveness of the Programme and its immediate impact on development of BSR
- **Additional assistance in preparation of project reports** could be provided to the recently approved and launched projects. Namely, in addition to the Financial seminars, organise a Q&A session for project and/or financial managers shortly before or after reporting deadlines – this could be done online (but not via e-mail so that participants of the chat can see the other questions being asked). This would enable asking questions based on specific cases rather than based on a presentation. Such sessions might only be required in connection with the first one or two reports of a new project.
- To ensure that organisations choose the **appropriate legal status/partner category** in the Application Form:
 - Include in the Programme Manual and Practical Guide for Filling in the Application Form a description of the type of organisations that qualify under each of the partner categories used in the Application Form.
 - Prepare a Fact Sheet for every Programme country where, among other, a more detailed explanation in accordance with the national legislation is included along with examples or a list of categories of organisations that qualify under each category.
- To achieve a more **balanced involvement of partners from all Programme territory**, the following measures could be taken:
 - Identify benchmark targets for the involvement of partners from different countries that could be used as a guideline. Such targets should also take into consideration geographic aspects and EUSBSR
 - Undertake road shows to present the Programme and meet with public authorities in countries from which the level of participation should be increased (vis-à-vis the identified targets).
 - Consider organising more Lead Applicant Seminars per call for project proposals in the countries with lower leadership rate (Estonia, Latvia, Lithuania, Poland, also Denmark).
- To **increase the participation of ENPI partners**:
 - Investigate what are the specific factors for the low participation of partners from ENPI territories (Belarus in the current programming period).
 - Facilitate partnering events/missions to put Belarusian partners in touch with the EU partners.
- To achieve more **balanced project budgets**:



- Encourage the use of cost-sharing provision of the Programme, which could also help to increase the commitment of all partners to the project. Possibly, an analysis of the level of the use of cost-sharing can be done to identify obstacles in order to improve the existing procedures and make it more attractive.
- **To simplify reporting procedures:**
 - Undertake an analysis by involving current project partners and JTS staff to identify what changes are desirable in the reporting procedures and requirements. It needs to be assessed what parts of reporting are most time-consuming and what parts of reporting are least crucial to justify the expenses that partners have incurred as a result of project implementation.
 - Prepare a reporting Handbook based on the experiences of the current programming period. Better understanding of the reporting requirements – achieved through these and other means – would lead to more correct reports, less delays and impact how soon the costs of a project are reimbursed.

Some **recommendations from the respondents** that the Evaluator proposes to consider:

- Structure the Programme into two project types: **strategic projects** and **smaller projects** with varied budget and partnership requirements. Projects proposed under the small project facility should, however, still have a real transnational character and should be especially **innovative or have a pilot character** to solve an important issue or could be seen as the first step to solve a complicated matter with bigger projects to follow.
- Introduce two-phase application procedure and/or provide **seed money** facility⁵¹.
- Introduce **flat rate for overhead costs** to simplify reporting procedures.
- Develop a support mechanism for partners to assist with the pre-financing of projects either through an advance payment or nationally available cheap/cost-free loans.
- Measures like availability of seed funding, **availability of advance payments** for certain beneficiary groups, simplification of reporting requirements would encourage a more active participation of public authorities as main beneficiaries in the Programme.

⁵¹ AIR 2014: The Programme supported the implementation of the EUSBSR Seed Money Facility funded by the European Parliament and managed by the Investitionsbank Schleswig-Holstein. It is not clear whether the facility was opened to ENPI potential applicants.



ENPI 2007-2013 CBC ESTONIA-LATVIA-RUSSIA

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programme	Interreg programmes
EE	Kirde-Eesti	BSR	Central Baltic
	Lõuna-Eesti	BSR	Central Baltic Estonia-Latvia
	Kesk-Eesti	BSR	Central Baltic
LV	Latgale	BSR LV-LT-BY	Central Baltic
	Vidzeme	BSR	Estonia-Latvia Central Baltic
RU	Leningrad region	KAR KOL SEFR EE-LV-RU	
	St.-Petersburg City		
	Pskov region	BSR EE-LV-RU	
	Adjoining areas	Other ENPI CBC programmes	Interreg programmes
EE	Põhja-Eesti	BSR	Central Baltic
LV	Riga City	BSR	Estonia-Latvia Central Baltic
	Riga region	BSR	Estonia-Latvia Central Baltic

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International border crossing points
EE	32,3	16.0%	45.2	71%		3 road and 1 rail bcp (RU)
LV	40,2	19.2%	64.6	62%		3 road and 2 rail bcp (RU)
RU	142	64.8%	17,098.2	1%		
TOTAL	219	100%	17,208		963	
	Population (thou. 2004-2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
EE	2,248	23.1%	89.5	1.3	N/A	
LV			N/A	2.2	N/A	
RU	7,483	76.9%	48.4	143.6	N/A	
TOTAL	9,731	200%	-	147,2	-	

➤ *Challenges and opportunities*

Table 9: Source- ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - low birth rates and ageing population - Low life expectancy - Elderly population in rural areas - Migration of young/skilled people towards cities 	-
Labour market	<ul style="list-style-type: none"> - Rising unemployment combined with shortage of qualified labour force (LV, EE) - Vocational training not matching labour market needs 	<ul style="list-style-type: none"> - Rise in employment in growth centres - Availability of universities and higher education centres
Economy	<ul style="list-style-type: none"> - lack of and poor-quality border-crossing infrastructure (especially on the EU external border) and inadequate cross-border public transport connections - uneven distribution of the SMEs and general level of entrepreneurship is still relatively low - lack of entrepreneurship traditions, administrative barriers, shortage of support structures and enterprise development centres and lack of access to seed and venture capital and structural unemployment - Low level of economic activity in rural areas and small towns - Lack of R&D funding - Supply and quality of tourism services do not meet the demand - Visa and border crossing regimes impact negatively on tourism levels 	<ul style="list-style-type: none"> - Proximity to TEN-T corridors (North Sea-Baltic) and Baltic ports - infrastructure network, including dense road network, railroads, sea and inland ports and international and regional level airports - large industrial and economic centres of St.-Petersburg, Tallinn and Riga, and industrial district of Kirde-Eesti - EU SME support instruments - good potential for tourism including clean nature, rich historical heritage and large cultural centres like St. Petersburg, Riga and Tallinn - Strong cultural links across the border e.g. (Seto people; Kirde-Eesti and Slancy)
Environment	<ul style="list-style-type: none"> - Lack of environmental cooperation on contiguous protected areas, river courses - Lack of awareness and sensitivity towards environment 	<ul style="list-style-type: none"> - high bio-diversity - Well-developed protected areas - High proportion of renewable energy sources (LV)



Social	- Uneven attainability of public services (e.g. heating, water supply, waste disposal, health and social services etc.) and consumer products	-
---------------	---	---

➤ *Developments during implementation period*

Economic growth across the region has been dented by the financial and economic crisis of 2008 but a recovery has been experienced in more recent years. The imposition of EU restrictive measures against Russia in response to the Ukrainian crisis affected trade relations between Russia and Estonia and Latvia.

PROGRAMME

➤ *Intervention logic*

Overall objective	Specific objective	Priorities	Measures
To promote joint development activities for the improvement of the region's competitiveness by utilising its potential and beneficial location in the cross roads between the EU and the Russian Federation.	Make the wider border area an attractive place for both its inhabitants and businesses through activities aimed at improving the living standards and investment climate.	4. Socio-economic development 5. Common challenges 6. Promotion of people to people cooperation	3.3. Fostering of socio-economic development and encouraging business and entrepreneurship 3.4. Transport, logistics and communication solutions 3.5. Tourism development 4.1. Joint actions aimed at protection of environment and natural resources 4.2. Preservation and promotion of cultural and historical heritage and support of local traditional skills 4.3. Improvement of energy efficiency and promotion of renewable energy sources 5.1. Development of local initiative, increasing administrative capacities of local and regional authorities 5.2. Cooperation in spheres of culture, sport, education, social and health

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	x		
Common challenges		x	
Secure and efficient borders			
People to people			x



➤ Governance

Composition		Responsibilities
JMC	- Balanced number of representatives appointed by each participating country, from national and regional levels (at least one representative of each eligible region), up to 7 persons from each country	- Overall decision-making body
JSC	- Members appointed by JMC	- Selection of projects
JMA	- Ministry of Regional Development and Local Governments of the Republic of Latvia (3 units: operational, financial and audit)	- Responsible for the operational and financial management of the programme
JTS	- Riga (LV) ⁵²	- Assist it in the daily management of the Programme - Support of potential applicants and grant beneficiaries - It includes the Head of JTS, four (4) POs, one (1) LSP Coordinator, two (2) Financial Managers (FM), one (1) Information Manager (IM), and one (1) Office Manager.
JTS branch offices	- Tartu and Johvi (EE) - St Petersburg and Pskov (RU)	- As above - There are four (4) IMs working in the three BOs
Assessors	- Members appointed by JSC	- Assessment of project calls for proposals
Line ministries	- N/A	
Coordinating body	- N/A	-

⁵² The JTS ceased to function and its functions were overtaken by the JMA.



IMPLEMENTATION

➤ Timeframe

EC programme adoption	17/12/2008
FA ratification	27/06/10 (RU)
First call for proposals	23/08/2010
First contract signed	15/11/2011
Last contract signed	01/07/2013
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	25
N° of ongoing projects (April 2017)	5

➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission		
	C1	Estonia - Latvia - Russia Cross Border Cooperation Programme within European Neighbourhood and Partnership Instrument 2007-2013	Open	29 November 2010		
	C2		Restricted	CN: 27 February 2012		
I. Objectives and priority issues	Call	Objectives	Priorities	Measures		
	C1	As per programme				
II. Financial allocations	C1	Total EU budget €23.6m	Min-Max size		EU co-financing 90% Private partner under priority 1: 50%	
			Priority 1	€0.05m – €2m		
			Priority 2	€0.5m – €2m		
			Priority 3	€0.01m – €0.3m		
	C2	€6m	Priority 1	€0.05m – €1m		
			Priority 2	€0.05m – €2m		
			Priority 3	€0.01m – €0.2m		
Call	Applicant	Partner	Partnership			



III. Eligibility of applicants and partners	C1	1) National, regional and local public authority 2) Association formed by one or several national, regional or local authorities; 3) Public equivalent body (any legal body governed by public or private law) 4) Associations formed by one or several bodies governed by public law as defined under point 3 of this section above;		Each project shall involve at least two project partners (the applicant and at least one project partner), of whom at least one project partner shall be located in the Programme area of the Republic of Estonia and/or the Republic of Latvia and at least one project partner located in the Programme area in Russian Federation. One of partners will act as the applicant (Lead Partner and after signing of the Grant Contract shall be referred as Beneficiary), other(s) as the project partner(s).
	C2	5) NGOs and other non-profit making bodies; 6) Educational organisation; 7) Small and medium enterprises (SMEs) under Priority 1		
IV. Eligibility of actions	Call	Location	Type of projects	
	C1	<i>Programme areas</i>	All projects must be of a non-commercial character. 1) Integrated projects; 2) Symmetrical projects. 3) Simple projects with a cross-border effect.	
	C2			
	Call	Duration	Cross-border dimension	
	C1	Max. 36 months.	Projects shall have a purely cross border character and involve at least two partners, of whom at least one project partner shall be located in the Programme area in one of the Member States and at least one project partner located in the Programme area in the Partner Country. The Programme will add a cross border dimension to those initiatives. The project is based on the real need for cooperation among the project partners; The cross-border cooperation contributes to solving of the proposed problem; The project has the mutual benefits and is falling under one type of the projects described above.	
	C2	Max. 24 months.	The project is based on the real need for cooperation among the project Partners. The cross-border cooperation contributes and creates added value to solving of the proposed problem. Projects shall have a purely cross border character and involve at least two partners, of whom at least one project partner shall be located in the Programme area in one of the Member States and at least one project partner located in the Programme area in the Partner Country. The Programme will add a cross border dimension to those initiatives. The project is based on the real need for cooperation among the project partners; The cross border cooperation contributes to solving of the proposed problem; The project has the mutual benefits and is falling under one type of the projects described above.	



➤ *Timeline*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	23/08/2010	N/A	N/A	21/06/2011	9	10
Call 2	10/01/2012	27/02/2012	12/09/2012	14/12/2012	11	6

➤ *Allocations*

	Original programme				JMA figures (AIR 2016)				
	EU funding (€m)	Project contribution (€m)	Total (€m)		EU funding (€m)	RU funding (€m)	EE/LV funding (€m)	Project contribution (€m)	Total (€m)
Priority 1	17.2	1.8	19	18.9	26.1				
Priority 2	17.2	1.8	19	18.9	14.1				
Priority 3	8.6	0.9	9.5	9.5	2.8				
Technical assistance	4.7	3.9	4.3	8.6	4.8				
TOTAL	47.7	8.1	51.6	55.9	47.8	15.9	1.6	6.4	71.7

➤ *Contracting and disbursement*- All funding

	Programme Allocation (€m)	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	N/A	N/A	N/A
Priority 2	N/A	N/A	N/A
Priority 3	N/A	N/A	N/A
Technical assistance	N/A	N/A	N/A
TOTAL	71.7	N/A	N/A

Source: JMA programme data April 2017

- EU funding

	Programme allocation (€m)	Contracted (€m)	% of allocated	Disbursed (€m)	% of allocated
Priority 1	17.2	25.1	146%	24.4	142%
Priority 2	17.2	15.1	88%	14.7	85%
Priority 3	8.6	2.8	33%	2.6	30%
Technical assistance	4.7	4.7	100%	4.2	89%
TOTAL	47.7	47.7	100%	45.9	96%

Source: JMA programme data April 2017, Final Progress Report 2016-2017 for TA priority



➤ *Standard projects*

	Number of applications	EU funding requested	Number of contracts	EU funding Contracted	% of total
Priority 1	186	121.2	14	12.9	45%
Priority 2	185	143.7	15	12.7	45%
Priority 3	188	34.2	16	2.8	11%
TOTAL	559	30	45	28.4	100%

Source: JMA programme data April 2017

➤ *Large scale projects (AIR 2016)*

Name	Location	Sector	Number of partners	Budget	EU funding	Total amount of EU funds spent ⁵³
Improvement of traffic and border crossing possibilities in Värskä-Pechory monastery road	Estonia/ Russia	Transport	4	€m 5.9	€m 1.7	€m 1.6
Reconstruction of border checkpoint "Vientuli" and arrangement of border checkpoint "Brunishevo"	Latvia/ Russia	Border	3	€m 9.3	€m 5.9	€m 5.9
Development of the unique Narva-Ivangorod trans-border fortresses ensemble as a single cultural and tourist object	Estonia/ Russia	Tourism	2	€m 6.9	€m 2.1	€m 1.9
Economically and environmentally sustainable Lake Peipsi area	Estonia/ Russia	Environment	11	€m 9.5	€m 2.4	€m 2.4
Narva-Ivangorod BCP	Estonia/Russia	Border	4	€m 8.2	€m 2.5	€m 2.4
Total			20	€m 39.7	€m 14.6	€m 14.2

➤ *Sector analysis (EU funding)*

- Overall

	Type	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent ⁵⁴
Economic development	Grant	14	13.6	32%	13.2
	LSP	1	1.8	4%	1.7
	TOTAL	15	15.3	36%	14.8
Environment	Grant	9	7.5	17%	7.2
	LSP	1	2.5	6%	2.4
	TOTAL	10	9.9	23%	9.6
Social development	Grant	22	7.4	17%	7.2
	LSP	1	2.1	5%	2.0
	TOTAL	23	9.5	22%	9.1

⁵³ Based on approved interim and final reports

⁵⁴ Based on approved interim and final reports



Security	Grant	N/A	N/A	0%	N/A
	LSP	2	8.4	19%	8.4
	TOTAL	2	8.4	19%	8.4
GRAND TOTAL		50	43.0	100%	41.8

Source: JMA project data, April 2017

Economic development	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Sector				
Entrepreneurship and SME development	3	2.2	14%	2.0
Governance	2	1.1	7%	1.1
IT and connectivity	1	1.4	9%	1.2
Rural livelihoods	N/A	N/A	0%	N/A
Tourism	6	7.2	47%	7.2
Transport & energy infrastructures	3	3.7	24%	3.6
TOTAL	15	15.3	100%	14.8

- Environment

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building	3	3.5	35%	3.6
Disaster management	N/A	N/A	0%	N/A
Energy efficiency	3	1.8	17%	1.5
Nature preservation and promotion	N/A	N/A	0%	N/A
Solid waste management	1	0.4	3%	0.4
Water management	3	4.4	44%	4.3
TOTAL	10	9.9	100%	9.6

- Social development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Children and youth	1	0.3	3%	0.3
Civil society development	1	0.2	1%	0.2
Culture exchange	13	7.7	80%	7.4
Education and training	2	0.4	3%	0.4
Employment promotion	N/A	N/A	0%	N/A
Healthcare	4	0.9	9%	0.7
Social inclusion	2	0.4	4%	0.4
TOTAL	23	9.5	100%	9.1



- Security

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Border management	2	8.4	100%	8.4
Prevention of and fight against organised crime	N/A	N/A	0%	N/A
TOTAL	2	8.4	100%	8.4

➤ Participation

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested	As % of total	EU funding granted	As % of total	EU funding spent	As % of total
EE	62	30%	10	30%	N/A	0%
LV	75.1	37%	9.4	29%	N/A	0%
RU	66.3	33%	13.6	41%	N/A	0%
TOTAL	203.3	100%	32.8	100%	N/A	0%

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
EE	185	33%	23	46%
LV	303	54%	23	46%
RU	76	13%	4	8%
TOTAL	564	100%	50	100%

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
EE	439	25%	73	30%
LV	544	31%	71	29%
RU	755	43%	97	40%
TOTAL	1,738	100%	241	100%

- Type of organisations

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	21	42%	59	31%
International organisations	-	-	1	1%
Local and regional authorities	18	36%	89	47%
National authorities	2	4%	4	2%
Non state actors	9	18%	34	18%
Private companies and businesses	-	-	1	1%
TOTAL	50	100%	188	100%



➤ *Indicator measurements (Annual Implementation Report)*- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of projects supporting business development and labour market development in the border area	8		
	Number of projects creating new or improving existing cross-border physical connection and ICT links	7		
	Number of tourism development projects	12		
Priority 2	Number of projects in environmental field	8		
	Number of projects supporting preservation and promotion cultural and historical heritage/ traditional skills	15		
	Number of projects developing collaboration in the field of use of renewable energy, usage of renewable energy resources	5		
Priority 3	Number of projects promoting greater interaction among various institutions and bodies on both sides of the border	20		
	Number of projects promoting greater interaction among various institutions and bodies on both sides of the border	30		

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of innovation/ promotion / initiatives for entrepreneurs	8		
	Number of operating networks created	5		
	Number of infrastructure objects/services developed or renovated	6		
	Number of joint initiatives aimed at increasing accessibility of/in the programme area	6		
	Number (amount) of tourism infrastructure developed	8		
	Number of partnerships contracts / agreements	9		
	Number of elaborated joint tourism strategies	4		
	Number of new nature related/seasonal tourism products/services created	8		
	Number of joint events or information services aimed at extending the attractiveness of the Programme area	12		
Priority 2	Environmental infrastructure objects	4		
	Number of solutions developed/tested to protect the environment	6		
	Number of joint planning activities/initiatives	8		
	Number of business activities created on the basis of local crafts, know-how and traditional skills	4		
	Number of historical and/or cultural sites restored	10		
	Number of joint solutions developed/tested to save energy	5		
Priority 3	Number of networks / agreements involving municipalities, non-governmental organisations and other institutions	10		
	Number of joint trainings, seminars, forums for municipalities, NGOs etc	30		
	Number of official bodies involved in partnerships contracts / agreements establishing permanent relations	30		
	Number of institutions involved in projects achieving educational / cultural / sport / social / health objectives	60		





The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



➤ *Result-oriented monitoring*- Monitoring missions and projects

		Project names	Sector
Mission 1 (Sep-12)	1	JOP ENPI CBC Estonia - Latvia - Russia - tranche 2008	All
	2	Improving availability of medical of medical information and counselling	Healthcare
	3	Development of hereditary cancer prevention measures in Pskov region	Healthcare
	4	Unique Estonian-Russian fortresses ensemble development as a single tourist product. Stage II	Tourism
	5	Advancing remote areas by development of cross-border VH tourism route on basis of local resources	Tourism
	6	Tour de Latgale & Pskov	Tourism
	7	Border light	Cultural Exchange
	8	Reduction of social consequences of an HIV spread in Estonia and Leningradskaya oblast of Russia	Healthcare
	9	Enjoy the best in Latvia, Estonia and Russia (EBLER)	Tourism
Mission 2 (Jun-13)	1	JOP ENPI CBC Estonia - Latvia - Russia - tranche 2008	All
	2	Water Management Project of Peipsi, Pihkva, Lämmijärve, Saadjärve and Veskijärve Lakes	Water management
	3	Development of historical riverside protection area in Narva/Estonia and Ivangorod/Russia II stage	Tourism
	4	Development of the centres for culture and creative industries in Rāpina, Vilaka and Pechory	Employment promotion
	5	Increasing traffic system's capability within EE-LV-RU international importance transport corridors	Transport
	6	Establishment of environment in Võru (EE), Sigulda(LV), St.Petersburg (RU) for development of tourism	Tourism
	7	Tartu, Rezekne, Pskov: Green Management for Urban Development & Planning in EE-LV-RU Border Capitals	Environment
Mission 3 (Dec-13)	1	Economically and environmentally sustainable Lake Peipsi area	Water management
	2	Development of unique Narva-Ivangorod fortresses ensemble as a single cultural and tourist object	Employment promotion
Mission 4 (Sep-14)	1	JOP ENPI CBC Estonia - Latvia – Russia	All
	2	Improvement of traffic and border crossing possibilities in Varska-Pechory monastery road	Transport
	3	Complex reconstruction of border crossing points in Ivangorod and Narva	Border management
	4	Reconstruction of BCP Vientuli and arrangement of BCP Brunishevo	Border management
	5	Supporting the local self-government development to improve the quality of life in rural areas	Governance
	6	Promoting the use of cultural heritage and resources in product development in border areas	Entrepreneurship and SME development
	7	Water environment protection and green lifestyle measures development in Latvia and Russia border regions	Water management
	8	Sun and Wind: Universal Renewables for Local Sustainability	Energy efficiency



- Gradings

Mission	Mission 1 (date)									Mission 2 (date)						
Projects	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7
Relevance and quality of design	A	B	B	A	B	B	B	B	B	A	B	B	A	B	B	B
Efficiency of implementation	B	B	B	B	B	B	B	C	B	B	C	B	A	B	B	C
Effectiveness to date	B	B	B	B	B	B	B	C	C	B	B	B	A	B	B	B
Impact prospects	B	B	B	B	B	B	B	B	B	B	B	B	A	B	B	B
Potential sustainability	B	C	B	B	A	B	B	C	B	B	B	B	B	B	B	B
Mission	Mission 3				Mission 4											
Projects	1	2	1	2	3	4	5	6	7	8						
Relevance and quality of design	B	B	A	B	B	B	B	A	B	B						
Efficiency of implementation	B	B	A	C	C	C	B	C	B	B						
Effectiveness to date	A	A	A	B	C	C	B	B	C	B						
Impact prospects	B	B	B	B	B	C	B	B	B	B						
Potential sustainability	B	B	B	B	B	B	B	B	B	B						

A = very good; B = good; C = problems; D = serious deficiencies.

- Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> High relevance of programme to needs of border area Very good programme management. Some delays with implementation as a result of administrative changes in Latvian JMA No results at programme levels. 1st call for proposal do not cover all priorities. However, monitored projects are all effective and likely to deliver results Projects likely to contribute to programme overall objective Good sustainability prospects given that projects are follow up of previous programmes including cooperation/network agreements and policy support 	<ul style="list-style-type: none"> JMA/JTS is recommended to encourage the projects to review and clarify the intervention logic/Logframe, to avoid difficulties during further monitoring and evaluation; for the new inexperienced participants, additional training in PCM/LFA might be needed; To consider possible modification of the Grant Application Form which would establish clear links between project-specific OVIs and programme indicators; to organise a meeting with the National Authorities as planned, to discuss the first lessons learnt in view of upcoming the next planning cycle; to encourage project to use more detailed Logframe and Work Plan as management tools; to analyse and discuss the interim achievement of Result and Output Indicators at the JOP level and make corrective actions if necessary to encourage individual projects to pay more attention to measurability of the project Results and Purposes, especially in relation to the programme indicators; to discuss with the EC the methodology and tools for assessment of the Programme Purposes; to discuss with the EC the necessity and possibility to implement the programme impact assessment at the end of the JOP duration; to draw the projects' attention to possible project impact assessment and contribution to the programme impact; to encourage projects to develop exit strategies to support the sustainability; to discuss with the National Authorities pending legislation and regulatory issues particularly in Russia, to support potential sustainability of the project and JOP as a whole; these issues should be analysed based on information to be provided by projects; to review the content and quality of cooperation agreements planned to be signed



		by project partners at the end of grant contracts
2	<ul style="list-style-type: none"> • The programme meets the needs of the target groups of each specific project • Increase in the number of applications from Call 1 to Call 2 demonstrates interest • The second call was only being contracted in May 14, which leaves just over 18 months to the end of the programme (December 2014). This is a very tight time frame for the rest of the projects to reach completion • Delay has meant that inflation has eaten into the financial capacity of the partners, particularly where construction and infrastructure are concerned • The quality of the logical frameworks, the skill of management and the adequacy of resources vary from project to project but are generally good and reflect the extensive support provided by JTS and Branch Offices at application stage, plus the support of RCBI • Overall, the generally high quality of the results produced at project level reflects a successful (if sometimes slow) selection and approvals process at JMA level and the support provided by JTS • The main problem at project level relates to the use of the logical framework, where in spite of training and guidance, some projects still confuse results, activities and outputs; too few use the logical framework as a management or reporting tool: • Provided that there are no major problems due to the late start of Call 2, the programme will have achieved its main purpose of fostering cross-border cooperation: this will be particularly notable in the environmental and tourism/culture directions, based on review of the reports of 21 projects from Call 1. • The result will be measurable at individual project level and perhaps through clustering of similar projects at sector level, but it will be difficult to aggregate the greatly dissimilar indicators to provide a single measure of programme effectiveness • there is a strong element of alignment between the general objectives of the CBC and national or regional policy as set out in the target programmes of the Russian agencies in the JMA or regional governments in the three partner countries involves • Furthermore, CBC objectives are sufficiently broad that they can accommodate changes national or regional specific objectives, although such changes are not likely to be large, • Most projects have not developed a formal sustainability or exit strategy. However, a number of the partners have statutory responsibility relating to programme and project activities • Projects need better information on policy and budget support available from national and regional governments 	<ul style="list-style-type: none"> • JMA/JTS: 1) As top priority, JTS could use a system for tracking the performance of Call 2 projects, given that there is a risk that these will not be completed before the end of the programme; 2) Consider formally “mapping” the way in which national/regional programmes interact with CBC priorities. This would ensure coherence but also be of use to project partners when reviewing additional funding sources. • EC: Consider examining the structure of future CBC territorial coverage, given that all three Russian regional governments wish to be included in both future bilateral CBCs, if such a bilateral route is taken. • JMA, JTS and the EC: Consider reviewing the role of Branch Offices for any future CBC, bearing in mind that the Branch Offices are both a source of skilled HR as well as a close link to regional governments. Furthermore, JMA and JTS should consider reviewing information flows with a possible change of role for the branch offices as inward suppliers of information to JTS and Commission, rather than as suppliers of information or potential project applicants. • JTS: 1) Consider reporting on potential wider impact, even if this impact is not easily measurable and may not need to form part of the OVIs at project level; ii) Ensure that projects devote more time to formalizing sustainability, hand-over and exit strategies in the next stage of implementation, so that this process is a little more structured



<p>4</p>	<ul style="list-style-type: none"> The border areas continue to show little economic development, numerous social challenges and little entrepreneurial spirit. In some cases, the situation is even worsening causing dependency on social support of many unemployed inhabitants The needs of the target groups are being addressed by the Programme while its Relevance is re-confirmed by full alignment with relevant strategies and strategic development programmes Russian Federation abolished the Ministry of Regional Development and transferred its functions to other Ministries may potentially have a general negative effect on CBC. There are two main underlying causes for that concern: (i) asymmetry in work with corresponding EU counterparts, and (ii) specific cross-sector character of CBC actions, which corresponds well to regional development profile. Funds allocated to Priority I were increased while funds allocated to Priority II and Priority III were decreased. The overall EU contribution remained unchanged and amounts to 47,774,730 EUR, which is 67% of the total Programme budget. The contribution of the Russian Federation (RF) covers 22% of the total budget (per Financing Agreement), 2% is contributed by Estonia and Latvia to Technical Assistance, and 9% represents national public co-financing from the beneficiaries and project partners. The part of total EU funding which has been allocated to projects under Priorities I-III is 42,997,256 EUR. The total indicative budget of the Programme is close to 72 MEUR. During the implementation of the Cfp 2 the amount of budget for Technical Assistance (TA) was reduced by about EUR 1.5M and reallocated to projects. There is a substantial delay which was incurred at early stages, with the most critical delay related to the ratification by the RU Parliament (Duma) of the Financing Agreement (FA) ratified only in 07/2010 two years (programme was adopted in 12/2008). The need for extending the programme expiry date for projects was promptly identified and actions started, however the Government proceedings on the Russian side have not produced so far the critically needed extension of the Financing Agreement. The Programme is full implementation process - out of 50 projects under Cfp#1 and Cfp#2 (45), and the Large Scale Projects (5) at this time only one (1) is fully completed and closed. they fall predominantly into the "performing well" and "performing very well" categories. This is based on the results of 3 monitoring missions conducted in 2012, 2013 and the current one in 2014 which together reviewed almost half of the projects identifying only one intervention which was experiencing problems. CBC Programme is well managed by the JMA. The BOs have served the Programme well mostly as information dissemination centres 	<p>(i) Commission Services to accelerate actions requesting the Government of the Russian Federation to officially extend the implementation of the Programme's Financing Agreement by one year (ii) As soon as the final decision on (i) is known, JTS is advised to urgently develop, on the basis of available monitoring information, a master plan for completion of all ongoing grant projects to establish realistic timeframe for their completion; this plan is to be consulted with the JMA and presented to the JMC for consideration and endorsement.</p> <p>Consideration of the following issues is key in the context of the planned future bi-lateral Programmes:</p> <p><u>Commission Services:</u> As CBC enjoys high visibility and positive reputation it is advised to maintain the size of the future Programmes commensurate with reasonable expectations, avoiding of sudden downsizing of budget available for grant projects,</p> <p><u>Joint Programming Committee/Responsible National Authorities:</u> As the existing needs and anxieties related to the planned change from one tri-lateral to two bi-lateral Programmes are high it is advised to maintain as balanced response and commitment to all 3 areas of relevance as possible to maximise CBC impact (at national, regional and local, community levels),</p> <p><u>Commission Services/Joint Programming Committee/Responsible National Authorities:</u> As such projects dominate in the areas of heritage, tourism, economic development and environment it is advised to develop and include in both new Programme documents (ES-RU and LV-RU) clearly formulated solutions (consistent with relevant regulations) to ensure ability of tri-lateral partnerships (of EE, LV and RU entities) to participate under bi-lateral scheme,</p> <p><u>Responsible National Authorities/JMA:</u> It is advised to devise actions to preserve the current JTS institutional capacity as it represent a substantial asset with high value for the next round of CBC Programmes to ensure prompt and efficient start of activities.</p> <ul style="list-style-type: none"> <u>Identified Good Practice:</u> There are two approaches applied with success by the Programme that may be considered as good practice for replication by other CBC interventions of similar type: (i) Fostering and facilitation of good partnerships through required participation of all partners in initial orientation seminars, and (ii) Facilitation of improvements in performance for identified increased risk projects through on-the-spot field visits to the grant beneficiary and all partners by the teams of responsible JTS PO and FM.
----------	---	---



	<p>ensuring high levels of interest and participation in the two conducted CfPs.</p> <ul style="list-style-type: none"> • Despite the need for the Programme extension, high levels of Efficiency have been achieved to date • Priority I has the total budget of EUR 34M allocated to 20 projects; Priority II has the budget of EUR 21M allocated to 16 projects; and the total budget of 14 projects funded under Priority III is EUR 3.5M. LSPs are included under Priority I increasing substantially its budget, and relatively (naturally) small budget People-to People Cooperation projects explain the numbers for Priority III. • The current level of advancement of the Programme and applied solutions boding well for effective completion of activities and achievement of SO • there is already a convincing evidence of a variety of contributing planned and unplanned impacts will contribute to the programme overall objective • CBC is a recognised instrument and vehicle of cooperation on the agenda of all local administrations of counties, regions and even towns • Two major risks: The first is related to potential effects of the Government reorganisation in Russia and dissolution of the Ministry of Regional Development (MRD), the key stakeholder in the CBC Programme. The second risk factor is related to possible interference in CBC of tensions still alive between Russia and Ukraine and related sanctions • Concerns for sustainability: despite good performance of the Programme, high ownership and common appreciation of its results, in response to the requests of participating national partners the next programmes will be split into two. However, the Programme is well embedded into local/regional structures and there is full support by local, municipal, regional and national policies for the results of the projects 	
--	---	--



ENPI 2007-2013 CBC HUNGARY-SLOVAKIA-ROMANIA-UKRAINE

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
HU	Szabolcs-Szatmár-Bereg county		Interreg IVA 'Hungary - Slovak Republic'; Interreg IVA 'Hungary - Romania' Interreg IVB 'Central Europe'
SK	Košice region Prešov region		Interreg IVA 'Hungary - Slovak Republic'; Interreg IVA 'Poland – Slovakia' Interreg IVB 'Central Europe' Interreg IVB South East Europe (SEE)
RO	Maramures county Satu-Mare county		Interreg IVA 'Hungary – Romania' 'Interreg IVB South East Europe (SEE) 'Interreg IVB South East Europe (SEE)
UA	Zakarpatska region Ivano-Frankivska region	ENPI CBC PL-BY-UA (Adjacent area of) ENPI CBC PL-BY-UA and ENPI CBC RO-UA-MD	Interreg IVB South East Europe (SEE)
	Adjacent	Other ENPI CBC programmes	Interreg programmes
HU	Borsod-Abaúj-Zemplén county ⁵⁵		Interreg IVB 'Central Europe'
RO	Suceava county ⁵⁶	ENPI CBC RO-UA-MD	Interreg IVB South East Europe (SEE)
UA	Chernivetska region ⁵⁷	ENPI CBC RO-UA-MD	Interreg IVB South East Europe (SEE)

➤ Map



⁵⁵ It is an *Adjacent area with full participation*, that means that any organisation located there are able to cooperate within the programme without any restriction.

⁵⁶ It is an *Adjacent area with limited participation* means that any organisation located in the concerned areas is able to cooperate with restriction as follows:

– In order to avoid any overlap with the Romania-Ukraine-Republic of Moldova Programme where Suceava and Chernivetska are also eligible, projects involving "Adjacent areas with limited participation" should include at least one partner from one of the two EU Member States Hungary and Slovakia.

⁵⁷ *Adjacent area with limited participation. Ibid.*



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)
Hungary	13,02	15,5%	93	14%	598,9
Slovakia	15,68	18,7%	49	32%	
Romania	19,07	22,7%	238,4	8%	
Ukraine	36,21	43,1%	603,5	6%	
TOTAL	84,0	100%	983,9	9%	
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004- 2006)
Hungary	1281,92	16,0%	98,5	10000	From 4494 to 5384
Slovakia	1522,28	19,0%	97,1	5390	From 5384 to 5600
Romania	1602,4	20,0%	84,0	21410	From 2351 to 3815
Ukraine	3525,28	44,0%	97,4	46800	From 543 to 793
TOTAL	8012	100%	95,4	83600	From 543 to 5600

➤ *Challenges and opportunities*

Table 10: Source- ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Ageing population and the high proportion of rural population, aggravated by a general peripheral situation of participating territories 	<ul style="list-style-type: none"> - common cultural heritage and the traditions of peaceful cooperation of diverse nationalities - Good age structure of population – relatively high ratio of pre-productive age population
Labour market	<ul style="list-style-type: none"> - Unemployment - Brain-drain' – migration of qualified experts to abroad - illegal and legal migration 	<ul style="list-style-type: none"> - Availability of innovative, high skilled labour force
Economy	<ul style="list-style-type: none"> - Difference in GDP and lack of innovation - Overloaded and underdeveloped transport infrastructure, mainly at the Ukrainian border 	<ul style="list-style-type: none"> - Great tourism potential (linked to the natural capital in the area) - Potential in developing SMEs
Environment	<ul style="list-style-type: none"> - Vulnerability of the ecosystems requires cautious approach - Floods management; water quality - Environmental infrastructure seriously lags behind European standards (water, waste and energy) 	<ul style="list-style-type: none"> - Unique natural resources, well preserved ecosystems
Social/governance	<ul style="list-style-type: none"> - Lack of cooperation in physical and strategic planning - Visa regime - Language barriers 	

➤ *Developments during implementation period*

The **population in the cooperation area grew slightly** all over the programming period despite population ageing and migration being a challenge for most regions. Overall, **the economic situation worsened**, from already low development levels compared to other EU cooperation areas. Only a few regions have reached the pre-crisis levels.



➤ *Regional cooperation*

Name		Danube River Protection Convention
Scope	<ul style="list-style-type: none"> - The Convention on Co-operation for the Protection and Sustainable Use of the River Danube (Danube River Protection Convention - DRPC) forms the overall legal instrument for co-operation and transboundary water management in the Danube River Basin - The Contracting Parties to the DRPC presently include Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Moldova, Montenegro, Romania, Slovakia, Slovenia, Serbia, Ukraine and the European Union. 	
Aim	<p>The main objective of the Danube River Protection Convention (DRPC) is to ensure that surface waters and groundwater within the Danube River Basin are managed and used sustainably and equitably. This involves:</p> <ul style="list-style-type: none"> - the conservation, improvement and rational use of surface waters and groundwater - preventive measures to control hazards originating from accidents involving floods, ice or hazardous substances - measures to reduce the pollution loads entering the Black Sea from sources in the Danube River Basin 	
History and organisation	<ul style="list-style-type: none"> - 29 June 1994 : Signature of the Convention in Sofia (BU) - October 1998 : Entry into force of the Convention 	

Name		Carpatica (Romania-Ukraine-Poland-Hungary)
Scope	- covering local units in Poland, Slovakia, Hungary, Ukraine and Romania.	
Aim	-	
History and organisation	- Created in 1993.	

PROGRAMME

➤ *Intervention logic*

Overall objective	Priorities	Objectives	Measures
Intensifying and deepen the cooperation in an environmentally, socially and economically sustainable way between Zakarpatska, Ivano-Frankivska and Chernivetska regions of Ukraine and eligible and adjacent areas of Hungary, Romania and Slovakia	1. Promote economic and social development	5. Knowledge transfer and practice-sharing to promote joint developments of businesses and increase touristic attractiveness of the area	4.3. Harmonised development of tourism
	2. Enhance environmental quality	6. To enhance the quality of air, waters, soil and forestry resources and reduce risks of damages on natural environment	4.4. Create better conditions for SMEs and business development
	3. Increase border efficiency	7. To increase efficiency of border management on the Ukrainian border	5.1. Environmental protection, sustainable use and management of natural resources
	4. Support to people-to-people cooperation	8. To improve the effectiveness of public services and increase mutual understanding of various groups of the society	5.2. Emergency preparedness
			6.1. Improvement of border-crossing transport infrastructure and equipment at border controls
			7.1. Institutional cooperation
			7.2. Small scale "people to people" cooperation

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3	Priority 4
Economic and social development	X			
Common challenges		X		



Secure and efficient borders			X	
People to people				X

➤ **Governance**

	Composition	Responsibilities
JMC	<ul style="list-style-type: none"> - Hungary, Slovakia Romania and Ukraine are voting members - one person from each eligible and adjacent region and up to two persons from governmental authorities of the participating countries. - relevant national and regional environmental authorities and the civil society 	<ul style="list-style-type: none"> - supervising and monitoring the programme implementation, - project selection;
JSC	- N/A	- N/A
JMA	<ul style="list-style-type: none"> - Prime Minister's Office in Hungary - Division of the operational management, financial management and audit functions. 	<ul style="list-style-type: none"> - bearing overall responsibility for the management - implementation of the programme towards the European Commission <p>According to Article 15 of the ENPI CBC Implementing Rules</p>
JTS	- Széchenyi Programme Office Nonprofit Ltd, Budapest (HU)	<ul style="list-style-type: none"> - Directly assist the JMA with the day-to-day management of the programme -
JTS branch offices	<ul style="list-style-type: none"> - Satu-Mare County (RO) - Košice self-governing region (Košice, Slovakia) - Uzhgorod (UA) 	<ul style="list-style-type: none"> - publicize activities under the JOP - provide information to potential beneficiaries
Line ministries	<ul style="list-style-type: none"> - Prime Minister's Office (HU) - Ministry of Construction and Regional Development of Slovak Republic (SK) - Ministry of Regional Development and Public Administration (RO) - Ministry of Economic Development and Trade (UA) 	<ul style="list-style-type: none"> - coordination of the programming process in their respective countries
Coordinating body	- N/A	- N/A

IMPLEMENTATION

➤ **Timeframe**

EC programme adoption	23/09/2008
FA ratification	24/12/09 (UA)
First call for proposals	16/06/2009
First contract signed	15/07/2010
Last contract signed	01/03/2014
End of implementation phase for projects	31/12/2017
End of implementation phase for technical assistance	30/06/2019
End of execution period	31/12/2019
Average project duration (months)	19
N° of ongoing projects (April 2017)	28



➤ Overview of calls for proposals

TITLE	Call	Title		Type of calls	Deadline for submission	
	C1	Hungary-Slovakia-Romania-Ukraine ENPI CBC Programme 2007-2013		Open	22 September 2009	
	C2				26 October 2010	
	C3				31 January 2012	
I. Objectives and priority issues	Call	Objectives	Priorities	Measures		
	C1 C2 C3	As per programme	As per programme 1. Promote economic and social development 2. Enhance environmental quality 4. Support to people-to-people cooperation			
II. Financial allocations	Call	Total EU budget	Breakdown per measure		Min-Max size	
	C1	€13.3m	1.1	€2.2m	€0.1m-€0.5m	
			1.2	€1.1m	€0.1m-€0.5m	
			2.1	€2.2m	€0.1m-€1.5m	
			2.2	€3.3m	€0.1m-€1.5m	
			4.1	€3.3m	€0.05m-€0.5m	
			4.2	€1.1m	€0.025m-€0.1m	
	C2	€13.9m	1.1	€2.3m	€0.1m-€0.5m	
			1.2	€1.2m	€0.1m-€0.5m	
			2.1	€2.3m	€0.1m-€1.5m	
			2.2	€3.5m	€0.05m-€0.5m	
			4.1	€3.4m	€0.05m-€0.5m	
			4.2	€1.7m	€0.025m-€0.1m	
	C3	€8m	1.1	€1m	€0.1m-€0.5m	
			1.2	€0.3m	€0.1m-€0.3m	
			2.1	€0.95m	€0.1m-€0.95m	
			2.2	€2.3m	€0.1m-€2.3m	
			4.1	€2.4m	€0.05m-€0.5m	
			4.2	€1.1m	€0.025m-€0.1m	
	Call	Applicant	Partner	Partnership		



III. Eligibility of applicants and partners	C1 C2 C3	a. National, regional and local organisations implementing policies in the fields of relevant policies defined as programme priorities;		Partnerships must consist of at least one Partner from one of the Member States participating in the Programme and at least one Partner from Ukraine. This compulsory Partner(s) must fulfil the eligibility criteria set up for the Applicants.
		b. semi-public institutions like regional development associations and promoters, innovation and development agencies, research institutes and universities;		
IV. Eligibility of actions	C1 C2 C3	Call	Location	Type of projects
		<i>As per programme: in one or more of the eligible territorial units.</i>		- Integrated projects - Symmetrical projects
	Call	Duration	Cross-border dimension	
	C1 C2 C3	Min. 6 months – Max. 24 Months	The Hungary-Slovakia-Romania-Ukraine Cross-border Cooperation Programme 2007-2013 concept ensures the possibility to develop projects in close cooperation between partners from different sides of the border. Basically, the nature of the foreseen projects may be of two kinds. Actions shall have a strong cross-border cooperation and impact, fulfilling joint development, implementation, staffing and/or financing of the area. Finally, they should have a multiplier effects at cross-border level and strong cross-border cooperation and impact.	



➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	16/06/2009	N/A	22/09/2009	19/05/2010	10	30
Call 2	24/06/2010	N/A	26/10/2010	30/09/2011	13	18
Call 3	30/09/2011	N/A	31/01/2010	15/02/2013	14	15

➤ *Allocation*

	Programme		
	EU funding (Programme) (€m)	Project contribution (Programme) (€m)	Original Programme Allocation (€m)
Priority 1	10.3	1.1	11.4
Priority 2	17.2	1.8	18.9
Priority 3	20.6	2.1	22.7
Priority 4	13.8	1.4	15.2
Technical assistance	6.9	0	6.9
TOTAL	68.7	6.2	74.9

Source: JMA programme data, April 2017

➤ *Contracting and disbursement*

- All funding

	Original Programme Allocation (€m)	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	11.4	12	10
Priority 2	18.9	19.8	16.3
Priority 3	22.7	22.9	0
Priority 4	15.2	16.2	12.2
Technical assistance	6.9	6.9	5.6
TOTAL	74.9	77.6	44

Source: JMA programme data (April 2017)

- EU funding

	EU funding (Programme) (€m)	EU funding (Contracted) (€m)	% EU allocation (contr.)	EU funding (Disbursed) (€m)	% EU allocation (disb.)
Priority 1	10.3	10.7	103%	9	87%
Priority 2	17.2	17.7	103%	14.5	84%
Priority 3	20.6	20.5	99%	0	0%
Priority 4	13.8	14.5	105%	10.9	79%
Technical assistance	6.9	6.9	100%	5.6	81%
TOTAL	68.7	70.1⁵⁸	102%	39.9	58%

⁵⁸ In order to increase the level of absorption of the ENPI allocation, the JMC decided in 2013 to transfer €m 1.2 of Technical Assistance to fund 12 projects on the reserve list of the 3d Call for Proposals. The same amount drawn from savings made on projects



Source: JMA data (April 2017)

➤ *Standard projects*

	Number of applications	EU funding Requested (€m)	Number of contracts	EU funding Contracted (€m)	% of total
Priority 1	167	52.1	31	10.7	25%
Priority 2	144	96.0	27	17.7	41%
Priority 4	368	90.6	77	14.5	34%
TOTAL	679	238.6	135	42.8	100%

Source: JMA programme data, April 2017

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget (€m)	EU funding (€m)	Total amount of EU funds spent (€m)
Modernization and Reconstruction of Border Crossing Points at the Slovak-Ukrainian border	Slovakia/ Ukraine	Border management	4	7.6	6.8	0
Efficient and Secure Borders between Romania and Ukraine	Romania/ Ukraine	Border management	5	7.7	6.8	0
Efficient and secure border between Hungary and Ukraine	Hungary/ Ukraine	Border management	6	7.6	6.9	0
Total			15	22.9	20.5	0⁵⁹

Source: JMA project data, April 2017

➤ *Sector analysis*

- Overall

	Type	Number of projects	EU funding (€m)	As % of total	Total amount of EU funds spent (€m)
Economic development	Standard	38	13.3	21%	10.2
	LSP	-	-	-	-
	TOTAL	38	13.3	21%	10.2
Environment	Standard	35	18.5	29%	15.1
	LSP	-	-	-	-

was transfer back to the TA priority in 2015. This is the reason why the contracted amount is superior to the original programme allocation.

⁵⁹ EC funds spent (based on approved interim and final reports) is 0 because no interim or final financial report was submitted to the JTS for approval by LSP projects. Two LSP projects (SK-UA and HU-UA) are still under implementation and one (LSP002) between Romania and Ukraine was terminated and the total amount transferred as pre-financing has been recovered from the Beneficiary



	TOTAL	35	18.5	29%	15.1
Social development	Standard	61	11.0	17%	9.0
	LSP	-	-	-	-
	TOTAL	61	11.0	17%	9.0
Security	Standard	1	0.2	0%	0.2
	LSP	3	20.5	32%	0.0
	TOTAL	4	20.6	33%	0.2
GRAND TOTAL		138	63.2	100%	34.2

Source: JMA project data

- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	8	2.7	20%	2.0
Governance	4	1.5	11%	1.0
IT & connectivity	2	1.0	7%	0.2
Rural livelihoods and agriculture	1	0.5	4%	0.3
Tourism	20	7.1	53%	6.2
Transport & energy infrastructures	2	0.5	4%	0.5
TOTAL	38	13.3	100%	10.2

Source: JMA project data, April 2017

- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	5	0.6	3%	0.5
Disaster management	9	8.7	47%	6.6
Energy efficiency	5	1.3	7%	1.1
Nature preservation and promotion	8	2.8	15%	2.4
Solid waste management	4	2.0	10%	1.7
Water management	4	3.3	18%	3.1
TOTAL	35	18.5	100%	15.1

Source: JMA project data, April 2017



- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	7	0.9	8%	0.8
Civil society development	3	0.4	3%	0.3
Culture exchange	21	4.3	39%	3.3
Education and training	15	2.3	21%	1.8
Employment promotion	4	1.1	9%	1.0
Healthcare	6	1.6	14%	1.4
Social inclusion	5	0.7	6%	0.5
TOTAL	61	11	100%	9

Source: JMA project data, April 2017

- Security

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Border management	3	20.5	99%	0.0
Prevention of and fight against organised crime	1	0.2	1%	0.2
TOTAL	4	20.6	100%	0.2

Source: JMA project data, April 2017

➤ Partnership- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
HU	80	34%	11.1	17%	5.5	19%
RO	49.9	21%	10.6	17%	4.9	17%
SK	55.9	24%	10.5	16%	4.3	15%
UA	51.3	22%	31.2	49%	14	49%
TOTAL	237	100%	63.2	100%	28.6	100%

Source: JMA data (participation level)

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
HU	246	36%	41	30%
RO	152	22%	30	22%
SK	140	21%	25	18%
UA	138	20%	42	30%
TOTAL	676	100%	138	100%

Source: JMA data (participation level)



- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
HU	375	22%	80	18%
RO	310	19%	95	21%
SK	309	18%	63	14%
UA	679	41%	210	47%
TOTAL	1673	100%	448	100%

Source: JMA data (participation level)

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	31	22.5%	74	23.9%
International organisations	-	-	-	-
Local and regional authorities	33	23.9%	93	30.0%
National authorities	4	2.9%	8	2.6%
Non state actors	70	50.7%	135	43.5%
Private companies and businesses	-	-	-	-
Not specified	-	-	-	-
TOTAL	138	100%	310	100%

Source: JMA project data, April 2017

➤ Indicator measurements (Annual Implementation Report)- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of new joint products or partnerships in the area of tourism	N/A	N/A	N/A
	Number of projects fostering locally based business activities	N/A	N/A	N/A
Priority 2	Number of project with a direct positive impact on ecosystems and natural resources	N/A	N/A	N/A
	Number of institutions (authorities or professional associations) involved in cross-border emergency systems	N/A	N/A	N/A
Priority 3	Number of projects enhancing the accessibility of the Ukrainian border	N/A	N/A	N/A
Priority 4	Number of official bodies involved in partnerships agreements establishing permanent relations	N/A	N/A	N/A
	Number of citizens and NGO's involved in cultural projects	N/A	N/A	N/A

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of infrastructures created or modernised	6	N/A	N/A
	Number of joint plans or strategies prepared	15	N/A	N/A
	Number of partnerships agreements establishing permanent relations	20	N/A	N/A
	Number of trainings done for professionals	15	N/A	N/A



	Number of events (aiming at providing training, consultancy or at promoting cooperation in innovation, marketing, investment promotion) for entrepreneurs initiated	25	N/A	N/A
	Number of facilities upgraded	5	N/A	N/A
	Number of economic agents involved in project activities	1000	N/A	N/A
	Number of operating networks created	10	N/A	N/A
Priority 2	Number of tools/methods/model solutions developed/tested to protect or enhance environment	10	N/A	N/A
	Number of joint planning activities	20	N/A	N/A
	Number of operating networks about environment	5	N/A	N/A
	Number of trainings for professionals of emergency	10	N/A	N/A
Priority 3	Number of networks designed ready to be operational	5	N/A	N/A
	Number of operating networks created	5	N/A	N/A
	Number of km roads improved / renewed	25	N/A	N/A
	Number of border-crossing points upgraded according to mutual assessment of local requirements	5	N/A	N/A
Priority 4	Number of proposals for further infrastructure developments designed to improve border accessibility	10	N/A	N/A
	Number of new cross border public transports created	5	N/A	N/A
	Number of partnerships agreements establishing permanent cross-border relations	20	N/A	N/A
	Number of joint cultural / sports / environmental events promoting regional identity	25	N/A	N/A

➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (Jan-13)	1	JOP ENPI CBC Hungary-Slovakia-Romania-Ukraine	Tourism
	2	Flood preparedness increasing in beregovo transboundary polder system focusing on charona-latorytsa channel basin	Children and Youth
	3	Extreme sports for better life	Solid waste management
	4	Cergov-zakarpatska cross-border cooperation in the field of tourism development	Cultural Exchange
	5	State fostered children for the environment conscious future	Social inclusion
	6	Waste reduction by composting – popularizing composting in Transcarpathia and Szabolcs-Szatmár-Bereg county	Border management
	7	"GET TO KNOW EACH OTHER" - television without borders	Employment promotion
	8	Handing over methods for visually impaired persons' rehabilitation, materialized already in the region of Northern Hungary, to the partners from abroad	Nature preservation and promotion
	9	Local development and preconditions for border pass opening and motorway construction across the Ukrainian-Romanian state border	Tourism
	10	Carpathian culinary heritage network	Tourism
	11	Open borders for bears between Romanian and Ukrainian Carpathians	Children and Youth
	12	Maramures–Transcarpathia info tour	Solid waste management
Mission 2 (Oct-13)	1	JOP ENPI CBC Hungary-Slovakia-Romania-Ukraine	All
	2	CBC parliament	Governance
	3	Early warning system UA SK (EWS UA SR)	Disaster Management
	4	Breaking The Borders: Nature Discovery Trails To eastern carpathians	Employment promotion
	5	LOC-CLIM-ACT: Local acting on climate change impacts	Awareness raising, education and capacity building



	6	Slovakian-Ukrainian Culture Centre _z - establishment and strengthening the cooperation of the Presov self-governing region and Zakarpattya regi	Education and Training
	7	Cross border cooperation joint operational programme - Hungary-Slovakia-Romania-Ukraine	Governance
Mission 3 (Oct-14)	1	JOP ENPI CBC Hungary-Slovakia-Romania-Ukraine 2007-2013	All
	2	Sustainable energy educational demonstration center - seed center	Energy efficiency
	3	Competency Centres for Cross-border Cooperation	Social inclusion
	4	Nature protection oriented grassland management and preservation of the Carpathian Brown cattle in the cross-border region of the Bereg	Nature preservation and promotion
	5	PI@netour - Creation of a Scientific Tourism Product and Infrastructure for a Cross-border Scientific Tourism Network in Maramures and Transcarpathia Regions	Tourism
	6	Promotion of investment opportunities and cooperation between small and medium sized enterprises through development of cross-border ties in the Carpathian region	Entrepreneurship and SME development
	7	Together towards common information space	Civil society development
	8	Growing Potential of Women - a Tool Change	Gender Promotion
	9	Space emergency system”– cross-border system for prediction of natural disasters incidents on basis of exploitation of satellite technologies in Hungary, Slovakia, Romania and Ukraine.	Disaster Management
	10	Systems of optimal forest management for enhancing the hydrological role of forests in preventing the floods in Bodrog river catchment	Water management
	11	Modernization and Reconstruction of Border Crossing Points at the Slovak-Ukrainian border	Border management
	12	Efficient and secure border between Romania and Ukraine	Border management
	13	Efficient and secure border between Hungary and Ukraine	Border management

➤ Gradings

Mission	Mission 1 (Jan 2013)												Mission 2 (Oct 2013)							Mission 3 (Oct 2014)														
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	13		
Relevance and quality of design	A	A	B	B	B	C	B	B	B	B	B	B	B	B	B	B	A	C	B	A	B	B	B	B	B	C	B	B	B	B	C	B		
Efficiency of implementation	B	C	B	B	A	B	A	A	B	B	B	B	B	C	B	B	B	B	B	B	C	B	B	B	B	C	C	B	B	C	D	C		
Effectiveness to date	B	B	B	B	A	C	A	A	B	B	B	B	B	C	B	C	B	B	B	B	C	B	C	B	C	C	C	B	B	C	D	C		
Impact prospects	A	B	B	B	A	C	B	A	B	B	B	B	B	C	B	B	B	B	B	B	B	B	C	B	C	B	B	B	B	B	D	B		
Potential sustainability	A	B	B	B	B	C	B	B	C	B	B	B	B	C	B	B	B	B	B	A	B	B	C	B	C	B	B	B	B	B	D	B		

A = very good; B = good; C = problems; D = serious deficiencies.

➤ Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1 (2012)	<ul style="list-style-type: none"> Relevance: The program and projects are consistent with and support of partner government policies, having a regional (and local) relevance. At project level, the programme responds to the target groups, many of whom are represented by the project partners who themselves design the project. This means that the interests of the target group are reflected in project level OO, PP and SO. 	<ul style="list-style-type: none"> additional project management HR in the JTS revision of the role of the Branch Offices as their application-oriented role reduces after completion of the final call.



	<ul style="list-style-type: none"> • Efficiency: Availability and use of inputs at programme level is well managed, although there are delays with the launch of each tranche. • Effectiveness: In terms of achievement of results, for all projects monitored, the expected results are in being met, even if in a few cases there are delays; they are generally correctly reflected in the OVIs. At the programme level the real results are a higher level of cooperation, strong partnerships established, change in perception of the border, and a clearly evident willingness to continue cooperation to develop the cross border regions • Sustainability At project level, most projects are sustainable, some of them being even commercially viable after the project i.e. the project has served as a sort of "seed capital" for future actions. There is a commitment to continuation after the end of the project. • Impact: Nearly all projects subject to ROM showed good impact prospects. Projects may also cross-fertilise at programme level: the impact is a program-level one, as they have this opportunity due to program management. The wider impacts of projects may interlink 	<ul style="list-style-type: none"> • Encourage projects to report on potential wider impact, even if not easily measurable • Ensure that projects formalize in a structured way their sustainability, hand-over and exit strategies • Review information flows
2 (2013)	<ul style="list-style-type: none"> • Quality of design: The CBC Programme HUSKROUA is highly relevant to the needs of the target regions and partners, and as reflected in the sample of projects monitored. The interventions are in line with EU Development Policy and the projects support the aims of the national and regional priorities in each of the participating countries. The project applications were subject to a strict selection process that ensured amongst other factors that the relevance was high to each of the CBC regions and that the designs met the required criteria. • Efficiency: The projects are generally progressing to plan. Nevertheless, the relatively small number of JTS Programme Managers, each with large project portfolios, does not allow field monitoring or visits on a regular basis. • Effectiveness: The effectiveness is generally good, although specific problems relate to individual projects. Given that the outcome quality to date, it is highly likely that the SOs can be achieved during the remaining implementation periods. • Impact: Annual reporting did not approach the impact issue. However, they have the potential to make a solid impact assuming they progress as planned. • Sustainability: Project outcomes can also be considered through the established and (often) strong partnerships that have been built across the border regions. Such enhanced cross border cooperation should be long lasting (assuming the projects are successful) and may even result in further related project applications in the next CBC phase. 	<p>The recommendations are mainly related to any forthcoming 2014-2020 CBC Programme:</p> <ul style="list-style-type: none"> • Funds from the Ukrainian treasury for state-funded project partners should be released more promptly. • Ukrainian NGOs should be encouraged to participate in projects where state funded organisations are involved to avoid such payment delays. • Include more analytical content with regard to impact and sustainability to highlight the past successes • Improved website and promotional material to report on the impact of this programme; thus increasing the overall visibility and content • Further external TA to be provided for the 2014-2020 programme to benefit all actors involved • Inform the branch offices as early as possible with regard to their future roles in the forthcoming 2014-2020 CBC programme
3 (2014)	<ul style="list-style-type: none"> • Quality of design: The high relevance of the Programme is enhanced by consistency with national agendas of the participating countries, established in the process of extensive consultations conducted during the Programme development from mid-2006 to 09/2007. As the needs and challenges are huge, the Programme responds well by creating and facilitating an important new channel for know-how and transfer of knowledge. The needs of the target groups are being addressed by the Programme while its Relevance is re- 	<p>The following actions are recommended:</p> <ul style="list-style-type: none"> • Immediate full mobilisation of the LSPs implementation environment under the leadership of JMA with support of National Authorities and JTS leading to informed management decisions based on the assessment of feasibility of these projects resulting in either revised accelerated workplans to complete on



	<p>confirmed by full alignment with relevant cooperation strategies and strategic development programmes of the involved countries. At the Project level, the relevance and response to the target groups depend on the particulars but is in general highly positive as it relates to the real issues identified on the ground. The design of the reviewed projects varies but they all substantially contribute to the objectives of the Programme.</p> <ul style="list-style-type: none"> • Efficiency: The Programme is operating in a difficult, challenging and diverse environment with partnerships which are often inexperienced in project implementation, and even in working together. Although all projects participated in numerous orientation and training activities on project implementation for beneficiaries and partners, they frequently needed further support, assistance and coaching. Despite of the exemplary performance of JTS in managing standard projects the delays related to LSPs require actions which need to be promptly developed and coordinated. • Effectiveness: The projects should produce planned results leading to achievement of expected objectives. The Programme resources (EU contribution) have been fully committed to 138 projects and 96 of them are still being implemented at various stages of advancement. However, it needs to be noted that despite the success achieved in the implementation of projects contributing to the Priorities above, there is also a lingering risk of underachievement in the area of Effectiveness. The current level of progress in activities under Priority 3 (Increase border efficiency) is insufficient and indicates that the objectives of the Programme will be realised only partially (and only to a limited degree under that Priority) unless prompt actions are implemented by the implementers of all LSPs immediately as outlined in the previous section (Efficiency). • Impact: There is already evidence (even if at this time rather anecdotal than comprehensive) about the positive unplanned impacts as the Programme made CBC a recognised instrument and vehicle of cooperation on the local agenda. The progress made by some of the funded projects reviewed by the monitoring missions indicates early signs that the Programme is steadily contributing to its Overall Objective. • Sustainability: The sustainability of results of the HUSKROUA Programme is overwhelmingly positive. A region-wide understanding is growing that the CBC interventions funded by the Programme offer good potential for development of a replication system enhancing sustainability and appreciation/usefulness of delivered results. In addition to the good prospects of individual projects to achieve sustainability, the exceptionally strong commitment of all participating countries (at all levels) to work together in a challenging, quadrilateral setting indicates that the current Programme is on its way to provide highly sustainable contributions to CBC in the defined regions 	<p>time, revised workplans associated with selective project extensions granted on exceptional basis with the prior consent of the EC, or scaling down/modifying contracts;</p> <ul style="list-style-type: none"> • More proactive and effective role in finding needed solutions of National Authorities of Ukraine's (for all LSPs) and Romania's (only for HUSKROUA/LSP/002) and participating partners as key to LSPs success; • The JMA needs rapid strengthening to facilitate the role above, assume direct leadership and ensure efficient and effective operational cooperation at National Authority level; • Analysis of feasibility to complete for problematic standard projects with associated requests to develop updated project workplans and provide sound rationale for selective granting of up to one-year extensions of the implementation phase for other projects (granted on case by case basis) with the prior consent of the EC; • Horizontal areas for greater attention include logical frameworks of projects which are disassociated from the interventions, focus on partnership quality development and maintenance, and in specific cases mitigation of the depreciation of Ukraine's currency; • The current JTS institutional capacity, if preserved, represents an asset of high value for the next CBC Programme that will ensure prompt and efficient start of activities.
--	--	--



ENPI 2007-2013 CBC ITALY-TUNISIA

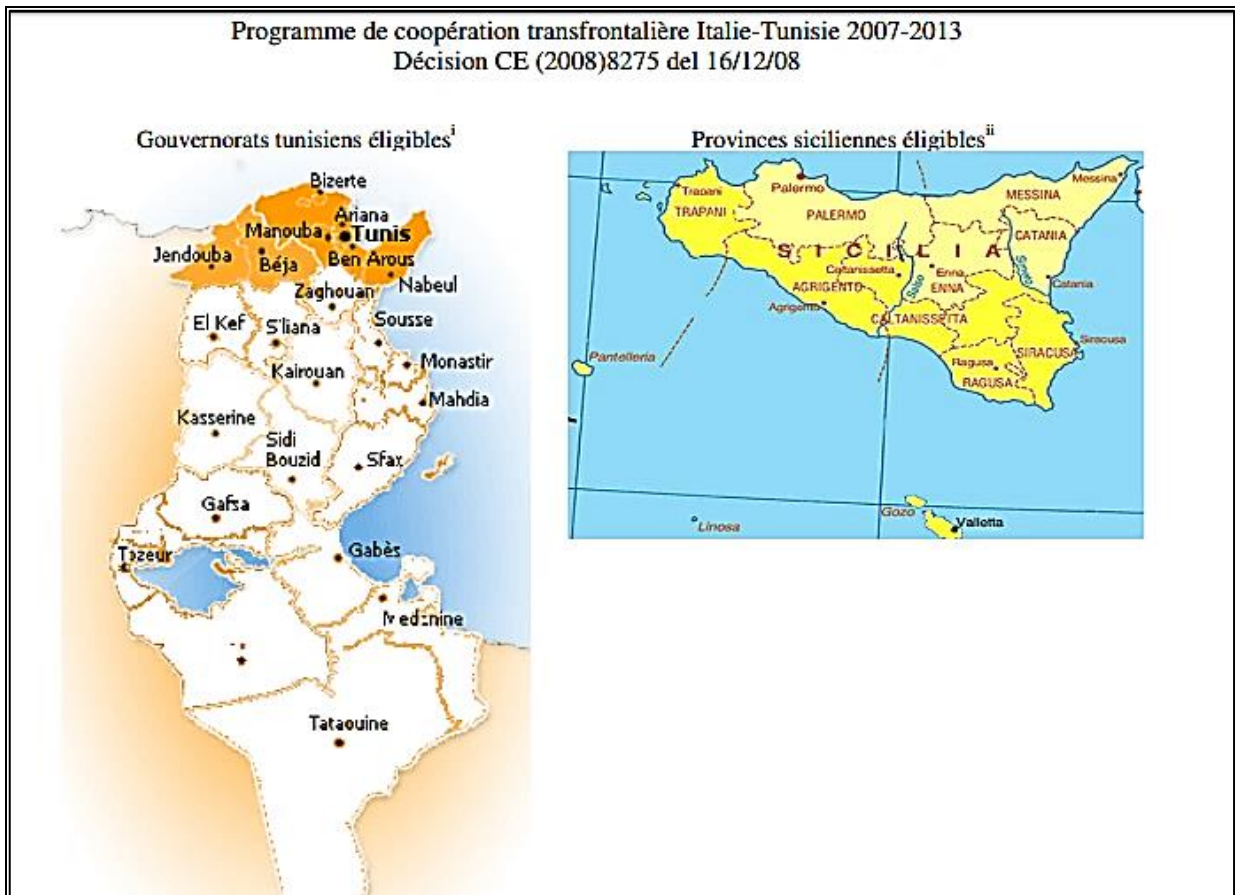
Programme fiche

1. CONTEXT

➤ Programme areas

Eligible areas		Other ENPI CBC programmes	Interreg programmes
Italy	Agrigento, Trapani,	ENPI MED	CBC Interreg IV-A – CBC Italy - Malta
Tunisia	Nabeul		
Adjacent		Other ENPI CBC programmes	Interreg programmes
Italy	Calanissetta, Ragusa, Syracuse	ENPI MED	CBC Interreg IV-A – CBC Italy - Malta
Tunisia	Tunis		
	Ben Arous,		
	Manouba,		
	Ariana		
	Bizerte		
	Béja		
	Jendouba		

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	Internation al border crossing points
Italy	11	0.0%	302.1	3,6%	n.a	n.a
Tunisia	16.2	0.0%	163.6	10%	n.a	n.a
TOTAL	27.2	100%	465.7	6%	n.a	n.a
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)*	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
Italy	2,060	33%	-	58,600	15,888	
Tunisia	4,040	67%	-	10,100	2,196	
TOTAL	6,100	1000%	224.3	68,700	9,042	

➤ *Challenges and opportunities*

Table 11: Source- ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	- High differences in life expectancy between both side the border;	- High proportion of young people in Tunisia (24,5 % of the population is under 15 year old, compared to 17.7% for Sicilia)
Labour market	- High unemployment rate in the eligible areas; in Sicilia unemployment rate is twice the national level.	- Educated and skilled human resources. - Tourism is the major job provider in the regions, as well as agriculture and fishing
Economy	- GDP 7 times higher in Sicilia than in Tunisia (far from the European and Italian averages). - Low level of economic cooperation and low integration in the supply chains. - Low investment in innovation, low use of new technologies in productive sectors - Economic policies are not integrated enough between both side the maritime border - logistic infrastructures underdeveloped.	- High growth rate in Tunisia in the eligible regions; while lower in Sicilia - Infrastructures available - Economic activities are varied; mainly based on services (tourism) in the Sicilian side, while with an industrial component in Tunisia. - High quality products in agriculture and dynamic agro-industry sector
Environment	- Environmental risk and industrial pollution, especially in marine areas - Desertification and erosion - Issues in waste and water management	- Rich environmental assets in the areas - Water resources abundant in some areas - There are opportunities for the diffusion of renewable energies
Social/culture	- Low level of valorization and promotion of the natural and cultural heritage - Tourism flows are seasonal and concentrated in specific areas - Touristic policies not always adequate	- International cultural initiatives, - Rich natural and cultural heritage both sides the border

➤ *Developments during implementation period*

The socio-economic context has become more uncertain over the last decade in the cooperation area, with some large fluctuations in the economic activity and the disrupt of external political events. Economic crisis strongly hit the cooperation regions, as a result unemployment increased both side the border, to reach up to 41,7% of the young working age population in Sicilia, especially the graduates. From a long-term outline, the economic structure is moving toward a more service-based economy (tourism), with agro-industries contributing to the economic development of certain areas; while fishing is still a key activity in coastal areas (in Tunisia). The Arab Spring in Tunisia erupted end 2010 and the first half of 2011; events (strikes and popular



protests) conducted to significant political changes followed by a period of instability in governments.

➤ *Regional cooperation*

Name		Regional cooperation MEDA
Scope	- Member States and the Mediterranean partners (see list below)	
Aim	- Support economic transition, to foster regional integration and to gradually create a euro-Mediterranean free trade area.	
History and organisation	- The MEDA programme provides financial support to the Union's Mediterranean policy as defined in the Barcelona Declaration in 1995; starting point of the Euro-Mediterranean Partnership (Barcelona Process), a wide framework of political, economic and social relations between the 15 Member States of the European Union and 12 Partners of the Southern Mediterranean (Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, Palestinian Authority, Syria, Tunisia, Turkey).	

PROGRAMME

➤ *Intervention logic*

Overall objective	Specific objectives	Priorities	Measures
To promote the economic, social, institutional and cultural integration between Sicilian territories and Tunisian territories by supporting a joint sustainable development process around a cross-border cooperation pole	1. Economic and social development 2. Common challenges 3. Cooperation people to people	1. Regional development and integration 2. Promotion of sustainable development 3. Cultural and scientific cooperation and support of associative network	3.4. Development and integration of economic value chains 3.5. Promotion of flows of goods, enhancement of migration and financing flows 3.6. Promotion of R&I 3.7. Institutional cooperation for regional development promotion 4.1. Efficient management of natural resources 4.2. Enhancement of natural and cultural heritage 4.3. Renewal energy development 5.1. Support to cooperation at associative level 5.2. Scientific and cultural cooperation 5.3. Training and exchange of young and students

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	X		
Common challenges		X	
Secure and efficient borders	-	-	-
People to people			X



➤ *Governance*

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Two delegations from Italy and Tunisia, with four members each, including two central government level representatives - EC observer 	- Programme decision-making body
JSC	<ul style="list-style-type: none"> - Five representatives 	<ul style="list-style-type: none"> - Appointed by JMC - provides the JMC with recommendations for project approval based on RAGs assessment
JMA	<ul style="list-style-type: none"> - Autonomous Region of Sicily, Palermo - three units (operational Unit, financial Unit and audit Unit) 	- Overall responsibility for managing and implementing the joint operational programme
JTS	<ul style="list-style-type: none"> - Permanent Unit composed of four people, supported by external experts 	- Supporting activities to JMA related to project cycle and programme management.
JMA/JTS branch offices	<ul style="list-style-type: none"> - Tunis 	- Branch offices responsible for coordination and information dissemination

IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	16/12/2008
FA ratification (TN)	23/12/09
First call for proposals	17/08/2009
First contract signed	07/11/2011
Last contract signed	12/07/2013
End of implementation phase for projects	31/12/2016
End of implementation phase for technical assistance	31/12/2018
End of execution period	31/12/2018
Average project duration (months)	22
N° of ongoing projects (April 2017)	0



➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission		
	C1	Programme CT IEVP Italie – Tunisie 2007 – 2013	Open	3 March 2010		
	C2		Restricted	14 May 2012		
	C3		Restricted	26 July 2011		
I. Objectives and priority issues	Call	Objectives	Priorities	Measures		
	C1	As per programme	As per programme	As per programme		
	C2					
	C3					
			1. Regional development and integration 2. Promotion of sustainable development	1.1 Development and integration of economic sectors 1.2 Promotion of flows of goods, enhancement of migration and financing flows 1.3 Promotion of R&I 1.4 Institutional cooperation for regional development promotion 2.1 Efficient management of natural resources 2.2 Enhancement of natural and cultural heritage 2.3 Renewal energy development		
II. Financial allocations	Call	Total budget	Breakdown per priority	Min-Max size	EU co-financing	
	C1	€6.8m	1	€4.08m	Min €0.3 - Max €0.8m	Up to 90%
			2	€1.36m	Min €0.2 - Max €0.5m	
			3	€1.36m	Min €0.3 - Max €0.8m	
	C2	€8.2m	1	€4.97m	Min €0.3 - Max €0.8m	
			2	€1.81m	Min €0.2 - Max €0.6m	
			3	€1.43m	Min €0.9 - Max €1.8m	
	C3	€9.1m	1	€6.37m	Min €0.9 - Max €1.8m	
			2	€2.73m		
	III. Eligibility of applicants and partners	Call	Applicant	Partner	Partnership	
	C1	As per ENPI regulation (CE) No. 1638/2006 a. Public organisms and local authorities, central and regional b. Development agencies c. Universities, research centres and technological poles d. NGOs, professional associations and organisations representing economic and social interests		The partnership must be composed of minimum two partners, including at least one Italian and one Tunisian, established in one of the eligible territories defined by the program.		
	C2			• The partnership must be composed of minimum two partners, including at least one Italian and one Tunisian, established in one of the eligible territories defined by the program.		



		e. International organisations		<ul style="list-style-type: none"> Beyond the minimum eligibility requirement, the participation of partners coming from other Sicilian or Tunisian territories can be accepted if the project objectives cannot be reached without their contribution.
	C3			<ul style="list-style-type: none"> The partnership must include minimum 4 and maximum 8 partners, applicant included, of which at least 2 based in Italy and 2 in Tunisia (in the eligible territories as per programme). At least one of the partners for each country must dispose of the institutional competences of an organism which is normally responsible for the elaboration of public policies in the thematic areas of this call for proposals. The same organism cannot participate to more than 2 proposals in each measure under the following combination: <ul style="list-style-type: none"> 1 participation as main applicant and 1 as partner 2 participations as partner
IV. Eligibility of actions	Call	Location	Type of projects	
	C1	<i>As per programme</i>	At least 40% of the activities of each project must be carried out in Tunisia	
	C2		At least 50% of the activities of each project must be carried out in Tunisia	
	C3			
	Call	Duration	Cross-border dimension	
	C1	Min. 12 – Max. 24 months	N/A	
	C2	Min. 12 – Max. 18 months		
C3	Min. 24 – Max. 30 months	<ul style="list-style-type: none"> The cross-border impact is mentioned as one of the essential criteria for the strategic projects, and it has to be objectively verifiable. Point 1.5 of the evaluation grid is about the cross-border impact of the proposal. 		



➤ *Timeline*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	17/08/2009	N/A	03/03/2010	21/04/2011	20	27
Call 2	13/03/2012	14/05/2012	14/12/2012	09/05/2013	13	21
Call 3	26/05/2011	26/07/2011	09/12/2011	02/03/2012	9	25

➤ *Allocation*

	Programme		
	EU funding (Programme) (€m)	Project contribution (Programme) (€m)	Original Programme Allocation (€m)
Priority 1	13.7	1.4	15.1
Priority 2	4.5	0.4	4.9
Priority 3	4.5	0.4	4.9
Technical assistance	2.5	0	2.5
TOTAL	25.2	2.2	27.4

Source: JMA programme data

➤ *Contracting and disbursement*➤ *All funding*

	Allocated	Contracted	Disbursed
Priority 1	€m 15.1	€m 16.4	€m 12.5
Priority 2	€m 4.9	€m 6.6	€m 4.5
Priority 3	€m 4.9	€m 2.3	€m 1.7
Technical assistance	€m 2.5	€m 2.6	€m 2.4
TOTAL	€m 27.4	€m 27.8	€m 21.1

Source: programme data

- EU funding

	EU funding (Programme) (€m)	EU funding (Contracted) (€m)	% EU allocation (contr.)	EU funding (Disbursed) (€m)	% EU allocation (disb.)
Priority 1	13.7	14.7	107%	12.5	91%
Priority 2	4.5	6	132%	4.5	99%
Priority 3	4.5	2.1	46%	1.7	37%
Technical assistance	2.5	2.6	101%	2.4	94%
TOTAL	25.2	25.2	100%	20.9	83%

Source: JMA data (April 2017)



- Standard projects

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	162	98,1	19	14,3	64%
Priority 2	80	47,4	7	6,0	27%
Priority 3	41	15,2	5	2,1	9%
TOTAL	283	160,6	31	22,2	100%

Source: JMA programme data (April 2017)

- Strategic projects

Name	Location	Sector	Number of partners	Budget (€m)	EU funding (€m)	Total amount of EU funds spent (€m)
Autoimmunity: Computer Aided Diagnosis	Italy/Tunisia	Research, Development and innovation	8	1.7	1.6	1.7
Marine Biotechnology Vector of innovation and quality	Italy/Tunisia	Research, Development and innovation	8	1.8	1.6	1.7
Energetic Recovery of Waste	Italy/Tunisia	Solid waste management	8	1.9	1.7	1.1
Culture and sustainable active tourism	Italy/Tunisia	Tourism	5	1.4	1.3	1.3
Total			29	6.8	6.2	5.8

Source: JMA project data

➤ Sector analysis

- Overall

	Type	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent ⁶⁰ (€m)
Economic development	Standard	16	10.8	48%	10.0
	LSP	3	4.4	19%	4.7
	TOTAL	19	15.1	67%	14.6
Environment	Standard	7	4.3	19%	3.7
	LSP	1	1.7	7%	1.1
	TOTAL	8	6.0	26%	4.8
Social development	Standard	4	1.7	7%	1.8
	LSP	-	-	-	-
	TOTAL	4	1.7	7%	1.8
Security	Standard	-	-	-	-

⁶⁰ Based on approved interim and financial reports



	LSP	-	-	-	-
	TOTAL	-	-	-	-
GRAND TOTAL		31	22.7	100%	21.1

Source: JMA project data, April 2017

- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	2	1.3	8%	1.2
Governance	-	-	-	-
IT & connectivity	-	-	-	-
Rural livelihoods and agriculture	9	6.2	41%	6.0
Tourism	6	4.7	30%	4.1
Transport & energy infrastructures	-	-	-	-
TOTAL	19	15.1	100%	14.6

Source: JMA project data, April 2017

- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	1	0.4	7%	0.2
Disaster management	-	-	-	-
Energy efficiency	2	1.2	19%	1.0
Nature preservation and promotion	4	2.8	46%	2.6
Solid waste management	1	1.7	28%	1.1
Water management	-	-	-	-
TOTAL	8	6	100%	4.8

Source: JMA project data, April 2017

- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	-	-	-	-
Civil society development	-	-	-	-
Culture exchange	3	1.4	79%	1.4
Education and training	-	-	-	-
Employment promotion	-	-	-	-
Healthcare	1	0.4	21%	0.4
Social inclusion	-	-	-	-
TOTAL	4	1.7	100%	1.8

Source: JMA project data, April 2017



➤ *Participation*

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
IT	88.4	55%	11.7	51%	10.3	54%
TN	72.3	45%	11	49%	8.8	46%
TOTAL	160.6	100%	22.7	100%	19	100%

Source: JMA data (participation level)

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
IT	226	80%	25	81%
TN	57	20%	6	19%
TOTAL	283	100%	31	100%

Source: JMA data (participation level)

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
IT	1291	70%	68	51%
TN	564	30%	65	49%
TOTAL	1,855	100%	133	100%

Source: JMA data (participation level)

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	5	16.1%	24	18.0%
International organisations	-	-	-	-
Local and regional authorities	15	48.4%	41	30.8%
National authorities	-	-	8	6.0%
No State actors	11	35.5%	57	42.9%
Private companies and businesses	-	-	-	-
Not specified	-	-	3	2.3%
TOTAL	31	100%	133	100%

Source: JMA project data, April 2017

➤ *Indicator measurements (Annual Implementation Report)*

- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of pilot projects with a positive impact on the value chain	3	N/A	N/A



	Networks created for the joint promotion of the cross-border area	3	N/A	N/A
	Number of labels for commercial purpose	2	N/A	N/A
	Number of agreements between banks to improve costs and trade time	3	N/A	N/A
	Number of permanent agreements to improve efficiency and quality for the free movement of goods	1	N/A	N/A
	Number of stable collaborations in the cooperation area	7	N/A	N/A
	Number of permanent networks in research and development activities	5	N/A	N/A
	Number of regional organizations involved in cooperation programmes	10	N/A	N/A
Priority 2	Number of initiatives in order to improve capacities of local organizations involved in management of the joint natural heritage	6	N/A	N/A
	Number of projects for the promotion and diffusion of renewable energies	2	N/A	N/A
Priority 3	% of stakeholders (cultural, scientist and technicians) involved in a cooperation project	+ 20%	N/A	N/A

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of events and joint actions for valorization of local products and touristic tours	20	25	125%
	Number of initiatives to improve the agro-food, fishing and tourism value chains	4	6	150%
	Number of initiatives to implement joint labels	3	4	133%
	Number of initiatives to support financial and commercial activities and for a better social integration	3	3	100%
	Number of labels/joint approaches to improve quality of trade between ports	2	3	150%
	Number of initiatives for new networks to improve the quality of production and innovative process	3	2	67%
	Number of initiative for the development of innovative clusters	2	2	100%
	Number of initiatives for the diffusion of ICT in key economic sectors (agriculture, fishing, tourism and culture)	3	3	100%
	Number of meetings to improve skills and knowledge in using territorial planning tools	30	30	100%
Priority 2	Number of initiatives introducing new methods to improve efficiency in natural resources management	2	3	150%
	Number of joint actions for awareness on sustainable development organized by fishing and rural organisations	5	5	100%
	Number of projects for the valorisation of natural and cultural heritage	4	4	100%
	Number of networks for promotion and diffusion of renewable energies	2	2	100%
	Number of prototypes developed in the field of renewable energy	2	3	100%
Priority 3	Number of new networks created between schools in Sicily and Tunisian	3	3	100%
	Number of meetings between researchers	20	15	100%
	Number of youths, students participating to cultural exchanges and training	100	100	75%



➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (Sept. 2012)	1	Architecture Domestique Punique, Hellénistique et Romaine (APER)	Tourism
	2	Qualimed - le label de la qualité et de la sécurité alimentaires des produits agroalimentaires provenant du bassin de la méditerranée	Rural livelihood
	3	Les Voyages de la Connaissance	Employment promotion
	4	Essorentreprise	Entrepreneurship and SME development
	5	Agromed quality - plateforme méditéreannéenne pour la qualité dans l'agriculture et l'agroalimentaire	Rural livelihood
	6	Evaluation technico-économique des systèmes de culture pour la production d'huile végétale dans un but énergétique en Tunisie	Energy efficiency
	7	Creation d'une plateforme d'echange d'experience et de mise en place des systemes de diversification de la production agricole et la certification des produits de qualite	Rural livelihood
	8	Médartedu - Deux rives, une seule culture: la Méditerranée	Education and Training
	9	Compass	Entrepreneurship and SME development
		10	JOP ENPI CBC Italy-Tunisia
Mission 2 (Sept. 2013)	1	Agriponic - promotion et diffusion de la technologie aéroponique dans l'agriculture	Rural livelihood
	2	Auto-immunité: diagnostic assisté par ordinateur /a.i.d.a	Healthcare
	3	Biotechnologie marine vecteur d'innovation & qualité	Water management
	4	Culture and tourism active and sustainable-culturas	Tourism
	5	JOP ENPI CBC Italy-Tunisia - tranche 2008	All
	6	Innovative polymer	Entrepreneurship and SME development
	7	Qualimed - le label de la qualité et de la sécurité alimentaires des produits agroalimentaires provenant du bassin de la méditerranée	Rural livelihood
	8	SERVAGRI: observatoire italo-tunisien au service de l'agriculture durable et de qualité	Rural livelihood
	9	Valorisation énergétique des résidus (veder)	Energy efficiency
Mission 3 (Nov. 2014)	1	ProHuVe -Evaluation technico-économique des systèmes de culture pour la production d'huile végétale dans un but énergétique en Tunisie	Energy efficiency
	2	COMPASS -Création et perfectionnement d'un network euroméditerranéen pour accompagner, soutenir et gérer les processus de coopération économique et d'intégration de la production entre la Sicile et la Tunisie	Employment promotion
	3	JOP ENPI CBC Italy-Tunisia 2007-2013	Governance
	4	DIVIN – Développement des interventions innovantes sur les cépages de Vignes autochtones pour l'intégration italo-tunisienne	Rural livelihood
	5	Biotechnologie marine Vecteur d'innovation et Qualité (biovecq)	Water management



- Gradings

Mission	Mission 1 (2012)										Mission 2 (2013)									Mission 3 (2014)				
Projects	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	1	2	3	4	5
Relevance and quality of design	B	C	B	B	B	C	C	B	B	B	B	A	A	B	B	B	C	C	C	C	D	B	B	A
Efficiency of implementation	C	B	B	C	B	A	C	C	B	A	B	B	B	B	B	B	B	C	C	B	C	C	B	B
Effectiveness to date	C	C	C	B	B	B	C	C	B	B	B	B	B	C	B	C	B	C	B	C	C	B	B	B
Impact prospects	B	C	B	B	C	B	C	B	B	B	B	B	B	B	B	B	C	C	B	C	C	B	A	B
Potential sustainability	B	C	B	B	C	C	C	B	B	B	B	B	B	B	B	B	C	C	B	C	C	B	B	A

A = very good; B = good; C = problems; D = serious deficiencies.

- Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<p>Relevance and quality of design: The Joint Operation Programme (JOP) is relevant to the actual regional, as well as national needs. However, not all projects monitored may have a CBC impact and respond to the needs of the target groups.</p> <p>Efficiency: The 9 projects monitored are half way in their implementation but were all more or less severely delayed by administrative issues. Nevertheless, some tangible outputs were already delivered. The general practice in Italy in using external experts guarantees a quality of project management although the length of the recruitment process can cause delays in implementation and does not guarantee an increase of the managerial capacity of the organization.</p> <p>Effectiveness: At programme level, results as such are not defined. A brief analysis shows that (1) not all measures are covered to date; (2) interim assessment of Output Indicators should be done</p> <p>Sustainability Continuation of services and use of results generated by the CBC projects after the end of these projects is rarely described in project proposals. It is often not considered by project partners as the project is seen as an experimentation opportunity.</p> <p>Impact: At project level monitored projects have a good potential to contribute to the achievement of their Overall Objectives. The individual projects are coherent with local and regional policies and programmes in the specific sector (economic development, culture, etc.), although they have often been designed as symmetrical projects with the risk of limited CBC impact.</p>	<ul style="list-style-type: none"> Organize further training activities, enabling projects to use the Logical framework (incl. OVIs) as a real management tool with the objective to rapidly put in place a system of internal operational project monitoring; Develop closer contacts with the EUD in Tunisia to increase coordination between ENPI CBC Projects and bilateral projects in Tunisia Consider the drafting of a practical guidance, addressing administrative issues in Tunisia on the basis of the RCBI guide to national requirements and to try and assist in the obtaining of visa for Tunisian partners; Exchanges of experiences could be organized with the ENPI CBC Finland/Russia programmes, as they share with Italy-Tunisia managerial characteristics.
2	<p>Relevance and quality of design: There is no real baseline in place and all reporting on CBC level results will be undertaken at the end of the CBC based on the results obtained across all the projects, which are often themselves without good log-frames and indicators. Risks and assumptions are not covered</p> <p>Efficiency: In general the use of inputs and resources is being well managed and the JMA/JTS are working well together. There are inherent difficulties for Tunisian partners to comply with some the CBC's rules e.g. opening of Euro Account, VAT exemption, transfer of funds, payments to teachers etc. Each solution has to be found on an ad hoc basis which is inefficient. Indicators for outputs in the JOP are not used. The JMA/JTS/Antenna, has delivered extensive capacity building through workshops, individual training sessions and open access. Nevertheless the projects' perceptions as to how supportive the JMA/JTS is varied. The monitoring focus is</p>	<ul style="list-style-type: none"> Focus on implementation and try to ensure a seamless transition to the new JTS contract avoiding any "reinvention of the wheel": Introduce monitoring systems to focus on results; Encourage projects to use JTS/Antenna as a resource; Promote synergy between the projects e.g. through workshops MDIC prepare information for wider dissemination to potential partners



	<p>on activities and finance. Lack of time compounded by poor quality project log-frames without suitable OVIs mean that there is no results-monitoring in place</p> <p>Effectiveness: Individual project monitoring showed that some projects were delivering benefits already, even in situations where there were difficulties related to finance. In fact financial reporting and delays in receiving and then distributing funds was the main cause of delay and difficulty within the projects. The CBC has not had to adapt due to external circumstances as the potential disturbance from the Arab Spring in Tunisia was in fact quite minimal at CBC level.</p> <p>Impact: Progress towards economic, institutional, and cultural integration will take place but the lack of a baseline will make any measurement difficult. Further development of joint development policies between Italy and Sicily may be informed by the results of this project but not based on them. The concept of cooperation has been established although the degree to which the CBC is based on genuine cooperation varies.</p> <p>Sustainability: Although the programme level partners, the JMA and the MDCl, may not necessarily need to continue to be able to implement this type of CBC activity specifically under the PRAG rules, the capacity that has been developed in the institutions under this CBC Programme will be useful for future CBCs and, more generally, for application across a wider range of administration activity. Staff will have gained some transportable skills to take to new positions. One general comment that emerged from the project monitoring was that many projects had not seriously considered exit strategies which in itself jeopardises financial sustainability if provision is necessary but not in place at project end.</p>	
<p>3</p>	<p>Relevance and quality of design: The Interreg programme Italy-Tunisia is consistent with the objective set by the EU neighborhood policy and provides a real contribution to the socio-economic development as well as supporting the cooperation between Italy and Tunisia.</p> <p>Efficiency: Among the external factors which contributed to obstruct programme implementation, it is worth to note the Arab spring and the re-organization of the regional administration of Sicilia during the period implementation phase. The programme demonstrated flexibility to catch up with these delays. With regards to the mechanism of implementation, delays in setting up technical assistance impacts on the programme timeline. JTS was not in place on time and MAs launched proposal for interest by itself with limited means. Programmes met issues linked to differences between both normative contexts in Italy and Tunisia. Despite the efforts from Sicilia Region, relevant delays in implementation of the projects and deficiencies in management hamper the whole programme efficiency.</p> <p>Effectiveness/impact: Even if priorities and measures are not completely covered, the programme has already contributed to the three specific objectives. Programme improved significantly through the result achieved, with better call for proposals and a more efficient project selection procedure.</p> <p>Sustainability: empowerment of local players is guarantee by the role assume by regional and local administration in programme and project implementation, as well as the involvement in the projects of key actors, such as universities and innovation centers.</p>	<ul style="list-style-type: none"> • Introduce an operational monitoring system for MA and JTS; • Proceed with a complete analysis of past performances, induced effects projects and quality of cooperation, as well as identifying potential fields for improvement; • Analyzed mechanisms to shorten the decision-making process, optimize allocation of responsibilities, included in the office of Tunis; • Introduce mechanism for the follow-up of procedures, as well as an appropriate system for sorting and storing information • Pursue and improve the effort made on beneficiaries' reporting format, avoiding too much frequent changes; • Get inspire from template/format already used and tested by other MAs; • Improve the programme web-site • Create synergy between projects in the cooperation area with a common thematic link, organizing specific workshops; • The presence of a clear logical framework, with objective, results and indicators well identified would benefit to the programme governance.



ENPI 2007-2013 CBC KARELIA***Programme fiche***

1. CONTEXT

➤ *Programme areas*

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
FI	Kainuu	ENPI CBC Kolartic; ENPI South-East Finland-Russia;	Interreg IV A North Programme; Baltic Sea Region Programme; Northern Periphery Programme
	North Karelia		
	Oulu region		
RU	Republic of Karelia		
	Adjacent	Other ENPI CBC programmes	Interreg programmes
FI	Lapland	KOL + BSR	Interreg IVa Nord Northern Periphery and Arctic Programme.
	Northern Savo	BSR	
RU	Archangelsk	KOL	
	Leningrad Oblast	KAR + SEFR + EE-LV-RU	
	Murmansk	KOL	
	St Petersburg	KAR + SEFR + EE-LV-RU	

➤ *Map*

➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International border crossing points
FI	83.2	31.5%	338.4	29%	-	-
RU	180.5	68.5%	17,098.2	4%	-	-
TOTAL	263.7	100%	18,273.1	5%	700	3
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
FI	632.5	47%	7,6	5,250	25,859	
RU	693.1	53%	3,8	143,620	2,894	
TOTAL	1325,6	100%	-	148,870	-	

➤ *Challenges and opportunities*

Table 12: Source- ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Geography	<ul style="list-style-type: none"> - Sparsely populated areas with long distances between urban centers - Very low population density (in average 5 persons per square kilometer) 	-
Demography/social	<ul style="list-style-type: none"> - Ageing population, average life expectancy (RU) 	-
Labour market	<ul style="list-style-type: none"> - People leaving for growth centres (urban) in search of work - Unemployment rate is high in the area - Industrial restructuring led to job reduction in industry (FI) 	<ul style="list-style-type: none"> - Development of industrial activities based on primary products (RU)
Economy	<ul style="list-style-type: none"> - High differences across the border in the gross domestic product per capita (factor 10 between FI and RU); - Agriculture climatically marginal - Inadequate cross-border connections and transport infrastructures. 	<ul style="list-style-type: none"> - Long tradition in forestry (FI, RU)
Environment	<ul style="list-style-type: none"> - Air pollution cause by industrial plants - Wastewater pollution linked to inadequate purification plants and technology. 	<ul style="list-style-type: none"> - Abundance in groundwater - Number of protected areas (Natura 2000 and national/regional parks)

➤ *Developments during implementation period*

The **population in the cooperation area decreased** all over the programming period by approximately 70.000 people; except in Oulu region in Finland (the only with positive natural and migratory trends). Moreover, the area demonstrates difficulties in attracting new residents, as the net migration rate is almost always negative for the four CB regions in the last twenty years.

Overall, the **economic situation worsened due to the economic crisis**. Industrial activities (such as electronics in Pohjois-Pohjanmaa) declined in 2008-2009, import-export decreased between Russia and Finland and unemployment rise both side the Border (with a higher unemployment rate on the Finish side). In addition, large fluctuations in the exchange rate between ruble and euro (with a fall of the ruble end 2008) increased uncertainty in business and trade between both countries. However, in the last part of the programming period, some improvements were observed with a slight economic recovery of both economic areas. As positive trend, it is worth noting the sharp increase of the number of border crossings in the programme area during the programming period (from around 1.3m people in 2007-2008 to 2.2m in 2014).



➤ *Regional cooperation*

Name		Barents Euro-Arctic
Scope	<ul style="list-style-type: none"> - Northernmost parts of Sweden, Norway, Finland and Northwest Russia. - Approximately 5.23 million people - 1,75 million km², of which 75% of the territory and population is Russian 	
Aim	<ul style="list-style-type: none"> - To strengthen east-west infrastructure, establish people-to-people contacts and thereby contribute to the economic, cultural and social development of the Region. The Barents Cooperation promotes people-to-people contacts and economic development and creates good conditions for interregional exchange in many different fields; e.g., culture, indigenous peoples, youth, education, trade, environment, transportation and health. 	
History and organisation	<ul style="list-style-type: none"> - Formally established in 1993. Organized on two levels: The Barents Euro-Arctic Council (BEAC) operates at government level and the Regional Council operates at regional level. 	

PROGRAMME

➤ *Intervention logic*

Overall objective	Priorities	Objectives	Proposed actions
To increase well-being in the programme area through cross-border cooperation.	3. Economic development	To strengthen cross-border economic cooperation and increase cross-border business	<p>Activities planned includes investments in equipment and infrastructures as well as in intangible assets, such as:</p> <ul style="list-style-type: none"> • development of a science park concept; • train connections, structural measures to develop the fluency of border crossings; • develop crossing services: information activities, guidance development, visa services and actions targeted at developing public transports (improving passenger train traffic services); • development of tourism sector; • analysis and expertise (in wood sector); • cooperation in bedrock and soil structure; • opportunities targeting innovative sectors and solutions; • promotion of energy efficiency.
	4. Quality of life	To improve the quality of life in the programme area through cross-border activities	<p>The priority is devoted to social development issues supporting investments in:</p> <ul style="list-style-type: none"> • water and waste management systems; • cooperation between national parks; • land use planning, spatial planning and cultural heritage building planning; • youth cooperation and attitude education and interactions between the citizens; • institutional networking for health prevention and well-being interaction; • supporting cooperation between civic organisations.

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2
Economic and social development	X	
Common challenges		X
Secure and efficient borders	X	X
People to people		X



➤ **Governance**

Composition		Responsibilities	
JMC	<ul style="list-style-type: none"> - Two central government level representatives and three regional representatives - EC observer 	<ul style="list-style-type: none"> - Programme decision-making body 	-
JSC	<ul style="list-style-type: none"> - Five representatives 	<ul style="list-style-type: none"> - Appointed by JMC - provides the JMC with recommendations for project approval based on RAGs assessment 	-
JMA	<ul style="list-style-type: none"> - Council of Oulu region (FI) - 2 units (operational Unit, financial Unit) - Branch office based in Petrozavodsk (RU) 	<ul style="list-style-type: none"> - Overall responsibility for managing and implementing the joint operational programme - Branch offices responsible for coordination and information dissemination 	-
Line ministries	<ul style="list-style-type: none"> - Ministry for Foreign Affairs/ Ministry of Employment and the Economy (FI) - Ministry of Regional Development/Ministry for Foreign Affairs (RU) 	<ul style="list-style-type: none"> - Official programme communication 	-
Coordinating body	<ul style="list-style-type: none"> - Kainuu: Joint Authority for Kainuu Region (FI) - North Karelia: Regional Council of North Karelia (FI) - Oulu Region: Council of Oulu Region (FI) - Republic of Karelia: Ministry of Economic Development of the Republic of Karelia (RU) 	<ul style="list-style-type: none"> - Consult the different regional bodies and authorities in the Programme and adjacent areas 	-

IMPLEMENTATION

➤ **Timeframe**

EC programme adoption	21/09/2008
FA ratification	18/11/09 (RU)
First call for proposals	01/02/2010
First contract signed	01/03/2011
Last contract signed	06/04/2014
End of implementation phase for projects	31/12/2014
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	24
N° of ongoing projects (April 2017)	0



➤ Overview of calls for proposals

TITLE	Call	Title		Type of calls	Deadline for submission
	C1	Cross-border solutions for sustainable spatial, economic and environmental development		Restricted	17 March 2010
	C2	Tourism cooperation			03 May 2011
	C3	Forest base cooperation and sustainable energy cooperation			03 November 2011
	C4	Cultural cooperation			19 May 2012
	C5	Social wellbeing			19 March 2012
	C6	Sustainable use of natural resources			27 August 2012
I. Objectives and priority issues	Call	Overall objective	Priorities		Specific objectives
	C1	To strengthen the preconditions for economically and environmentally sustainable cross-border cooperation.	<i>As per programme</i> 1. Economic development 2. Quality of life	1.1 to promote entrepreneurship, innovation and business opportunities cross the border, special focus being on young entrepreneurs 1.2 to support the creation of joint strategies on tackling major challenges in economic development 1.3 to reinforce the cooperation on new innovative economic sectors 1.4 to strengthen the cross-border cooperation on transport connections, logistics and border crossings 1.5 to foster the cooperation under education sector supporting economic development to promote cooperation on spatial and regional planning in order to support harmonious development of the region – taking into consideration the build environment 2.1 to improve the attractiveness of the programme region from the viewpoint of clean and pleasant environment 2.2 to support actions which offer new environmentally sustainable proposals to face the challenges of climate change (can be measured in Priority 1 as well) 2.3 to support actions which offer new innovative solutions for urban – rural interaction having an objective to slow down the decrease of the population of the Programme area and movement from rural areas to the biggest cities	
	C2	To strengthen cross-border cooperation in tourism and to make the programme region more attractive tourist attraction	1. Economic development 2. Quality of life	1.1 to market the programme area for tourists from other regions and countries 1.2 to create and/or strengthen networks of joint marketing and productizing 1.3 to promote and facilitate tourism related investments in the programme region 1.4 to develop electronic and web-based services 1.5 to develop tourism related know-how and expertise 1.6 to promote the security of the cross-border tourism 2.1 to promote sustainable tourism 2.2 to ensure the preconditions for nature and culture tourism 2.3 to promote aiming youth as a target group on tourism 2.4 to develop tourism related know-how and expertise	
	C3	To strengthen cross-border cooperation in forest and energy -based cooperation.	1. Economic development 2. Quality of life	1.1 to promote wood and forest related cross-border business opportunities 1.2 to improving the wood processing with cross-border cooperation 1.3 to support and promote the use of local bioenergy and wood as energy sources 1.4 to support activities which promote comprehensive energy efficient solutions in community planning and building	



			<p>1.5 to promote wood as a building material</p> <p>1.6 to promote forest, wood and bioenergy related investment opportunities in the programme region</p> <p>1.7 to improve the forestry efficiency</p> <p>1.8 to develop the IT in forestry including GIS technologies</p> <p>1.9 to develop and Improve the forest road system</p> <p>2.1 to develop forest and wood related know-how and expertise</p> <p>2.2 to develop know-how and expertise relating to sustainable energy, energy-efficiency, energy measurement and control</p> <p>2.3 to support eco-friendly and energy-efficient attitudes on living and neighbourhoods</p> <p>2.4 to promote the multiple use of forests</p>	
C4	To strengthen cultural cross-border cooperation and to create new viewpoints to the cultural cooperation	2. Quality of life	<ul style="list-style-type: none"> - to support cross-border cooperation in the field of creative industries, - to support and market cross-border business opportunities in cultural industries, - to find innovative approaches to the use of communication and information technologies in the cultural cooperation, - to develop management of cultural activities by education, benchmarking and by exchange of ideas, - to create models for providing cultural services on peripheral areas, - to encourage the participation of children and youth to the cultural activities and events, - to promote ethno-culture cooperation as a resource for economic and social development 	
C5	To find innovative and effective cross-border activities creating and increasing wellbeing of the population of the programme region	2. Quality of life	<ul style="list-style-type: none"> - to develop and modernize the social services - to create and develop regional operating models for welfare services, - to increase awareness and the skills level of people working with special target groups, (disabled, elderly etc.), - to survey models to organize and adjust the social services to the conditions with long distance sparse population and cold atmosphere, - - to support and develop entrepreneurship on welfare service sector, - - to find ideas and efficient activities maintaining and increasing the wellbeing of children and youth in the programme region, - to create and develop operating models, such as the early interference model and - preventative work, in order to prevent social exclusion, - to support and encourage healthy lifestyle of the population, including for example <ul style="list-style-type: none"> • physical activities and nutrition, - to develop low threshold environments and to promote self-employment possibilities for the disabled people. 	
C6	To strengthen the sustainable use of the natural resources with crossborder cooperation	<p>1. Economic development</p> <p>2. Quality of life</p>	<ul style="list-style-type: none"> - to through cross-border cooperation develop and support the sustainable use of stone and metals, land, animals and fish, maintain biodiversity and support sustainable recreational use of nature. 	
II. Financial allocations				
Call	Total budget (ENPI + RU +FI)	Breakdown per priorities	Min-Max size	EU co-financing
C1	€4.8m	N/A	Min. € 50,000	90%

	C2	€6.6m	1	€3.8m	Max. €3.8m
			2	€2.8m	Max. €2.8m
	C3	€6.8m	1	€3.9m	Min. €50,000 - Max. €3.9m
			2	€2.9m	Max. €2.9m
	C4	€3.6m	2	€3.6m	Min. €50,000 - Max. €3.6m
	C5	€3m	2	€3m	Min. €50,000 - Max. €3m
	C6	€3m	1	€1.7m	Min. €50,000 – Max. €3m
			2	€1.3m	
III. Eligibility of applicants and partners	Call	Applicant	Partner	Partnership	
	C1	National, regional or local public authorities		<ul style="list-style-type: none"> - The project must have a lead partner either from the actual programme area or from an adjacent area. - Partners and lead partners from adjacent areas are eligible if their role in the project is justified and the activities presented support the objectives of the call in question. - In cases where the lead partner comes from an adjacent area, the focus of the project activities and expected results must benefit the programme area. - When the lead partner is from an adjacent area there needs to be partners from the programme area. A national (Finnish or Russian) or an international organisation that doesn't have a headquarters or an office located at the programme or an adjacent area, is eligible as a lead partner if an action benefiting the programme area couldn't be implemented without the organisation and it brings to the project expertise or know-how not available in the programme region. - Every project financed by the programme must include at least one programme region –based partner from Finland and one partner from Russia. 	
	C2	organisations, municipalities, joint municipal			
	C3	boards, public utility companies, chambers of			
	C4	commerce, organisations and associations,			
	C5	universities and higher education institutions,			
	C6	research institutes, and private companies and			
	networks made up of these ¹ as well as non-governmental and international organisations. Note that even if a private company acts as a Lead Partner or partner in the project the project cannot be profit making.				
IV. Eligibility of actions	Call	Location	Type of projects		
	All	<i>as per programme</i>	The projects selected for financing have to support the general objectives of the programme as well as the objectives defined for this call		
	Call	Duration	Cross-border dimension / other conditions		
	C1	36 months	Evaluation grid: <u>Relevance</u> ^{1.2} The action has a cross-border nature and impact on both sides of the border. The cross-border cooperation contributes to the solutions of a joint problem, there will be results and, if applicable, outputs on the both sides of the border (5 points) <u>Effectiveness</u> ^{2.3} : Assessment of the role and involvement of all stakeholders and, if applicable, proposed partners, is the cross-border partnership in adequate level		
	C2				
	C3				
	C4	24 months			
C5					
C6					



➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	01/02/2010	17/03/2010	N/A	06/12/2010	9	3
Call 2	01/03/2011	03/05/2011	N/A	23/01/2012	9	4
Call 3	01/09/2011	N/A	30/03/2012	N/A	9	4
Call 4	01/02/2012	19/03/2012	27/08/2012	17/12/2012	9	2
Call 5	01/02/2012	19/03/2012	27/08/2012	17/12/2012	9	1
Call 6	01/04/2012	N/A	27/08/2012	17/12/2012	7	2

➤ *Allocation*

	Programme		
	EU funding (Programme) (€m)	National funding (Programme) (€m)	Original Programme Allocation (€m)
Priority 1	12	6	18
Priority 2	8.9	4.5	13.4
Technical assistance	2.4	1.2	3.5
TOTAL	23.2	11.7	34.8

Source: JMA programme data

➤ *Contracting and disbursement*

- All funding

	Original Programme Allocation (€m)	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	18	28.1	26.9
Priority 2	13.4	14.3	13.3
Technical assistance	3.5	4.1	4.1
TOTAL	34.8	46.4	44.2

Source: JMA programme data

- EU funding

	EU funding (Programme) (€m)	EU funding (Contracted) (€m)	% EU allocation (contr.)	EU funding (Disbursed) (€m)	% EU allocation (disb.)
Priority 1	12	14.1	117%	13.5	112%
Priority 2	8.9	7.2	80%	6.7	75%
Technical assistance	2.4	2.1	88%	2.1	88%
TOTAL	23.2	23.2	100%	22.1	95%

Source: JMA data (April 2017)



➤ *Standard projects (EU funding)*

	Number of applications	EU funding Requested (€m)	Number of contracts	EU funding Contracted (€m)	% of total
Priority 1	91	28.2	24	7.1	50%
Priority 2	92	27.3	37	7.2	50%
TOTAL	183	55.5	61	14.3	100%

Source: JMA data (April 2017)

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget (€m)	EU funding (€m)	Total amount of EU funds spent (€m)
Repair of Automobile Road Loukhi-Suoperya, km 110 - km 160	Estonia/ Russia	Transport & energy infrastructures	2	4.1	1.9	1.9
Reconstruction of Ikhala-Raivio-State border Automobile Road, km 0-km 14	Russia	Transport & energy infrastructures	2	3.7	1.7	1.7
Development of the Traffic Lanes in the International Border Crossing Point Niirala, 1st Phase	Finland/ Russia	Transport & energy infrastructures	4	3.7	1.1	1.1
Widening of Road 89 Vartius-Paltamo, road stretches 10-13 and 13-17	Finland	Transport & energy infrastructures	3	5	1.4	1.4
Welfare from Sustainable Cross Border Nature and Culture Tourism	Finland/ Russia	Tourism	5	2.6	1.1	1.1
Total			16	19.1	7.2	7.2

Source: JMA project data

➤ *Sector analysis (EU funding)*- Overall

	Type	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Economic development	Standard	18	5.0	23%	4.7
	LSP	5	7.0	33%	7.0
	TOTAL	23	11.9	56%	11.6
Environment	Standard	23	5.7	27%	5.1
	LSP	-	-	-	-
	TOTAL	23	5.7	27%	5.1



Social development	Standard	20	3.7	17%	3.5
	LSP	-	-	-	-
	TOTAL	20	3.7	17%	3.5
Security	Standard	-	-	-	-
	LSP	-	-	-	-
	TOTAL	-	-	-	-
GRAND TOTAL		66	21.2	100%	20.1

Source: JMA project data

- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	4	1.1	9%	1.0
Governance	-	-	-	-
IT & connectivity	-	-	-	-
Rural livelihoods and agriculture	-	-	-	-
Tourism	13	4.2	35%	4.0
Transport & energy infrastructures	5	6.5	54%	6.4
TOTAL	23	11.9	100%	11.6

Source: JMA project data

- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	-	-	-	-
Disaster management	-	-	-	-
Energy efficiency	8	2.4	42%	2.2
Nature preservation and promotion	8	1.8	31%	1.6
Solid waste management	-	-	-	-
Water management	7	1.6	27%	1.4
TOTAL	23	5.7	100%	5.1

Source: JMA project data

- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	1	0.2	5%	0.2
Civil society development	1	0.2	5%	0.2
Culture exchange	9	1.9	49%	1.8



Education and training	1	0.2	5%	0.2
Employment promotion	-	-	-	-
Healthcare	8	1.5	39%	1.4
Social inclusion	2	0.3	7%	0.3
TOTAL	20	3.7	100%	3.5

Source: JMA project data

➤ *Partnership*

N/A

➤ *Participation*

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
AM	30.8	49%	13.5	63%	12.7	63%
AZ	31.7	51%	7.8	37%	7.5	37%
TOTAL	62.4	100%	21.2	100%	20.1	100%

Source: JMA data (participation level)

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
AM	116	62%	43	65%
AZ	72	38%	23	35%
TOTAL	188	100%	66	100%

Source: JMA data (participation level)

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
AM	310	43%	123	40%
AZ	403	57%	187	60%
TOTAL	713	100%	310	100%

Source: JMA data (participation level)

➤ *Type of organisation*

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	12	18.2%	69	22.0%
International organisations	-	-	-	-
Local and regional authorities	4	6.1%	58	18.5%
National authorities	-	-	-	-
Non-state actors	15	22.7%	40	12.7%



Private companies and businesses	9	13.6%	61	19.4%
Not specified	-	-	-	-
TOTAL	66	100%	314	100%

Source: JMA project data

➤ *Indicator measurements (Annual Implementation Report)*

- Programme indicators

	Name	Target	Achieved	Achieved as % of target
Programme	Number of projects and thematic calls having positive influence on environment and sustainable development	n.a.	n.a.	n.a.
	The percentual proportion (in euros) of projects and thematic calls having positive influence on environment and sustainable development	n.a.	n.a.	n.a.
	Number of projects and thematic calls fostering environmental technology	n.a.	n.a.	n.a.
	Number of projects and thematic calls fostering environmental awareness	n.a.	n.a.	n.a.
Priority 1	Number of projects and thematic calls having influence on economic situation in the programme area	n.a.	n.a.	n.a.
	Number of projects leading to permanent service structures supporting crossborder interaction and trade	n.a.	n.a.	n.a.
	Number of projects/calls having influence on cross-border interaction and the fluency of border crossings	n.a.	n.a.	n.a.
Priority 2	Number of projects and calls improving the quality of life in the programme area in view of health	n.a.	n.a.	n.a.
	Number of projects and calls improving the quality of life in the programme area in view of the level of education	n.a.	n.a.	n.a.
	Number of projects and calls improving the quality of life in the programme area in view of clean and comfortable environment	n.a.	n.a.	n.a.
	Number of projects and calls improving the operational capacity of local self-governmental bodies to participate in cross-border activities in order to help find solutions to local problems	n.a.	n.a.	n.a.

➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (May-2012)		JOP ENPI CBC Karelia – Russia	All
	1	Better Life for Karelian Villages	Cultural Exchange
	2	Complex development of regional cooperation in the field of open ICT innovations	IT and connectivity
	3	Cities by the water - new opportunities for business development	Employment promotion
	4	Support to sustainable development of Sortavala town for the improvement of environmental situation	Energy efficiency
	5	Improvement of the Environment and Living Standards is the Basis for Modern Rural Development	Water management
Mission 2 (June-2013)	1	Improving the gravel road Kostomuksha - Kalevala	Transport
	2	The Ontrei Malinen's Kantele Tourist Route (OMK-project)	Tourism
	3	Novel cross-border solutions for intensification of forestry and increasing energy wood use	Employment promotion
	4	Development of tree plantations for tailings dumps afforestation and phytoremediation in Russia	Nature preservation and promotion



	5	MULTI EFFORT (multiple Eco- Friendly forest use: restoring traditions)	Nature preservation and promotion
	6	Fennoscandian Geen Belt - Welfare from Sustainable Cross border nature and Culture Tourism (FGB)	Nature preservation and promotion
		JOP ENPI CBC Karelia - Russia - tranche 2008	All
Mission 3 (Sept-2014)		JOP ENPI CBC Karelia - Russia	Governance
	1	Matka.ru	Education and Training
	2	The Ontrei Malinen's Kantele Tourist Route (OMK-project)	Tourism
	3	MULTI EFFORT (multiple Eco-Friendly forest use: Restoring Traditions)	Nature preservation and promotion
	4	Life-long learning in cultural management to promote creative industries and tourism	Education and Training
	5	Addressing challenging health inequalities of children and youth between two Karelias	Healthcare
	6	Restoration of transborder salmonid rivers	Water management
	7	Clean Ladoga	Water management
	8	Development of the Traffic Lanes in the International Border Crossing Point Niirala, 1st Phase	Transport
	9	Reconstruction of Ikhala-Raivio-State Border Automobile Road, km 0 – km 14	Transport
10	Repair of the automobile road Loukhi – Suoperya, 110-160 km	Transport	

- Gradings

Projects	MISSION 1					MISSION 2						MISSION 3									
	1	2	3	4	5	1	2	3	4	5	6	1	2	3	4	5	6	7	8	9	10
Relevance and quality of design	A	B	B	B	B	B	B	B	B	C	A	B	B	C	B	A	B	B	B	B	B
Efficiency of implementation	B	B	A	B	B	C	B	B	C	C	A	C	C	B	B	B	D	B	B	B	C
Effectiveness to date	B	A	B	B	B	B	C	B	B	C	B	C	B	B	B	B	D	B	B	C	C
Impact prospects	B	A	A	B	B	B	B	B	B	B	B	B	B	B	B	B	C	A	B	C	C
Potential sustainability	C	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	A	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ *Summary of JOP monitoring report*

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance and quality of design: At programme level, the Project Purpose (PP) and Overall Objective (OO) are consistent with and supportive of partner government policies, as measured against the ENPI CBC strategy. As a general comment, the ROM of the individual projects indicates that, for all of them, the intervention logic remains true. Efficiency: For the programme as a whole, all activities in relation to outputs are broadly on track and according to the timetable used by the JMA for award and contracting. Partner contribution and involvement works well, both at strategic and operational level: this is the case with the programme overall and for the individual projects monitored. Effectiveness: As a general picture, "Objectively Verifiable Indicators (OVIs) and targets for the Project Purpose (PP) are appropriate and are being reported against. The only criticism relates to the fact that OVIs are not always suitable for measuring wider impact, although this does not prevent them being appropriate for a specific PP 	<ul style="list-style-type: none"> JMA needs to review how best to support projects in the development of sustainability strategies, to cover the period after completion of the activities financed by CBC, but particularly where sustainability in the longer term is dependent upon accessing investment. JMA should review the issue of impact assessment with projects, with a view to identifying areas of wider impact using some basic indicators for assessing such impact. In some cases, projects would benefit from an overall review of their OVIs, so that they have the relevant capacity to undertake wider impact analysis. Project partners need to be encouraged to look at partnerships with the private sector for future sustainability and not



	<ul style="list-style-type: none"> • Sustainability: projects funded under the programme have positive prospects, as the results of the projects themselves should remain available for the target groups: there are replicable results and models that can also be used by others. • Impact: The prospects look very promising, with impact both in direct relation to each project OO, as well as impact in terms of cross cutting issues. OVIs are realistic and generally likely to be met. 	concentrate automatically on budget financing.
2	<ul style="list-style-type: none"> • Relevance and quality of design: The Programme is broadly in line with general EU/Russia policy as per the Partnership and Cooperation Agreements and subsequent agreements and the Finnish/Russian decentralised policy covering the border areas. In reality much of the terminology used in the programming is very general; CBC Karelia's priorities: Economic Development and Quality of Life are so broad it is hard to identify a project that doesn't to some extent contribute to both • Efficiency: The initial delay also had consequences for many projects as they have had to fit their project into a shorter time frame than ideally they would have liked to maximise the results. The JMA is professionally staffed but it is the view of the monitor that, due to the delayed start and thus the shortened timeframe for all project implementation, it does not have sufficient capacity to manage the 40 plus projects. • Effectiveness: If the PP is taken to be to improve cross-border cooperation in the selected thematic areas then early indications show an increase in cross-border traffic in terms of people and goods but there is no proven linkage to the programme. The projects tended to show better outcome potential than their documentation might suggest. Most projects do know what they want to achieve and will be able to judge whether they have done so. • Impact: Impact Prospects are good, but a major weakness is that due to the lack of good indicators, so much evidence is anecdotal. It is to be expected that there will be more and less successful projects. Without SMART indicators and a proper baseline the actual impact cannot be measured. The programme's design is essentially working on an "act of faith" that it will contribute to the OO • Sustainability: The level of ownership by the main stakeholders appears high. The joint funding aspect shows serious commitment as does the willingness to work together on a joint programme for the first time. 	<ul style="list-style-type: none"> • Recommendations for this programme (JMA supported by JMC): <ul style="list-style-type: none"> i) Look to strengthen the JMA unit to ensure that admin and M&E steps can be fulfilled. ii) Provide more training in PCM and EMOS. iii) Ensure all sectors have annual synergy meetings during which they can make contacts with possible sources of funding emphasise the CBC aspect iv) Consider other sources of support to programme implementation: Can the JSC members assist with monitoring/evaluation? Can the Branch Office help collect results? Can local authorities help collect information from the projects in their regions? v) Emphasise visibility and cross border aspect of the programme and update website.
3	<ul style="list-style-type: none"> • Relevance and quality of design: Even if the programme is in line with the EU regulations on ENPI CBC policy, there is a lack of clarity and a risk of overlapping in the definition of the intervention logic • Efficiency: The programme implementation respects the timeframe and the budget indicated in the programme design at the exception of the Russian contribution which has been delayed. The programme is also working in close synergies with other ENPI CBC programmes. Finally, the programme demonstrates good communication skills between JMA and partners at national, regional and local levels • Effectiveness: • Impact: Note that the programme does not have any impact indicators to measure expected impacts and results • Sustainability: The programme is financially sustainable as long as Finland and Russia will 	<ul style="list-style-type: none"> • No recommendation



	collaborate with a financial support. Moreover, the strong local ownership of the programme participates to the sustainability of the programme	
--	---	--

➤ *External programme evaluation*

Name:	
Date:	Author:
Main findings and recommendations	
<ul style="list-style-type: none"> • In general manner, the programme has been able to cover the main objectives of its strategy even if more efforts have been produced on “economic and development” than on “quality of life” priority. Information available on main results achieved shows that the programme invests on infrastructures and on intensification of cooperation, regional development and the improvement of operational precondition of enterprises • However, the lack of indicators measuring the results and impact limits the possibility in monitoring the overall effects at territorial level. • The added value of ENPI CBC common projects could be disputable for Karelia programme, but when considering the implementation of LSP, the added value of ENPI funding management is more evident. • The programme is vulnerable to the external socio-economic context, particularly for tourism related activities that limit the benefits from partnerships and networking both sides the borders. • The opportunity to collaborate within the programme framework had been judged as welcomed by the participants and even more in the delicate current geopolitical context of Finland-Russia. 	



ENPI 2007-2013 KOLARCTIC CBC

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
FI	Lapland	BSR	Interreg IVa Nord Northern Periphery and Arctic Programme.
SE	Norrbottn		
NO	Finnmark		Interreg IVa Nord Interreg IVa Botnia-Atlantica Northern Periphery and Arctic Programme.
	Troms		
	Nordland	Interreg IVa Nord Northern Periphery and Arctic Programme	
RU	Murmansk Oblast	KAR	
	Archangelsk Oblast	KAR	
	Nenets Autonomous District		
	Adjacent	Other ENPI CBC programmes	Interreg programmes
FI	Northern Ostrobothnia	BSR	Interreg IVa Nord Northern Periphery and Arctic Programme.
SE	Västerbotten		
RU	Republic of Karelia	KAR + SEFR	
	Leningrad Oblast	KAR + SEFR + EE-LV-RU	
	St Petersburg		

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International cross-border point
FI	98.9	9.4%	338.4	29%		Raja-Jooseppi Salla
SE	105.5	10.1%	450.3	23%		-
NO	112.9	10.8%	386.2	29%		Storskog
RU	732.3	69.8%	17,098.2	4%		-
TOTAL	1,049.6	100%	18,273.1	5%	700	3
	Population (thou. 2004-2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004- 2006)	
FI	185.8	6.0%	1.9	5,250	24,266	
SE	251.7	8.1%	2.4	9,030	31,459	
NO	462.6	14.9%	4.1	4,620	27,160	
RU	2,208	71.0%	3.0	143,620	N/A	
TOTAL	3,108.1	100%	-	162,520	-	

➤ *Challenges and opportunities*

Table 13: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	- Falling population trend due to net migration and declining birth rate (particularly in RU)	- distinct cultural heritage – the only indigenous peoples of the European Union: the Sámi (NO, SE, FI, RU) and Nenets RU
Labour market	- young and highly trained people leaving for growth centres in search of work - unemployment rate is higher in the Programme area than in southern parts (highest in Lapland and Norrbotten) - Competent workforce for the new emerging industries is scarce - Industrial restructuring led to considerable job reduction (FI, NO) - Agricultural jobs constantly falling	- Long cooperation in the Euro Arctic Barents region in higher education and research (Barents Education Network) - 40.1% of the population over 15 in the Programme area completed secondary education and 19.6% completed a tertiary degree
Economy	- Industry accounts 50% of GDP and limited service sector (RU) - Agriculture climatically marginal - Obsolete tourism infrastructure, transportation, hotels and other facilities (RU) - Differences in legislative and regulatory framework hamper cooperation between east and west in both the public and private sectors - Inadequate railway connections	- important fishing waters and favourable fish farming areas situated on the Norwegian, Barents Sea and White Sea - Various valuable mineral and ore deposits - Extensive offshore oil and gas reserves in the Norwegian and Barents Seas and onshore reserves in Nenets areas - Cutting-edge industries in Lapland, Norrbotten and northern Norway - Long tradition in forestry (FI, SE), growing also in Arkhangelsk district (RU) although unprocessed products are exported

		<ul style="list-style-type: none"> - Reindeer husbandry particularly in Lapland (FI) and Finnmark (NO) and some parts of Murmansk district (RU). - Hydro-electrical power (NO) and nuclear power (RU) - Renewable energies (NO, SE, FI) - Rising tourism and experience industries in the North Calotte - Shipping connections (Northern Maritime Corridor - motorway of the sea) - Globally modern telecommunications and information technology
Environment	<ul style="list-style-type: none"> - huge environmental safety risks related to ongoing and planned extraction, transport and storage of oil and gas, in particular coast of the Gulf of Bothnia - obsolete and inefficient energy distribution networks - Pollution from long-range transport throughout arctic area - Insufficient measures against polluting industries in Arkhangelsk and Murmansk - Inadequate water management systems in Arkhangelsk and Murmansk - protection of the endangered, sensitive biotopes and cultural landscapes 	<ul style="list-style-type: none"> - Some of the most pristine stretches of wilderness in Europe
Social	<ul style="list-style-type: none"> - Income level in the Programme area is well below southern parts - deterioration of social services in sparsely populated areas 	-

➤ *Developments during implementation period*

The global economic crisis of 2008 and subsequent fall in oil and gas prices have had a negative impact on regional economies of the Barents Region. Some major investment projects (e.g. the development of the Shtokman offshore gas field) have been cancelled, and regional economic growth has slowed down.

➤ *Regional cooperation*

Name		Barents Euro-Arctic Region
Scope	<ul style="list-style-type: none"> - Northernmost parts of Sweden, Norway, Finland and Northwest Russia. - Approximately 5.23 million people - 1,75 million km², of which 75% of the territory and population is Russian 	
Aim	<ul style="list-style-type: none"> - To strengthen east-west infrastructure, establish people-to-people contacts and thereby contribute to the economic, cultural and social development of the Region. The Barents Cooperation promotes people-to-people contacts and economic development and creates good conditions for interregional exchange in many different fields; e.g., culture, indigenous peoples, youth, education, trade, environment, transportation and health. 	
History and organisation	<ul style="list-style-type: none"> - Formally established in 1993. Organized on two levels: The Barents Euro-Arctic Council (BEAC) operates at government level and the Regional Council operates at regional level. 	



PROGRAMME

➤ Intervention logic

Overall objective	Objectives	Priorities	Examples of support
To reduce the periphery of the countries' border regions and its related problems as well as to promote multilateral cross-border cooperation	7. To promote cross-border cooperation within businesses, education and research institutes, the public sector and NGOs by assisting in strengthening and creating networks and by building capacity	1. Economic and social development	<ul style="list-style-type: none"> - Development of SME and business cooperation - Promotion of trade and investment - Development of sustainable transport, logistics and communication systems - Implementation of educational and research activities - Ensuring the quality of public and private services - Utilisation of innovations and new technology - Enhancing the use of renewable energy sources and active energy saving - Development of energy cooperation - Support for the development of traditional ways of living - Development of the labour market and support for entrepreneurship - Exchange of best practices in rural development, municipal services and spatial planning
	8. To facilitate regional development through the use of advanced information and communication technologies and transport networks and by improving border crossing efficiency 9. To ensure that area's environmental issues are taken into consideration and prioritised by raising the level of environmental awareness and knowledge among the inhabitants through the constant networking of experts, administrative authorities, the business sector and organisations 10. To improve the management and public awareness of common challenges in the Programme area by creating effective practices and training for joint operations and information exchange 11. To enhance the habit of everyday cooperation between people in Programme area by organising possibilities for joint activities 12. To maintain and activate cultural heritage within the Programme area"	2. Common Challenges	<ul style="list-style-type: none"> - Support of health and social welfare (incl. telemedicine and the prevention of diseases and drug abuse) - Improvement of security - Prevention of accidents and environmental risks (incl. emergency preparedness, radiation safety, marine pollution risks) - Supporting actions in regard to adaptation to climate change - Environment and nature protection - Joint management of common challenges - Border crossing efficiency (incl. small scale infrastructure, harmonisation of border crossing procedures and increase of transparency) - Exchange of best practices - Improvement of the public knowledge about the common challenges - Education and research

		3. People-to-People Cooperation and Identity Building	<ul style="list-style-type: none"> - Enhancement of cultural cooperation (e.g. cooperation between institutions, support for the cultural identity of the young people, supporting and maintaining cultural heritage) - Development of traditional handicrafts - Increase of joint information exchange (e.g. common information about the entire Programme area, cooperation networks between information workers) - Facilitation of the social and cultural integration of visitors or immigrants from the other countries in the Programme area (e.g. participation in local social life, common meeting places and activities, support for civil society and local communities and support for local governance and administrative reform) - Promotion of educational cooperation (e.g. common educational programmes) - Enhancement of cooperation between institutions (e.g. basic communication and cooperation agreements) - Support for the integration of vulnerable people in cooperation activities - Support for joint education and research activities on people-to-people cooperation and identity building - Exchange of best practices
--	--	---	---

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	x		
Common challenges		x	
Secure and efficient borders		x	
People to people			x



➤ Governance

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Two central government level representatives and three regional representatives from each participating country - EC observer 	<ul style="list-style-type: none"> - Programme decision-making body
JSC	<ul style="list-style-type: none"> - Three representatives from each participating country 	<ul style="list-style-type: none"> - Appointed by JMC - provides the JMC with recommendations for project approval based on RAGs assessment
JMA	<ul style="list-style-type: none"> - Regional Council of Lapland (FI) - 3 units (operational, financial, internal audit) 	<ul style="list-style-type: none"> - Overall responsibility for managing and implementing the joint operational programme
JMA branch offices	<ul style="list-style-type: none"> - Arkhangelsk (RU) (until 2013) - Murmansk (RU) - Luleå (SE) - Vadsø (NO) 	<ul style="list-style-type: none"> - Branch offices supports JMA in implementing calls for proposals including coordination and information dissemination to potential applicants - Vadsø (NO) also responsible for operational and financial tasks related to NO funding
Regional assessors groups (RAG)	<ul style="list-style-type: none"> - Nominated by JMC in all participating Countries (4 groups) - Includes 4 permanent members - Each group represents a sector: 1) Business activities and employment 2) Research, education and culture 3) Social and welfare and 4) Environment. 	<ul style="list-style-type: none"> - Assess all applications, each assessor concentrating in the applications of his/her own field of expertise - Managed by JMA and branch offices
Line ministries	<ul style="list-style-type: none"> - Ministry for Foreign Affairs/ Ministry of Employment and the Economy (FI) - Ministry of Enterprise, Energy and Communications (SE) - Ministry of Local Government and Regional Development (NO) - Ministry of Regional Development/Ministry for Foreign Affairs (RU) 	<ul style="list-style-type: none"> - Official programme communication
Coordinating body	<ul style="list-style-type: none"> - Regional Council of Lapland (FI) - County Administrative Board of Norrbotten (SE) - Finnmark County Authority (NO) - Murmansk Regional Administration (RU) 	<ul style="list-style-type: none"> - Consult the different regional bodies and authorities in the Programme and adjacent areas



IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	19/12/2008
FA ratification	18/11/09 (RU)
First call for proposals	11/01/2010
First contract signed	26/11/2010
Last contract signed	23/05/2013
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	29
N° of ongoing projects (April 2017)	0

➤ *Overview of calls for proposals*

TITLE	Call	Title		Deadline for submission	
	C1	Kolarctic ENPI CBC 2007-2013		9 April 2010	
	C2			13 June 2011	
	C3			14 November 2011	
	C4			16 April 2012	
I. Objectives and priority issues	Call	Objectives	Priorities	Measures	
	C1 C2 C3 C4	<i>As per programme</i>			
II. Financial allocations	Call	Total budget	Breakdown per priority	Max. amount of financing	
	C1	ENPI	€8.1	P1. Economic and Social Development P2. Common Challenges P3. People to People Co-operation and Identity Building	Priority 1 : 70-90% (90% if economic development projects) Priority 2: 90% Priority 3: 90%
		NO	€2.8		
	C2	ENPI	€11.7m		
		NO	€1.9m		
	C3	ENPI	€9.8m		
		NO	€1m		



	C4	ENPI NO	€8.5m €2m	
	Total	ENPI NO	€30m €7.7m	
III. Eligibility of applicants and partners	Call	Applicants & partners		Partnership
	C1 C2 C3 C4	a. National, regional or local public authorities or organisations b. Municipalities and joint municipal boards c. Public utility companies d. Chambers of commerce e. Organisations and associations (universities and higher education institutions, research institutes, private companies and networks that comprise these).		The project must have at least one actor from an EU Member State (Sweden, Finland) and one actor from Russia, in which case one of them is the Lead Partner and the other one the partner. Priority is given to those projects that have partners from more than two countries
IV. Eligibility of actions	Call	Location	Type of projects	
	C1 C2 C3 C4	<i>Programme area</i>	1. Integrated project 2. Symmetrical project 3. Project implemented mainly, or entirely, in a country participating in the programme but for the benefit of all the countries involved in the project.	
	Call	Duration	Cross-border dimension	
C1 C2 C3 C4	Max. 36 months	Due to the cross-border nature of the Kolarctic ENPI CBC Programme, integrated projects will be given priority. Moreover, proposed actions shall improve the: number of created operative cross-border networks on environmental issues ; number of cross-border networks operating between SMEs ; Number of cross-border business relations operating between SMEs ; Number of municipalities that participated in cross-border co-operation. Projects shall also give the SMEs and authorities a better understanding of cross-border business and working opportunities, as well as create operative cross-border networks on environmental issue . Evaluation grid 4.3 The project proposal brings added value for the development of the regions of the programme area: <i>“Does the proposed project complement national strategies and development of the programme area? Is the project’s emphasis in internationalisation and in cross border co-operation?”</i> (5 poi nts)		

➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	JMC decision	Nº months from launch to JMC	Nº months from JMC to last contract signed
Call 1	11/01/10	-	09/04/10	15/06/2010	5	12
Call 2	14/03/11	-	13/06/11	24/11/2011	5	5
Call 3	15/08/11	-	14/11/11	16/02/2012	3	11
Call 4	16/01/12	-	12/04/12	28/06/2012	4	10



➤ *Allocations*

	Original programme				JMA programme data, April 2017			
	EU funding	Partner funding	National co-financing	Total	EU funding	Partner funding	National co-financing	Total
	(€m)	(€m) <small>(FI, RU, NO, SE)</small>	(€m)	(€m)	(€m)	(€m) <small>(FI, RU, NO, SE)</small>	(€m)	(€m)
Priority 1	12.3	4.6	12.1	29	12.2	7	5.1	24.3
Priority 2	10.1	6.5	28.5	45.1	9	25.7	3.6	38.2
Priority 3	6.2	1.5	6.3	13.9	6.2	2	4.1	12.2
Technical assistance	3.2	1.4	3.8	8.4	3.3	1.9	1.5	6.6
TOTAL	31.6	14	50.6	96.2	30.5	36.6	14.1	81.1

➤ *Contracting and disbursement*

- All funding (JMA programme data, April 2017)

	Allocated €m	Contracted €m	Disbursed €m
Priority 1	24.3	29.1	20.4
Priority 2	38.2	26	14.5
Priority 3	12.2	14	9.4
Technical assistance	6.6	6.2	6.1
TOTAL	81.1	75.3	50.3

- EU funding (JMA programme data, April 2017)

	Allocation	Contracted	% of allocated	Disbursed	% of allocated
Priority 1	12.2	11.8	97%	9.9	81%
Priority 2	9	9.1	101%	7.7	85%
Priority 3	6.2	6	97%	5	81%
Technical assistance	3.3	3.1	95%	3.1	94%
TOTAL	30.5	29.8	98%	25.6	84%

➤ *Standard projects (EU funding, JMA project data)*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	60	29.3	22	10.7	45%
Priority 2	26	12.8	13	7.5	32%
Priority 3	31	10.9	13	5.5	23%
TOTAL	117	52.9	48	23.6	100%



➤ Large scale projects (EU funding; JMA project data)

Name	Location	Sector	Number of partners	Budget	EU funding	Total amount of EU funds spent
Reconstruction of the road Kandalaksha-Alakurtti-Salla checkpoint	Finland/Russia	Transport	4	€m 2.3	€m 1.2	€m 1.2
Polar Wind	Russia	Energy efficiency	4	€m 2.3	€m 0.3	€m 0.3
Reconstruction of the Automobile BCP Borisoglebsk	Russia	Transport	3	€m 27.3	€m 1.8	€m 0
Total			11	€m 31.9	€m 3.3	€m 1.5

➤ Sector analysis (EU funding, JMA project data)

- Overall

	Type	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Economic development	Grant	15	6.1	23%	5.4
	LSP	1	1.2	4%	1.2
	TOTAL	16	7.2	27%	6.5
Environment	Grant	12	6.4	24%	5.9
	LSP	1	0.3	1%	0.3
	TOTAL	13	6.6	25%	6.1
Social development	Grant	21	11.0	41%	9.8
	LSP	N/A	N/A	0%	N/A
	TOTAL	21	11.0	41%	9.8
Security	Grant	N/A	N/A	0%	N/A
	LSP	1	1.8	7%	0.0
	TOTAL	1	1.8	7%	0.0
GRAND TOTAL		51	26.5	100%	22.3

- Economic development

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Entrepreneurship and SME development	4	1.5	20%	1.3
Governance	2	0.4	5%	0.4
IT and connectivity	N/A	N/A	0%	N/A
Rural livelihoods	3	0.8	10%	0.6
Tourism	3	1.9	26%	1.7
Transport	4	2.8	39%	2.8
TOTAL	16	7.2	100%	6.5



- Environment

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building	4	1.4	21%	1.4
Disaster management	1	0.5	7%	0.5
Energy efficiency	5	2.6	39%	2.4
Nature preservation and promotion	3	2.2	33%	2.0
Solid waste management	N/A	N/A	0%	N/A
Water management	N/A	N/A	0%	N/A
TOTAL	13	6.6	100%	6.1

- Social development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Children and youth	2	1.0	8%	0.9
Civil society development	2	0.6	5%	0.5
Culture exchange	9	4.8	43%	4.2
Education and training	4	2.7	24%	2.4
Employment promotion	N/A	N/A	0%	N/A
Healthcare	1	1.0	9%	0.9
Social inclusion	3	1.3	11%	1.1
TOTAL	21	11	100%	9.8

- Security

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Border management	1	1.8	100%	0.0
Prevention of and fight against organised crime	N/A	N/A	0%	N/A
TOTAL	1	1.8	100%	0

➤ Participation (EU funding, JMA project data, April 2017)- EU funding requested, granted and spent per country of lead partner

Country	EU funding requested	As % of total	EU funding granted	As % of total	EU funding spent	Disbursement rate
FI	N/A	N/A	14.6	45%	11	91%
RU	N/A	N/A	7.2	27%	5	71%
NO	N/A	N/A	3.3	12%	2.8	84%
SE	N/A	N/A	4	15%	3.4	97%
TOTAL	N/A	N/A	26.5	100%	22.2	84%



- Number of lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
FI	52	50%	25	49%
RU	20	19%	12	24%
NO	18	17%	8	16%
SE	15	14%	6	12%
TOTAL	105	100%	51	100%

- Number of other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
FI	169	27%	72	25%
RU	276	44%	134	46%
NO	101	16%	45	16%
SE	79	13%	39	13%
TOTAL	625	100%	290	100%

- Type of organization (JMA participation data, April 2017)

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	26	51.0%	124	42.8%
International organisations	N/A	0.0%	N/A	0.0%
Local and regional authorities	7	13.7%	79	27.2%
National authorities	2	3.9%	2	0.7%
Non state actors	11	21.6%	58	20.0%
Private companies and businesses	5	9.8%	23	7.9%
Not specified	N/A	0.0%	3	1.0%
TOTAL	51	100%	290	100%



➤ *Indicator measurements (Annual Implementation Report)*

- Result indicators

Level	Indicator	Target	Achieved	As %
Programme	Number of created operative cross-border networks on environmental issues	226	375	166%
	Number of applied environmental technical solutions	54	55	102%
	Number of activities carried out to further adaptation to climate change	49	63	129%
	Number of males < 29 yrs of age that will participate in activities	3924	7992	204%
	Number of females < 29 yrs of age that will participate in activities	4328	7249	167%
	Number of males that will participate in activities	9448	28498	302%
	Number of females that will participate in activities	12169	25960	213%
	Number of people participated in educational activities	9762	13387	137%
	Number of males that will participate in educational activities	4094	6189	151%
	Number of females that will participate in educational activities	5668	7198	127%
	Number of published scientific reports or studies	238	309	130%
	Number of implemented educational programmes	126	182	144%
	Number of applications received	250	118	47%
	Number of people that participated in: a) long-term activities	7219	8209	114%
	Number of male that will participate in a) long-term activities	3794	4844	128%
	Number of female that will participate in a) long-term activities	3425	3365	98%
	Number of people that participated in: b) conferences, seminars, education etc	11132	30663	275%
	Number of female that will participate in b) conferences, seminars, education etc	6227	14788	237%
	Number of male that will participate in b) conferences, seminars, education etc	4905	15875	324%
	Priority 1	Number of cross-border networks operating between SMEs	114	111
Number of cross-border business relations operating between SMEs		994	791	80%
Number of SMEs participating in network and business relation projects		1087	1435	132%
Number of SMEs/educational institutes that participated in joint educational planning		267	335	125%
Number of males/females that participated in joint educational programmes.		100	n/a	
Number of education and information events arranged		470	673	143%
Number of new communications methods developed to facilitate the movement of people and goods		26	42	162%
Number of solutions implemented in using renewable energy or active energy saving		26	31	119%
Number of commercial products developed between businesses and indigenous peoples		29	23	79%
Number of activities facilitating the movement of the labour force		79	491	622%
Number of new services developed for inhabitants in cooperation between public and private services		83	88	106%
Number of municipalities that participated in cross-border cooperation		135	202	150%
Priority 2		Number of plans, agreements or activities and operational models actively executed	170	223
	Number of information activities about common challenges (seminars, brochures, internet-pages etc)	255	262	103%



	Number of published materials concerning environmental issues	78	298	382%
	Number of restored areas (ha) water system areas	500	500	100%
	Number of restored areas (ha) land areas	1500	n/a	
	Number of initiated activities in monitoring of the state of the environment	57	77	135%
	Number of implemented plans consisting environmental aspects	52	74	142%
	Number of educational and information exchange activities between border authorities	178	78	44%
	Number of border authorities that participated in activities	70	54	77%
	Number of activities shortening the time spent crossing the border	10	10	100%
Priority 3	Number of new common cultural/sports events or common meeting places	98	176	180%
	Number of people participated that in common cultural/sports events and meeting places	208740	297591	143%
	Number of published media products that increase public knowledge about the Programme area	4207	3299	78%
	Number of networks created between institutions	36	73	203%
	Number of educational organisations, NGOs and cultural institutions participating in cooperation	189	284	150%
	Number of male that will participate in activities supporting cultural diversity	3866	4009	104%
	Number of female that will participate in activities supporting cultural diversity	5733	5308	93%
	Number of activities arranged that (seminars, festivals etc.) support cultural diversity	80	131	164%

- Output indicators

Level	Indicator	Target	Achieved	As % of target
Programme	Number of projects with a positive effect on sustainable development	35	10	29%
	Number of projects developing sustainable industries (for example tourism, reindeer herding, fishing)	15	11	73%
	Number of projects with an aim to further adaptation to climate change	5	7	140%
	Number of projects targeted at youth	10	12	120%
	Number of projects with a target to increase the gender equality	2	0	0%
	Number of projects including educational activities or research	50	12	24%
	Number of calls for proposals during the Programme period	11	4	36%
	Number of multilateral projects financed	70	51	73%
Priority 1	Number of projects related to CBC networks and business relations between SMEs (incl. business agreements, cooperation agreements and subcontracting)	15	15	100%
	Number of projects developing/implementing common educational programmes	7	4	57%
	Number of projects that increase the knowledge of SMEs and authorities about cross-border businesses and working opportunities	2	13	650%
	Number of projects that develop transportation, logistics or communication systems	5	4	80%
	Number of projects that increase energy cooperation, the use of renewable energy or active energy saving	2	3	150%
	Number of projects supporting businesses that enhance the cultures of indigenous peoples	2	1	50%
	Number of projects that facilitate movement of the labour force	2	3	150%



	Number of projects for cooperation between public and private services	2	3	150%
	Number of projects for cooperation of municipalities	3	4	133%
Priority 2	Number of projects for developing common plans, agreements and/or activities for multilateral cooperation in common challenges	5	8	160%
	Number of projects rising public awareness about the common challenges (incl. public environmental knowledge)	5	5	100%
	Number of projects concerning environment and nature protection (sustainable waste management, sustainable management of natural resources etc)	8	4	50%
	Number of projects supporting the cooperation of border authorities	2	1	50%
Priority 3	Number of projects supporting the existence of common events and meeting places	14	8	57%
	Number of projects supporting the existence of common information	4	4	100%
	Number of projects increasing the cooperation and communication and/ or its quality	8	6	75%
	Number of projects promoting cultural diversity	14	6	43%

➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (Nov-11)	1	JOP Horizontal/Consolidated	All
	2	Collaboration Network on EuroArctic Environmental Radiation Protection and Research	Environment
	3	NEDA Culture Tourism Project of the Indigenous Peoples of the North	Tourism
	4	Barents Logistics 2	Education & training
	5	Barents cross-border university +	Education & training
	6	Northern Cross-Border Cultural Experts	Education & training
	7	Public-private Partnership in Barents Tourism	Tourism
	8	Kolarctic Salmon - Trilateral cooperation on our common resource	Environment
	9	Kolarctic IT Education, Networking, Partnership and Innovation	IT and connectivity
Mission 2 (Jul-14)	1	JOP Horizontal/Consolidated	All
	2	Food and health security in the Norwegian, Russian and Finnish Border regions	Health
	3	New Horizons 2012-2014	Culture
	4	AgroPark Alakurtti – the model of Cross-border Cooperation	Rural development
	5	Sustainable Mining, local communities and environmental regulation in Kolarctic area	Environment
	6	Reconstruction of the road Kandalaksha-Alakurtti-Salla checkpoint	Border management
	7	Polar Wind	Environment
	8	Reconstruction of the automobile BCP Borisoglebsk	Border management



- Gradings

Mission	Mission 1 (Nov-11)									Mission 2 (Jul-14)							
Projects	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8
Relevance and quality of design	B	B	B	C	B	B	B	A	B	B	B	B	B	B	B	C	B
Efficiency of implementation	B	B	B	C	B	C	B	B	B	B	B	A	B	B	B	A	C
Effectiveness to date	B	B	B	B	B	C	B	B	B	A	B	A	B	B	C	A	C
Impact prospects	B	C	C	B	B	B	B	A	B	B	B	A	B	B	B	B	B
Potential sustainability	B	B	B	B	B	B	B	A	B	B	B	A	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ *Summary of JOP monitoring report*

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> High relevance of projects to needs and strategic framework Overall, high project efficiency JMA processes and procedures very effective Some shortcomings identified with project intervention logic and indicators Contribution from NO not pooled put at risk efficiency of some projects Effectiveness: Overall, projects progressing well towards their objectives Sustainability connected to availability of future funding. Projects well embedded in local structures. Impact: Too early to assess but concerns about the impact of some projects 	<ul style="list-style-type: none"> JMA to encourage beneficiaries to review OVIs and use logframes JMA and the Commission need to resolve an urgent issue on origin of goods purchased by Russian partners
2	<ul style="list-style-type: none"> Quality of design: weaknesses with intervention logic at both project and programme levels Efficiency: Delays with RU contribution affects efficiency of programme Programme management structures adequate Part-time branch office in Arkhangelsk (RU) helped reached out to potential applicants/beneficiaries Majority of lead partners from FI and RU Effectiveness: Programme outcomes are being achieved Despite lack of benchmarks, fair quantitative measure of the Programme's success in achieving the envisaged results Impact: Too early but some evidence of impact already visible in relation to the programme overall objective. Sustainability: no developed exit/hand over strategy but sustainability not a major issue given upcoming programme under ENI 2014-2020 	<ul style="list-style-type: none"> Use the standard LF terminology when describing the Programme and the projects; Improve the Internal Project Qualitative Monitoring (IPQM) questionnaire with the help of an expert so that the "questions can extract" reliable and meaningful information; Develop a hand-over strategy for the Programme; Improve the "ease and efficiency of access" to the EMOS system, the programme MIS.

➤ *External programme evaluation*

Evaluation of Kolarctic ENPI CBC Programme 2007-2013 (Ex-post)	
Date: Mar-16	Author: Spatia
Main findings and recommendations	
<ul style="list-style-type: none"> Programme exceeded original targets at priority levels Objective to reduce peripherality of border region fulfilled but overall impact modest due to limited funding The programme was relevant to needs of border areas and people reflecting a high degree of consultation during the programming process The programme was the main source of funding for CBC of the Barents region. There would not be any other source of funding available for such cooperation without ENPI CBC No issues with regional/national/supranational authorities during implementation 	



- CBC on EU external borders now closer to practices on the internal border. There is a perception that bureaucracy is too cumbersome (EU rules) which prevents JMA to engage with stakeholders. A lack of flexibility makes it difficult to use up all the remaining funds at the end of the programme.
- JMA workload is excessive at times. However, stakeholders very satisfied with programme management, including communication about project opportunities and advice/support with interpretation of programme rules
- Role of branch offices deemed very important in this regard (opening Arkhangelsk branch office was crucial for RU participation)
- Stakeholders happy with wide scope of calls but complained about duration of application process with a whole year sometimes elapsing between application and signature of contract
- No complain about selection of projects. However, final selection from regional assessment group (RAG) modified by JSC/JMC with no explanation to evaluators
- JMA main responsibility for monitoring projects and providing feedback information to JMC
- Some complaints with time necessary for processing narrative/financial reports
- Internal Project Qualitative Monitoring introduced by JMA (as part of their strategy for customer-oriented programme) well considered by users (as a tool to identify and tackle problems) but not linked to EU monitoring requirements
- Feedback from 11 visited projects funded under the programme was positive and confirmed conclusions of websurveys and interviews (Programme administrative procedures and guiding regulations were assessed positively) regarding the high level of trust and cooperation between the beneficiaries and the JMA



ENPI 2007-2013 CBC LITHUANIA-POLAND-RUSSIA**Programme fiche**

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
LT	Klaipeda county	BSR	South Baltic
	Marijampole	BSR	Lithuania-Poland
	Taurage county	BSR	South Baltic
PL	Gdansk-Gdynia-Sopot sub-region	BSR	South Baltic
	Gdanski sub-region	BSR	South Baltic
	Elblaski sub-region	BSR	South Baltic (adjacent)
	Olszynski sub-region	BSR	Lithuania-Poland (adjacent)
	Elcki sub-region	BSR	Lithuania-Poland
	Bialostocko-Suwalski sub-region	BSR PL-BY-UA	Lithuania-Poland
RU	Kaliningrad oblast	BSR	
	Adjacent	Other ENPI CBC programmes	Interreg programmes
LT	Alytus county	BSR LV-LT-BY	Lithuania-Poland
	Kaunas county	BSR LV-LT-BY	Latvia-Lithuania (adjacent)
	Telsiai county	BSR	South Baltic
	Siauliai county	BSR	Latvia-Lithuania
PL	Slupski region	BSR	
	Bydgoski region	BSR	
	Torunsko-Wloclawski region	BSR	
	Lomzynski region	BSR PL-BY-UA	Lithuania-Poland (adjacent)
	Ciechanowsko-Plocki region	BSR	
	Ostrolecko-Siedlecki region	BSR PL-BY-UA	
	Pomorskie region	BSR	
	Podlaskie region	BSR	
	Warminsko-Mazurskie region	BSR	
	Kujawsko-Pomorskie region	BSR	
Mazowieckie region	BSR		
RU	N/A		



➤ Map



➤ Characteristics of border areas

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International border crossing points
LT	40.2	25.8	65.3	62	N/A	6 with RU (4railway, 2 road border)
PL	100.8	64.5	311.9	32		6 with RU (3 road border, 3 railway)
RU	15.1	9.7	17,098.2	0		
TOTAL	156.1	100	17475.40	20		
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
LT	2111.7	18.7	52.5	3340	5194	
PL	8248.4	73	81.8	38560	5113	
RU	939.9	8.3	62.2	143620	2011	
TOTAL	11300	100	72.4	185520	4106	



➤ *Challenges and opportunities*

Table 14: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Decrease of the population (emigration from LT and PL, negative natural growth in RU) - Outflow of young and educated people 	-
Labour market	<ul style="list-style-type: none"> - Differences in regional labour market - High unemployment rate (PL), especially among women and youth 	<ul style="list-style-type: none"> - Opportunities for cooperation to reduce labour force shortages - Decrease in unemployment rate (LT, RU)
Economy	<ul style="list-style-type: none"> - Differences in level of GDP (EU-RU) creating favourable conditions for smuggling - Visa and customs regime between the EU and RU hamper flows of people and goods - Insufficient transport infrastructure - Non-competitive structure of the economy - Difference in the regional governance systems across the border area - Disparities between large cities and rural areas in terms of socio-economic development 	<ul style="list-style-type: none"> - Positive experience with cross-border cooperation - Important maritime transport hub - Diversified industry and important economic role of SMEs yet untapped potential of cross-border cooperation - Significant cultural heritage
Environment	<ul style="list-style-type: none"> - Developmental pressures threatening unspoiled natural resources - Airborne pollution and point source pollution (lack of modern waste management) 	<ul style="list-style-type: none"> - Public investments for environment protection - Outstanding environment creating favourable conditions for tourism
Social	<ul style="list-style-type: none"> - Need to adjust the educational system to the changing demands of the labour market - Uneven spatial distribution of university graduates 	<ul style="list-style-type: none"> - Renowned universities eager to develop cross-border cooperation

➤ *Developments during implementation period*

- ✓ The programme does no longer exist as such in 2014-20. It has been split into two different programmes, LT-RU and PL-RU.
- ✓ Russia joined the WTO in 2012. Kaliningrad's special economic zone privileges expired in April 2016, meaning that the oblast' lost its right to duty-free trade.

➤ *Regional cooperation*

Name	Euroregion Baltic
Scope	- 8 regions of Poland (Pomorskie), Lithuania (Klaipeda), Russia (Kaliningrad), Denmark and Sweden.
Aim	- Undertake joint initiatives aiming at strengthening and promoting cooperation among the local and regional authorities within ERB, as well as contributing to the sustainable development of the Baltic Sea Region, with particular attention to the South Baltic area
History and organisation	<ul style="list-style-type: none"> - 1998: Agreement on Establishing the Euroregion 'Baltic' - Before the 2010 review: ERB Council consisting of up to eight representatives appointed by each Party of the Agreement; working groups - After the review: an Executive Board consisting of up to two representatives of the highest possible political rank and one permanent deputy nominated by each member organisation; task forces



PROGRAMME

➤ Intervention logic

Overall objectives	Specific objectives	Priorities	Measures
1. Promoting economic and social development on both sides of the common border 2. Working together to address common challenges and common problems, 3. Promoting people to people cooperation	N/A	Contributing to solving common problems and challenges 2. Pursuing social, economic and spatial development 3. Horizontal priority for People to People objective	2.5. Sustainable use of environment 2.6. Accessibility improvement 3.1. Tourism development 3.2. Development of human potential by improvement of social conditions, governance and educational opportunities. 3.3. Increasing competitiveness of SMEs and development of the labour market 3.4. Joint spatial and socio-economic planning

➤ ENPI strategy coverage

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development		X	
Common challenges	X		
Secure and efficient borders			
People to people			X

➤ Governance

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Up to 7 representatives of each country, including - National authorities responsible for the implementation of the Programme - Regional authorities from the programme eligible area. - Representatives of the civil society, e.g. local authorities and their associations, economic and social partners. 	<ul style="list-style-type: none"> - Overall quality and efficiency of the programme
JSC	<ul style="list-style-type: none"> - Centre for European Projects, PL (state-owned body: budgetary unit responsible to the Ministry of Regional Development) 	<ul style="list-style-type: none"> - Daily management of the programme
JMA	<ul style="list-style-type: none"> - Ministry of Regional Development, PL - 4 independent units (operational, paying, financial, internal audit) 	<ul style="list-style-type: none"> - Executive body responsible for the management and implementation of the programme
JMA branch offices	<ul style="list-style-type: none"> - Olsztyn, PL - Vilnius, LT - Kaliningrad, RU 	<ul style="list-style-type: none"> - Information activities - Promotion of access to information on the programme
Line ministries	<ul style="list-style-type: none"> - Ministry of Interior, LT - Ministry of Regional Development (RU) - Ministry of Foreign Affairs (RU) 	
Coordinating body	-	-



IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	17/12/2008
FA ratification	N/A
First call for proposals	15/06/2010
First contract signed	14/07/2012
Last contract signed	05/06/2013
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	29
N° of ongoing projects (April 2017)	12



➤ Overview of calls for proposals

TITLE	Call	Title		Type of calls	Deadline for submission	
	C1	Lithuania-Poland-Russia Cross-Border Cooperation Programme 2007-2013		Open	15 September 2010	
I. Objectives and priority issues	Call	Objectives		Priorities	Measures	
	C1	As per programme.		1. Contributing to solving common problems and challenges 2. Pursuing social, economic and spatial development	As per programme.	
II. Financial allocations	Call	Total budget	Breakdown per priority		Min-Max size	EU co-financing
	C1	€61m	1	€37.3m	Min €0.1m – Max €4m	90%
			2	€23.7m		
III. Eligibility of applicants and partners	Call	Applicant	Partner		Partnership	
	C1	a. Be specific types of organisations (NGOs, public sector operators, regional authorities, local authorities, international organisation) b. Be from the eligible Programme area (not applying to international organisations)			Partners must satisfy the eligibility criteria as applicable on the Applicant himself. However, in duly justified cases the partners may come from the outside programme area. In order to ensure that the project runs smoothly, the Applicant and each project partners have to acknowledge their responsibilities within the project by signing a partnership statement.	
IV. Eligibility of actions	Call	Location		Type of projects		
	C1	In the programme area: cooperation and adjacent areas.		- Integrated projects - Symmetrical projects - Simple projects with a cross-border effect The integrated projects will be prioritized.		
	Call	Duration		Cross-border dimension		



C1	Maximum 24 months	<p>It is to be taken into account that the cross-border partnership and the real involvement of the partners in the project is one of the crucial elements of the project assessment. Each project must fulfil at least two of the following criteria. Priority will be given to the integrated projects that will fulfil all four of them:</p> <ol style="list-style-type: none"> 1. the project has been jointly prepared (e.g. the partners were working together on the preparation of the project proposal e.g. agreed the project idea, the division of tasks and responsibilities and elaborated the full application form with all annexes); 2. the project will be jointly implemented (all or most of the project's activities will be carried out by partners in close cooperation); 3. the project will have shared staff (the implementation of the project activities will be coordinated together by the representatives of the partners); 4. the project will be jointly financed by at least two partners (the project is co-financed by partners coming from different countries and budget expenditures are divided between partners).
		<p>Evaluation grid, 2. Relevance:</p> <p>2.2 Cross- border impact. How does the project contribute to the straightening of cross- border co-operation (e.g. creates basis to develop cross border co-operation/ results benefits both sides of the border/ demonstrate clear links to future cross- border co-operation) (5x2 points)</p>

➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	Nº months from launch to award	Nº months from award to last contract signed
Call 1	15/06/2010	N/A	15/08/2010	19/04/2012	0 Year, 7 Months, 24 Days	2 Years, 3 Months, 21 Days



➤ Allocation

Original programme (without RU funding)				JMA programme data, April 2017 (including RU funding)				
	EU funding (Programme)	National funding (Programme)	Project contribution (Programme)	Original Programme Allocation	EU funding (Allocated)	National funding (Allocated)	Project contribution (Allocated)	Total (Allocated)
	(€m)	(€m)	(€m)	(€m)	(€m)	(€m)	(€m)	(€m)
Priority 1	72,7	26,9	10	109,6	57,3	21,7	7,9	86,9
Priority 2	46,3	17,2	6,4	69,7	56	0	5,6	61,6
Technical assistance	13,3	0	0	13,3	11	0	0	11
TOTAL	132,2	44	16,3	192,5	124,3	21,7	13,5	159,4

➤ Contracting and disbursement

- All funding (JMA programme data, April 2017)

	Total (Allocated)	Total (Contracted)	Total (Disbursed)
	(€m)	(€m)	(€m)
Priority 1	86.9	114.3	92.2
Priority 2	61.6	61.7	56.5
Technical assistance	11	11	4.3
TOTAL	159.4	186.9	152.9

- EU funding (JMA programme data, April 2017)

	EU funding (Programme)	EU funding (Contracted)	% EU Allocation (cont.)	EU funding (Disbursed)	% EU Allocation (disb.)
	(€m)	(€m)		(€m)	
Priority 1	72.7	57.1	100%	52.3	91%
Priority 2	46.3	55.5	99%	51	91%
Technical assistance	13.3	11	100%	4.3	38%
TOTAL	132.2	123.5	99%	107.4	86%



➤ *Standard projects (EU funding)*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	40	72.1	8	22.2	29%
Priority 2	146	181.9	45	55.5	71%
TOTAL	186	253.9	53	77.7	100%

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget (LSP)	EU funding (LSP)	Total amount of EU funds spent (LSP)
Ecological improvement of the river Neman – construction of waste water collection and treatment infrastructure in Skirsnemunė town in Jurbarkas district (Lithuania) and in Neman city (Russia)	Lithuania/ Russia	Water management	2	17.3	4.3	2
Reconstruction of the section of the motor road "Kaliningrad-Mamonovo II (Novoselovo village) state border of the Poland Republic	Russia	Transport & energy infrastructures	3	10	0.1	0.1
Construction of Panemune and Sovetsk by-pass with a bridge over Neman River	Lithuania	Transport & energy infrastructures	2	27.4	10	9.6
Reconstruction of the national road No. 65 within the Gołdap – Kowale Oleckie section	Poland	Transport & energy infrastructures	2	11.5	10	10
Building of sewerage and waste water treatment plants and construction of water supply networks in the border area between Kaliningrad region and Lithuania	Russia/ Lithuania	Water management	3	8.2	3.4	3.3



Integrated Development and Implementation of the New Waste Water Treatment Facilities for the Reduction Pollution of the Baltic Sea	Baltic Sea	Water management	2	6	0.1	0.1
Protection of the Baltic coastal water – NEFA BALT II	Baltic Sea	Water management	3	8.2	7.4	7.4
Total			17	88.6	35.3	32.5



➤ *Sector analysis (EU funding)*- Overall

	Type	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Economic development	Grant	20	28.1	25%	23.8
	LSP	3	20.0	18%	19.6
	TOTAL	23	48.1	43%	43.3
Environment	Grant	7	14.9	13%	7.1
	LSP	4	14.9	13%	12.5
	TOTAL	11	29.8	26%	19.6
Social development	Grant	25	31.2	28%	28.1
	LSP	N/A	N/A	0%	N/A
	TOTAL	25	31.2	28%	28.1
Security	Grant	1	3.6	3%	3.5
	LSP	N/A	N/A	0%	N/A
	TOTAL	1	3.6	3%	3.5
GRAND TOTAL		60	112.6	100	94.3

- Economic development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Entrepreneurship and SME development	2	0.6	1%	0.5
Governance	2	2.2	4%	1.9
IT & connectivity	N/A	N/A	0%	N/A
Rural livelihoods and agriculture	1	0.5	1%	0.5
Tourism	14	20.9	43%	19.0
Transport & energy infrastructures	4	24.0	50%	21.6
TOTAL	23	48.1	100%	43.3

- Environment

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building	1	0.3	1%	0.2
Disaster and risk management	1	0.7	2%	0.7
Energy efficiency	2	3.2	11%	2.9
Nature preservation and promotion	N/A	N/A	0%	N/A
Solid waste management	N/A	N/A	0%	N/A
Water management	7	25.7	86%	16.0
TOTAL	11	29.8	100%	19.6



- Social development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Children and youth	3	4.0	13%	3.7
Civil society development	1	1.0	3%	0.8
Culture exchange	9	10.8	34%	9.6
Education and training	2	0.8	2%	0.4
Employment promotion	1	0.2	0%	0.2
Healthcare	8	14.2	45%	13.2
Social inclusion	1	0.6	2%	0.5
TOTAL	25	31.2	100%	28.1

- Security

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent
Border management	1	3.6	100%	3.5
Prevention of and fight against organised crime	N/A	N/A	0%	N/A
TOTAL	1	3.6	100%	3.5

➤ Participation- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested	As % of total	EU funding granted	As % of total	EU funding spent	As % of total
LT	88.4	30%	40.3	36%	31	33%
PL	159.5	54%	54.4	48%	47.4	50%
RU	45.1	15%	17.9	16%	16.1	17%
TOTAL	292.9	100%	112.6	100%	94.3	100%

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
LT	54	27%	15	25%
PL	99	50%	30	50%
RU	44	22%	15	25%
TOTAL	197	100%	60	100%

Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
LT	48	12%	25	21%
PL	112	27%	31	26%
RU	257	62%	64	53%
TOTAL	417	100%	120	100%



- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	22	36.7%	52	43.3%
International organisations	N/A	0.0%	N/A	0.0%
Local and regional authorities	30	50.0%	52	43.3%
National authorities	2	3.3%	7	5.8%
Non state actors	6	10.0%	9	7.5%
Private companies and businesses	N/A	0.0%	N/A	0.0%
Not specified	N/A	0.0%	N/A	0.0%
TOTAL	60	100%	120	100%

➤ *Indicator measurements (Annual Implementation Report)*- Result indicators

none

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of implemented projects aimed at sustainable use of natural heritage	n/a	n/a	n/a
	Number of tools/ methods solutions developed or tested to protect the environment	n/a	n/a	n/a
	Number of implemented projects aimed at accessibility improvement of the Programme area	n/a	n/a	n/a
	Number of implemented projects aimed at the tourism development	n/a	n/a	n/a
	Number of people participating in projects implementation, including events (meetings, seminars etc.)	n/a	n/a	n/a
	Number of tools/ methods/ model solutions developed or tested aiming at the improvements of social conditions, governance and educational opportunities	n/a	n/a	n/a
	Number of implemented project in the field of development of human potential	n/a	n/a	n/a
	Number of people participating in projects implementation including projects events (meeting, seminars, etc.)	n/a	n/a	n/a
	Number of implemented projects aimed at development of entrepreneurship and labour market	n/a	n/a	n/a
	Number of tools/ methods/ model solutions developed or tested aiming at the improvements of the SMEs competitiveness and the labour market	n/a	n/a	n/a
	Number of implemented projects in the field of spatial and socio-economic planning	n/a	n/a	n/a
	Number of tools/ methods/ model solutions developed or tested in the field of spatial and economic planning	n/a	n/a	n/a
Priority 3	Number of implemented projects aimed at increasing the administrative capacity	n/a	n/a	n/a
	Number of implemented micro-projects aimed at supporting the local communities' initiatives	n/a	n/a	n/a



➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (July 2013))	1	Development of cooperation in order to improve health safety of the population of the Russian-Lithuanian-Polish borderland	Healthcare
	2	High quality surgery over borders	Healthcare
	3	Improvement of accessibility of the state border between the Republic of Lithuania and the Russian Federation by increasing throughput capacity of border control points (BCP) Panemune and Kybartai	Border management
	4	The cross-border areas and cooperation development supported by the construction of sports infrastructure in Gorowo llaweckie and Bagrationovsk	Cultural exchange
	5	Baltic Touristic Games- Know-How for Development of Tourism Potential of Baltic Region	Tourism
	6	Baltic Amber Coast. Development of crossborder area through building up and modernisation of tourism infrastructure	Tourism
	7	Museums over the borders	Cultural exchange
	8	Effective Governance for People	Governance
	9	Protected environment - healthy young generation	Energy efficiency
	10	Protection of the Baltic coastal water – NEFA BALT II	Water management
	11	JOP ENPI CBC Lithuania-Poland-Russia	All
Mission 2 (February 2015)	1	Development of modern ambulance station based on the reconstruction of infrastructure, increase of medical assistance and experience in cross-border cooperation region	Healthcare
	2	Ecological improvement of the river Neman – construction of waste water collection and treatment infrastructure in Skirsnemunė town in Jurbarkas district (Lithuania) and in Neman city (Russia)	Water management
	3	Construction of Panemune and Sovetsk by-pass with a bridge over Neman River	Border management
	4	Reconstruction of the national road No. 65 within the Gołdap – Kowale Oleckie section	Transport
	5	Protection of the Baltic coastal water – NEFA BALT II	Water management
	6	Close stranger: promoting mutual understanding between population of Gdansk, Kaliningrad and Klaipeda through facilitation of exchange in the field of contemporary arts and culture	Cultural exchange
	7	Improvement of the attractiveness of north-eastern Poland and Kaliningrad Region by developing and promoting shared tourist trails	Tourism
	8	Partnership for the protection of waters of the cross-border area of Lithuania, Poland and Russia	Water management
	9	Healthy lungs for one and all	Healthcare
	10	Cooperation in building up a library for family	Cultural exchange
	11	JOP ENPI CBC Lithuania-Poland-Russia	All

- Gradings

Mission	Mission 1 (July 2013)										
Projects	1	2	3	4	5	6	7	8	9	10	11
Relevance and quality of design	B	A	B	B	B	C	B	B	B	B	B
Efficiency of implementation	B	B	A	C	B	B	B	C	B	B	C
Effectiveness to date	B	B	B	A	B	B	B	B	B	B	B
Impact prospects	B	A	B	B	B	B	A	C	C	B	B
Potential sustainability	B	B	B	A	B	C	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.



Mission	Mission 2 (February 2015)										
Projects	1	2	3	4	5	6	7	8	9	10	11
Relevance and quality of design	B	B	B	B	B	B	B	B	B	B	B
Efficiency of implementation	B	C	B	B	A	C	B	B	B	B	B
Effectiveness to date	B	C	C	B	B	B	B	B	B	A	B
Impact prospects	B	B	B	B	B	B	B	B	B	A	B
Potential sustainability	B	B	B	B	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

- Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance: <ul style="list-style-type: none"> At programme level, the actions are in accordance with an agenda agreed between the three partner countries and the Commission The intervention logic for the programme overall is coherent and clear, but there are major problems with the time frame, resources and capacity within the management structures involved: <ul style="list-style-type: none"> ✓ Lower capacity of the JTS than in other CBCs ✓ Delays in launching projects ✓ No branch offices, hence process of project design more difficult for applicants ✓ Partners may not work together with optimal efficiency Efficiency: <ul style="list-style-type: none"> Regular monitoring of financial resources, yet evidence of duplication Limited, yet experienced staff of the JTS in Warsaw At programme level, activities are not implemented as planned: no smooth coordination between partners (2nd call for proposals not launched) Effectiveness: <ul style="list-style-type: none"> Overall positive effectiveness at programme level, yet management issues: delay of BO, no consensus between partners At project level, high likelihood of the project purpose being achieved Sustainability <ul style="list-style-type: none"> At programme level, likely continuation in the form of two programmes. At project level, lack of phase-out/exit strategies. Impact: <ul style="list-style-type: none"> positive direct impact prospect at project level and in terms of fostering CBC 	<ul style="list-style-type: none"> Encourage projects to engage in formal exit strategy/hand-over strategy (JTS) Review the project assessment system (JMA) in order to avoid multiple evaluation and corresponding delays Need for a mechanism to enforce decisions in case of lack of a consensus (EC)
2	<ul style="list-style-type: none"> Quality of design: <ul style="list-style-type: none"> Relevance of the programme is re-confirmed by full alignment with relevant strategies and strategic development programmes. Efficiency: <ul style="list-style-type: none"> 1st Call for proposal no progress achieved in selecting/approving projects for contracting. Growing delays, generating the risk of the Programme failure and closure, prompted in early 2012 the EC initiative to organise a meeting gathering all National Authorities to develop a clear and binding decision on either moving forward or closing the intervention. This allowed for the approval of all projects but one. As the remaining period for active project implementation became critically short, steps have been taken to maximise the use of already collected 	<ul style="list-style-type: none"> Need for close JTS follow up on implementation of projects and prompt response from the JTS/JMA to any new delays/inadequate attention to quality by implementers and subsequent requests for time extensions: Continuation of actions focused on full mobilisation for the completion of operations by projects, delivery of results/achievement of objectives and maximum absorption of the Programme funds; Need to minimise requests for changes and extensions;



	<p>Applications for funding projects from the reserve project list</p> <ul style="list-style-type: none"> • Yet the majority of projects is on track and the management of both the programme and projects is found efficient. <hr/> <ul style="list-style-type: none"> • Effectiveness: • The majority of planned operational outcomes of the Programme and SOs will be achieved • Rising time pressure and the associated danger of less than optimum performance in project implementation due to drive to compensate delays <hr/> <ul style="list-style-type: none"> • Impact: • There is already early evidence of a variety of planned and unplanned impacts of the Programme (eg addressing common challenges, fostering economic development, fostering CBC...) <hr/> <ul style="list-style-type: none"> • Sustainability: • Positive despite the fact that the programme is splitting into two bilateral operations to facilitate more focused and fitting individual agendas local cooperation • High ownership, appreciation of its results, and commitment of all parties to CBC ensures continuity 	<ul style="list-style-type: none"> • Rapid development of a contingency plan and subsequent actions to ensure sufficient JTS capacity for effective management of implementation and completion of standard projects; • Close monitoring of projects with proactive support & facilitating actions leading to completion of projects with prompt processing of short term extensions.
--	---	---



ENPI 2007-2013 CBC LATVIA-LITHUANIA-BELARUS

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
LV	Latgale Region – NUTS III	BSR EE-LV-RU	Central Baltic Latvia-Lithuania
LT	Utena County, NUTS III	BSR	Latvia-Lithuania
	Vilnius County, NUTS III	BSR	
	Alytus County, NUTS III	BSR	
BY	Grodno oblast	BSR PL- BY-UA	
	Vitebsk oblast	BSR	
	Adjacent	Other ENPI CBC programmes	Interreg programmes
LV	N/A		
LT	Kaunas County	BSR LT-PL-RU	Latvia-Lithuania (adjacent)
	Panevezys County	BSR	
BY	Minsk oblast	BSR PL-BY-UA	
	Mogilev oblast	BSR	
	Minsk city	BSR PL-BY-UA	

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International border crossing points
LV	14.5	7.8	64.6	22	835.3	6 with Belarus (5 road, 1 rail)
LT	38.3	20.4	65.3	59		14 with Belarus (10 road, 1 rail)
BY	134.6	71.8	207.6	65		
TOTAL	187.5		337.5	56		20
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004- 2006)	
LV	359	3.8	24,8	2230	3600	
LT	2181	23.4	56,9	3340	3800	
BY	6800	72.8	50,5	9640	2935	
TOTAL	9340	0%	49.8-	15210	2589.6-	



➤ *Challenges and opportunities*

Table 15: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Decrease of the population due to negative natural growth and emigration - Constantly decreasing percentage of children and teenagers (under working age) 	-
Labour market	<ul style="list-style-type: none"> - Disparities between EU and non-EU part of the area - Structural unemployment major challenge in EU parts of the area (lack of qualified labour force, brain-drain, limited flexibility of the labour market) - Higher unemployment of youth and women in BY 	-
Economy	<ul style="list-style-type: none"> - Disparities in GDP level and wages across the border area - Limited economic activity in the Latgale region as compared to other parts of LV - Lack of investment - Outdated technologies - Lack of qualified workforce - Limited access to capital - Legal and administrative barriers hampering SME development - Insufficient innovation - Insufficient infrastructure quality for border crossing points and, in BY, insufficient capacity - Low accessibility and connectivity of the border area 	<ul style="list-style-type: none"> - Rapid economic growth - Rapid development of the service sector - Rich cultural heritage - Strong potential for eco and agro-tourism - Development of transit-related business and cross-border employment
Environment	<ul style="list-style-type: none"> - Risk of airborne/point source pollution - Poorly managed waste collection and management - Impact of the Chernobyl catastrophe (BY) 	<ul style="list-style-type: none"> - Increasing use of renewable energy (LV) - Promotion of environmentally friendly transport and ecology-oriented technologies
Social	<ul style="list-style-type: none"> - Insufficient networks for social services institutions/ capacities for elderly people and child care - High consumption of alcohol, drugs and cigarettes 	<ul style="list-style-type: none"> - Sharp increase in the number of higher education institutions and students

➤ *Developments during implementation period*

- Improving business climate and entrepreneurial capabilities in 2005-12: increase in the number of SMEs in the region.
- In 2008-11 increase in the share of population at risk of poverty or social exclusion in Latvia and Lithuania.



➤ *Regional cooperation*

Euroregion Country of Lakes	
Name	
Scope	Brings together 30 members – 15 municipalities from Latvia, 7 municipalities from Lithuania and 8 Administrations from Belarus - The “Country of Lakes” area is 35.9 thousand km ² , of which 15.2 thousand km ² (42 %) are located in Belarus, 12,1 thousand km ² (34 %) in Latvia, and 8,6 thousand km ² (24%) – in Lithuania. - Euroregion area has 823 000 inhabitants, of which 375 500 live (46 %) in Belarus, 275 600 (33%) – in Latvia and 172 000(21 %) – in Lithuania
Aim	- Cross-border cooperation, exchange of experience and promotion integrated territorial development - Develop innovative projects, act as a platform for communication and networking between partner organisations, promote the image of the Euroregion
History and organisation	- Association of border Local Governments and Administrations created in 1998

PROGRAMME

➤ *Intervention logic*

Overall objective	Specific objectives	Priorities	Measures
To enhance the territorial cohesion of the Latvian, Lithuanian and Belarus border region, secure a high level of environmental protection and provide for economic and social welfare as well as promote intercultural dialogue and cultural diversity	<p>3. To encourage co-operation by connecting people, organisations of regions and sectors, for creating the opportunity to develop the region's strengths and help the achievement of the first Objective of ENPI Strategy Paper</p> <p>4. To improve environmental conditions, solve various issues in social, educational and health spheres and help the achievement of the second Objective of ENPI Strategy Paper</p>	<p>3. Promoting economic and social development</p> <p>4. Addressing challenges</p>	<p>2.5. Promotion of socio-economic development and encouragement of business and entrepreneurship</p> <p>2.6. Enhancement of local and regional strategic development and planning</p> <p>2.7. Improvement of cross border accessibility through the development of transport and communication networks and related services</p> <p>2.8. Preservation and promotion of cultural and historical heritage, promotion of cross border tourism</p> <p>2.9. Strengthening of social-cultural networking and community development</p> <p>3.1. Protection of environmental and natural resources</p> <p>3.2. Enhancement of education, health and social sphere development</p> <p>3.3. Improvement of infrastructure and equipment related to the border crossing points</p> <p>3.4. Improvement of border management operations and customs procedures"</p>



➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2
Economic and social development	X	
Common challenges		X
Secure and efficient borders		X
People to people	X	

➤ *Governance*

Composition		Responsibilities
JMC	- A representative from national, regional and local institutions responsible for the co-ordination of ENPI CBC programme in participating countries (up to 5 representatives per country)	- Supervising and monitoring programme implementation - Acts as Project Selection Committee
JSC	- Joint Technical Secretariat established by the Lithuanian Ministry of Interior	- Day-to-day operational management
JMA	- Ministry of Interior (LT) - 2 units (operational and financial), an audit section, an accounting officer and an authorising officer	- Overall responsibility for managing the Joint Operational Programme
JMA branch offices	- Daugavpils (LV) - Vitebsk (BY)	-
Line ministries	- Ministry of Regional Development and Local Governments (LV) - Ministry of Interior (LT) - Ministry of Foreign Affairs and National Coordinating Unit for the EU Technical Assistance Programmes (BY)	
Coordinating body	-	-

IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	18/12/2008
FA ratification	15/12/09 (BY)
First call for proposals	15/12/2009
First contract signed	11/10/2011
Last contract signed	31/12/2013
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	22
N° of ongoing projects (April 2017)	0



➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission
	C1	The Latvia, Lithuania and Belarus Cross Border Cooperation Programme within the ENPI	Open	2 April 2010
	C2			22 February 2011
I. Objectives and priority issues	Call	Objectives	Priorities	Measures
	C1	As per programme		
	C2			
II. Financial allocations	Call	Total budget	Min-Max size	EU co-financing
	C1	€8m	Min €0.05 - Max €2m	90%
			Measure 1.5: Min €0.05m - Max €0.3m	
	C2	€8m	Min. €0.05m – Max. €1.5m	
			Measure 1.5: Min €0.05m – Max. €0.225m	
III. Eligibility of applicants and partners	Call	Applicant / Partner	Partnership	
	C1	<ul style="list-style-type: none"> - Must belong to certain type of organisations (i.e. national and regional institutions, decentralised bodies in the partner countries, joint bodies set up by the partner countries, international organisations, EU agency, etc.). - The following non-state actors are eligible: non-governmental organisations; organisations representing national and/or ethnic minorities; local citizens' groups and traders' associations; cooperatives, trade unions, organisations representing economic and social interests; local organisations (including networks) involved in decentralised regional cooperation and integration; consumer organisations, women's and youth organisations, teaching, cultural research and scientific organisations; universities; cross-border associations, non-governmental associations and independent foundations. 	Partnership should consist of at least one organisation from the Programme area in Lithuania and/or Latvia and at least one organisation from the Programme area of Belarus. One of these organisations will act as an applicant (which will become the beneficiary after signature of the Grant Contract), other(s) as partner(s). In the action there may participate up to 15 organisations (including an applicant).	



	C2	As per Call 1 + be located (registered or having a registered office) in the eligible area of programme and be directly responsible for the preparation and management of the action with their partners.	
IV. Eligibility of actions	Call	Location	Type of projects
	C1 C2	<i>As per programme. In exceptional cases activities partially can take place in regions outside the Programme area.</i>	<ul style="list-style-type: none"> - Integrated Project - Symmetrical Project - Simple Project
	Call	Duration	Cross-border dimension
	C1 C2	Max. 24 months	<p>The Programme will finance activities which have a purely cross-border character and address only the issues that require intervention on at least two sides of the border. Among others, projects and their actions shall promote: Joint activities in improving cross border labour market and related employment measures (improvement of employment conditions, support for integration of economically inactive people into labour markets, etc.); Identification and preparation of joint development and planning concepts across borders; Support of local and regional development planning undertaken jointly between partners across the border; Improvement of cross-border accessibility through the development of transport and communication networks and related services; Preservation and promotion of cultural and historical heritage, promotion of cross-border tourism; Joint monitoring and management of natural resources and protected territories, ecological corridors; Establishment of cross-border systems of exchange of environmental data.</p> <p>Evaluation grid, 2. Relevance:</p> <p>II. 5. The action has the cross-border nature and impact on both sides of the border. The cross-border cooperation contributes to the solution of the joint problem, there will be results and, if applicable, outputs on the both sides of the border. (5 points)</p>



➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	15/12/2009	N/A	N/A	25/11/2010	0 years, 11 months, 10 days	3 years, 8 months, 17 days
Call 2	04/11/2010	N/A	N/A	21/11/2011	1 year, 0 month, 17 days	3 years, 1 month, 27 days

➤ *Allocation*

	Programme			JMA figures (April 2017)		
	EU funding (€m)	National co-financing (€m)	Total (€m)	EU funding (€m)	National co-financing (€m)	Total (€m)
Priority 1	15	4.6	19.6	13.3	1.9	15.2
Priority 2	22.5	2.8	25.3	21.6	2.5	24.1
Technical assistance	4.2	1.2	5.4	3.1	0.9	4
TOTAL	41.7	8.6	50.3	37.9	5.2	43.1

➤ *Contracting and disbursement*

- All funding

	Allocated	Contracted	Disbursed
Priority 1	€m 19.6	€m 17	€m 15.2
Priority 2	€m 25.4	€m 25.1	€m 24.1
Technical assistance	€m 5.4	€m 5.4	€m 4
TOTAL	€m 50.3	€m 47.4	€m 43.1

Source: JMA programme data (April 2017)

- EU funding

	Allocation	Contracted	% of allocated	Disbursed	% of allocated
Priority 1	€m 15	€m 14.7	98%	€m 13.3	88%
Priority 2	€m 22.6	€m 22.6	100%	€m 21.6	96%
Technical assistance	€m 4.2	€m 4.2	100%	€m 3.1	74%
TOTAL	€m 41.8	€m 41.4	99%	€m 37.9	91%

Source: JMA programme data (April 2017)



➤ *Standard projects (EU funding)*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	165	66.6	34	14.7	51%
Priority 2	107	66.2	20	14.4	49%
TOTAL	272	132.8	54	29.1	100%

Source: JMA project data (April 2017)

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget	EU funding	Total amount of EU funds spent
Construction and equipment of the border crossing point "Privalka" located at the border of the Republic of Belarus with the Republic of Lithuania: introduction of a non-intrusive inspection technology	Lithuania/ Belarus	Transport	8	€m 2.8	€m 2.5	€m 2.5
Construction and equipment of the border crossing point „Grigorovshchina“ located at the border of the Republic of Belarus with the Republic of Latvia: introduction of a non-intrusive inspection technology	Belarus/ Latvia	Transport	1	€m 2.8	€m 2.5	€m 2.5
Construction of Švendubrė Seasonal River Border Crossing Point and Bugieda Berth	Lithuania	Nature preservation and promotion	3	€m 3.5	€m 3.2	€m 3.1
Total			12	€m 9.1	€m 8.2	€m 8.1

➤ *Sector analysis (EU funding, JMA project data, April 2017)*- Overall

	Type	Number of projects	EU funding	As % of total	Total amount of EU funds spent by projects
Economic development	Grant	19	€m 11.1	28%	€m 10
	LSP	4	€m 10.7	27%	€m 10.6
	TOTAL	23	€m 21.7	55%	€m 20.5
Environment	Grant	7	€m 4.7	12%	€m 4.5
	LSP				
	TOTAL	7	€m 4.7	12%	€m 4.5
Social development	Grant	28	€m 13.4	34%	€m 11.8
	LSP				
	TOTAL	28	€m 13.4	34%	€m 11.8
GRAND TOTAL		57	€m 39.8	100%	€m 36.8



- Economic development

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Entrepreneurship and SME development	4	€m 1.2	5%	€m 0.8
Governance	2	€m 0.5	2%	€m 0.5
IT and connectivity	1	€m 1.1	5%	€m 1
Rural livelihoods				
Tourism	9	€m 6.1	28%	€m 5.7
Transport	6	€m 13.1	60%	€m 12.7
TOTAL	22	€m 21.7	100%	€m 20.5

- Environment

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building				
Disaster management				
Energy efficiency				
Nature preservation and promotion	3	€m 0.7	15%	€m 0.7
Solid waste management	3	€m 3.2	67%	€m 3.1
Water management	1	€m 0.9	18%	€m 0.8
TOTAL	7	€m 4.7	100%	€m 4.5

- Social development

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Civil society development	1	€m 0.3	2%	€m 0.3
Cultural exchange	8	€m 3.8	28%	€m 3.3
Education and training	4	€m 0.7	5%	€m 0.6
Employment promotion	2	€m 0.2	1%	€m 0.2
Healthcare	10	€m 6.9	51%	€m 6
Social inclusion	3	€m 1.7	12%	€m 1.6
TOTAL	28	€m 13.4	100%	€m 11.8



➤ *Participation*

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
BY	0	0%	16.3	39%	5.7	16%
LT	88.3	70%	16.5	39%	16.5	47%
LV	38.3	30%	9.3	22%	12.8	37%
TOTAL	126.5	100%	42.1	100%	34.9	100%

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	22	8%	3	5%
LT	191	69%	31	54%
LV	63	23%	23	40%
TOTAL	276	100%	57	100%

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	402	42%	87	58%
LT	413	43%	35	23%
LV	147	15%	27	18%
TOTAL	962	100%	149	100%

- Type of organisations

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	17	30%	40	27%
International organisations				
Local and regional authorities	17	30%	61	41%
National authorities	7	12%	13	9%
Non state actors	16	28%	35	23%
Private companies and businesses				
TOTAL	57	100%	149	100%

➤ *Indicator measurements (Annual Implementation Report)*

- Result indicators

None



- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of operating networks created	7	15	214
	Number of business related infrastructure developed (objects)	2	3	150
	Number of elaborated spatial/regional development strategies/plans/concepts for the CBC region	5	2	40
	Number of institutions involved in the development of joint plans	18	23	128
	Number of ICT tools/methods/model solutions developed/tested	2	9	450
	Number of transport communication infrastructure objects created/restored	2	0	0
	Number of infrastructure objects created or restored	10	26	260
	Number of cross-border tourism services and cross border tourism products developed	6	32	533
	Number of joint events, research studies and information services	15	223	1487
	Number of joint actions in the field of culture, sport, education and social sphere	24	161	671
	Number of institutions involved in projects achieving educational / cultural / sport / social objectives	40	191	478
Priority 2	Number of joint planning activities/initiatives	6	20	333
	Number of public campaigns aiming at the improvement of environmental awareness of population	6	6	100
	Number of small scale environmental infrastructure objects developed/improved	6	12	200
	Number of tools/methods/model solutions developed/tested	4	19	475
	Number of institutions/ professionals/ associations involved in education, health and social sphere development	24	301	1254
	Number of operating networks on education, social and health	12	5	42
	Number of small scale border crossing infrastructure objects built/improved	2	19	950
	Number of trainings and exchanges of experiences in border crossing points	2	90	4500
	Number of new solutions/systems in border security/management and speeding up of border crossing procedures implemented as a result of supported projects	2	9	450

➤ *Result-oriented monitoring*- Monitoring missions and projects

		Project names	Sector
Mission 1 (March 2012)	1	Innovation Networking for Economic Development	Education and training
	2	Improving civil protection systems' transboundary cooperation in the field of emergency management of natural disasters in the regions of Lithuania, Latvia and Belarus	Border management
	3	Youth Entrepreneurship Encouragement in Kaunas and Minsk regions	Education and training
	4	Youth Social Entrepreneurship in Lithuanian and Belarusian Border Region	Employment promotion
	5	Stimulation of cross-border tourism in Lithuania and Belarus border regions of Latvia, Lithuania and Belarus	Tourism
	6	Development of modern breast cancer awareness, prevention, early detection and management measures	Healthcare
	7	Provident energetics as the key to stabilization of climatic changes	Energy efficiency
	8	Promotion of neighbourhood cooperation and cultural diversity between creative communities of Druskininkai and Grodno	Cultural exchanges
Mission 2	1	JOP ENPI CBC Latvia-Lithuania-Belarus	All



(March 2013)	2	Development of modern breast cancer awareness, prevention, early detection and management measures in border regions of Latvia, Lithuania and Belarus	Healthcare
	3	Fostering capacity for tourism development in Latgale-Utena-Vitebsk cross border region	Tourism
	4	Culture Heritage preservation and promotion in Rezekne and Braslav regions	Tourism
	5	Construction of Svendubrė Seasonal River Border Crossing Point and Bugieda Berth	Border management
	6	Construction and equipment of the border crossing point "Privalka" located at the border of the	Border management
	7	Construction and equipment of the border crossing point "Grigorovshchina" located at the border of the	Border management
Mission 3 (December 2014)	1	Improving the system of volunteer care for vulnerable in Lithuania, Latvia and Belarus in the framework of Cross Border Cooperation Programme	Social inclusion
	2	The Development and Improvement of Healthcare Services for People with Mental Disorders in Cross Border Regions	Social inclusion
	3	Preservation and promotion of the cultural and historical heritage in Daugavpils City and Grodno City	Tourism
	4	Establishment of cross-border protected nature territory "Augš daugava-Braslav Lakes" and creating of preconditions for integrated area management	Nature preservation and promotion
	5	JOP ENPI CBC Latvia-Lithuania-Belarus 2007-2013	

- Gradings

Mission	Mission 1 (March 2012)								Mission 2 (March 2013)						
	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7
Projects															
Relevance and quality of design	B	B	B	B	A	A	B	A	B/B	B/C	B/A	B/B	B/B	A/B	A/B
Efficiency of implementation	B	C	A	C	B	C	B	C	B	C	B	B	C	C	C
Effectiveness to date	B	C	B	B	B	B	B	B	B	C	B	B	B	B	B
Impact prospects	A	C	A	B	B	B	A	B	B	C	B	B	B	B	B
Potential sustainability	A	B	B	B	A	A	A	B	B	C	B	B	A	A	A

A = very good; B = good; C = problems; D = serious deficiencies.

Mission	Mission 3 (December 2014)				
Projects	1	2	3	4	5
Relevance and quality of design	A	B	B	A	B
Efficiency of implementation	B	B	C	B	C
Effectiveness to date	B	B	B	B	B
Impact prospects					
Potential sustainability	A	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<p>Relevance:</p> <ul style="list-style-type: none"> At the level both of the programme and of the individual projects, the actions included in the programme respond to the needs of the target groups, In general projects have clearly identified OO, PP, results and OVIs, yet some projects lack OVIs and therefore undersell themselves very different levels of skill in project cycle management between project participants Tendency for projects to underestimate the amount of time required for procurement processes 	<ul style="list-style-type: none"> Need to check whether the programme includes internal barriers that would present BY partners from taking the lead The JTS needs to review the timing of specific actions with project applicants where these relate to procurements. JTS needs to provide training or other assistance to projects in measuring wider project impact. JMA and JTS to consider some advice and training to projects on



	<p>Efficiency:</p> <ul style="list-style-type: none"> • Very high quality of management at the programme level, yet uneven quality at the project level (contract procedures not always understood) • Very effective implementation at programme level, varying yet overall good at project level (delays in procurement procedures) • High performance at programme level, generally good at project level <p>Effectiveness:</p> <ul style="list-style-type: none"> • high quality results clearly linked to the OO of the programme. • those Belarus partners who wish to take a larger/leading role in project management have been unable to do so • High likelihood that the PP will be met for the programme <p>Sustainability</p> <ul style="list-style-type: none"> • Difficult to assess at this stage, yet likely to be high • High level of policy support • Project partners looking for long-term, rather than project-based relationships <p>Impact:</p> <ul style="list-style-type: none"> • Good direct impact prospects (enhanced mutual understanding with BY) • At project level, good prospects of “post-programme” cooperation • No evidence of unplanned negative impact 	<p>the proper planning of exit or continuation strategies</p> <ul style="list-style-type: none"> • JTS to undertake a review of linkages between projects to create or enhance synergies
<p>2</p>	<p>Quality of design:</p> <ul style="list-style-type: none"> • actions included in the programme respond to the needs of the target groups, • Programme consistent with and supportive of governments policies of the beneficiary countries. Projects in line with the national strategies • At programme level the intervention logic holds true • At project level the quality of design varies (OVIs) • Common problem: procurement (support from JTS) <p>Efficiency:</p> <ul style="list-style-type: none"> • Consensus-based decision-making process slows down the decision-making • Projects point to the slow answering and decisions making on JTS's behalf. • Positive implementation and good performance at programme level, yet delays at proect level (lack of experience or project design) <p>Effectiveness:</p> <ul style="list-style-type: none"> • Programme achieving the planned results • Some projects cancelled (eg LSI) or suspended (slow processing in BY, very strict application of the rules by JMA/JTS) <p>Impact:</p> <ul style="list-style-type: none"> • Good programme contribution at the level of OO • Prospects of a positive, indirect impact are promising, but vary from project to project • . No evidence of any negative, unplanned impacts has been identified at programme level. <p>Sustainability:</p> <ul style="list-style-type: none"> • Good at the programme level, at project level varies from project to project 	<ul style="list-style-type: none"> • Review the design of some of the project • A reflexion on enhancing the role of the JTS branch offices is taking place at the JOP level • Address the issue of the double “cap” of JMA head (also representing NA of LT in JMC) in the next programming period in order to avoid conflicts of interest • Need to review procedures/accelerate JTS' replies to projects.
<p>3</p>	<p>Quality of design:</p>	



	<ul style="list-style-type: none"> • Programme design clear and logical. Goals, priorities and measures relevant • The design of the reviewed projects varies but is mostly of good quality. 	
	<p>Efficiency:</p> <ul style="list-style-type: none"> • The work of the JTS is efficiently managed and of good quality. • . Efficient monitoring and coordinating systems have been established, based on regular monitoring of actions • Delays in project implementation (long approval process of the projects by BY, delays in construction works, procurement) • Low level of utilization of funds 	<ul style="list-style-type: none"> • fully mobilise the implementation environment to ensure orderly completion of the projects (granted extension on case by case basis); • consider increasing the role of Belarusian representative in the JTS in providing support to Belarusian Beneficiaries and partners; • focus on further partnership development (JMC) and strengthening of communication; to define clear specific objectives for collaboration in the framework of future CBC Programme; • support the efforts of Belarusian stakeholders (JMC BY representative) to find a solution for the shortening of the Programme and projects validation processes on the side of Belarus.
	<p>Effectiveness:</p> <ul style="list-style-type: none"> • Overall, the Programme is achieving its planned results within the defined priorities • Most of the Programme's planned results will be achieved and even exceeded • JMC's decision to reallocate funds between Priorities 1 and 2 considered justified • A number of projects have encountered certain problems, with some even not contracted (renovation of the Daugavpils airport) 	
	<p>Impact:</p> <ul style="list-style-type: none"> • Good prospects for achievement of projects' objectives and the goal of the Programme 	
	<p>Sustainability:</p> <ul style="list-style-type: none"> • Good potential sustainability (Financial viability, high degree of ownership) 	



ENPI 2007-2013 CBC MEDITERRANEAN SEA BASIN

Programme fiche

1. CONTEXT

➤ Programme areas

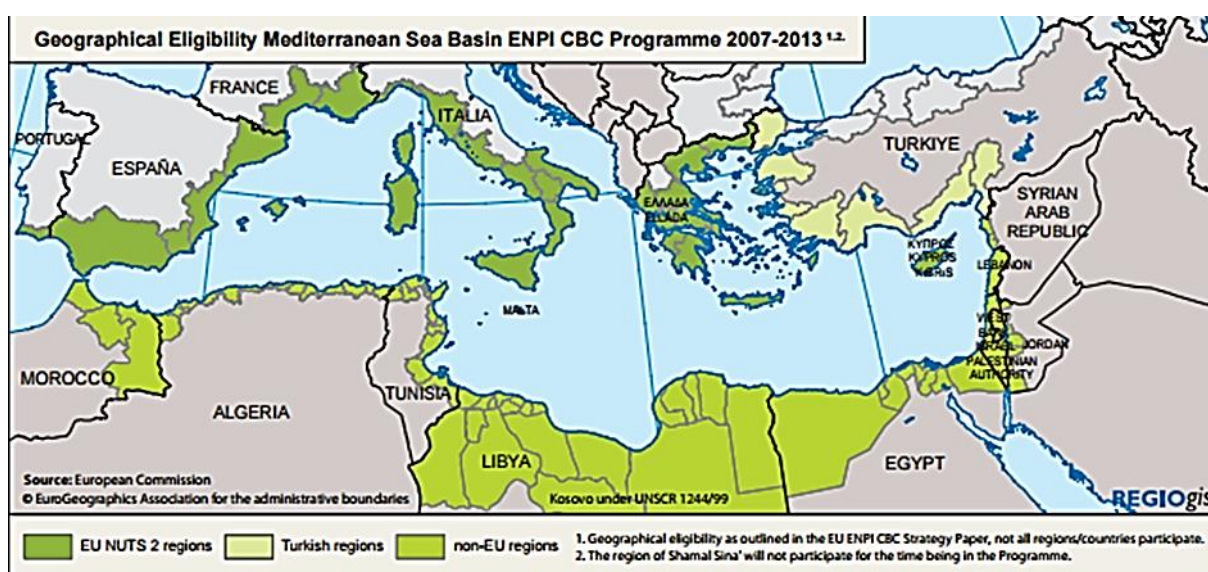
	Eligible areas	Other ENPI CBC programmes	Interreg programmes
Cyprus			Ellada – Kýpros Mediterranean Sea
France	Corse		Italia - France Maritime Mediterranean Sea
	Languedoc-Roussillon		España - France – Andorra South West Europe
	Provence-Alpes-Côte d'Azur		Italia - France Maritime Italia - France ALCOTRA South West Europe
Greece	Anatoliki Makedonia - Thraki, Kentriki Makedonia	Black Sea Basin	Ellada – Bulgaria Mediterranean Sea
	Thessalia		Mediterranean Sea
	Ipeiros		Elláda – Italia Mediterranean Sea
	Ionia Nisia		Elláda – Italia Mediterranean Sea
	Dytiki Ellada		Mediterranean Sea
	Stereia Ellada		Mediterranean Sea
	Peloponnisos		Elláda – Italia Mediterranean Sea
	Attiki		Mediterranean Sea
	Voreio Aigaio		Mediterranean Sea
	Notio Aigaio		Mediterranean Sea
	Kriti		Mediterranean Sea
Italy	Basilicata		Mediterranean Sea
	Calabria		Mediterranean Sea
	Campania		Mediterranean Sea
	Lazio		Italia - France Maritime Mediterranean Sea
	Liguria		Italia - France Maritime Mediterranean Sea
	Puglia		Elláda – Italia Mediterranean Sea
	Sardegna		Italia - France Maritime Mediterranean Sea
	Sicilia	Italy Tunisia	Italia – Malta Mediterranean Sea
	Toscana		Italia - France Maritime Mediterranean Sea
Malta		Italia – Malta Mediterranean Sea	
Portugal	Algarve		España – Portugal Mediterranean Sea South West Europe
Spain	Andalucía		España – Portugal South West Europe
	Cataluña		España - France – Andorra South West Europe
	Comunidad Valenciana		South West Europe
	Murcia		South West Europe
	Islas Baleares		South West Europe
	Ceuta		South West Europe
Melilla		South West Europe	



Egypt	Marsa Matruh		
	Al Iskandanyah		
	Al Buhayrah		
	Kafr ash Shaykh		
	Ad Daqahliyah		
	Dumyat		
	Ash Sharquiyah		
	Al Isma'iliyah		
	Bur Sa'id		
	Shamal Sina' (the region of North Sinai does not participate for the time being in the Programme)		
Israel			
Jordan	Irbid		
	Al-Balga		
	Madaba		
	Al-Karak		
	Al-Trafila		
	Al-Aqaba		
Lebanon			
Palestine			
Syria	Latakia		
	Tartous		
Tunisia	Médenine		
	Gabès		
	Sfax		
	Mahdia		
	Monastir		
	Sousse		
	Nabeul		
	Ben Arous	Italy Tunisia	
	Tunis		
	Ariana	Italy Tunisia	
	Bizerte	Italy Tunisia	
	Béja	Italy Tunisia	
	Jendouba	Italy Tunisia	
	Adjacent	Other ENPI CBC programmes	Interreg programmes
Morocco	Oriental, Taza-Al Hoceima-Taounate, Tanger-Tétouan		
Algeria	Tlemcen, Aïn Témouchent, Oran, Mostaganem, Chlef, Tipaza, Alger, Boumerdès, Tizi Ouzou, Béjaïa, Jijel, Skikda, Annaba, El Taref		
Libya	Mentioned but not participating		
UK	Mentioned but not participating		
Turkey	Tekirdağ, Balıkesir, Izmir, Aydın, Antalya, Adana, Hatay		



➤ Map



➤ Characteristics of border areas

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)
Cyprus	n.a	n.a	9,3	n.a	n.r
France	n.a	n.a	551		
Greece	n.a	n.a	132		
Italy	n.a	n.a	302,1		
Malta	n.a	n.a	0,3		
Portugal	n.a	n.a	92,2		
Spain	n.a	n.a	506		
UK (Gibraltar)	n.a	n.a	n.p		
Algeria	n.a	n.a	2381,7		
Egypt	n.a	n.a	1002		
Israel	n.a	n.a	22,1		
Jordan	n.a	n.a	89,3		
Lebanon	n.a	n.a	10,5		
Lybia	n.a	n.a	1676		
Morocco	n.a	n.a	446,6		
Palestinian Authority	n.a	n.a	6		
Syria	n.a	n.a	185,2		
Tunisia	n.a	n.a	163,6		
TOTAL	n.a	n.a	7575,9		
	Population (thou. 2004-2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)
Cyprus	749	0.5%	n.a	1030	18940.8
France	7555	5.3%	n.a	61240	28323.2
Greece	10788	7.5%	n.a	11070	22088.0
Italy	29586	20.7%	n.a	58600	25432.8
Malta	402	0.3%	n.a	400	16340.8
Portugal	411	0.3%	n.a	10480	18141.6
Spain	21369	14.9%	n.a	43850	22017.6
UK (Gibraltar)	29,1	0.0%	n.a	n.p	n.p
Algeria	13186	9.2%	n.a	33270	2730.4
Egypt	23301	16.3%	n.a	74940	1191.2
Israel	6621	4.6%	n.a	6600	16319.2



Jordan	1885	1.3%	n.a	5330	2035.2
Lebanon	5017	3.5%	n.a	3990	4888.0
Lybia	3940	2.8%	n.a	5800	6744.0
Morocco	6172	4.3%	n.a	30390	1508.8
Palestinian Authority	3450	2.4%	n.a	3580	904.0
Syria	1625	1.1%	n.a	18130	1316.0
Tunisia	6960	4.9%	n.a	10100	2385.6
TOTAL	143017	100%	n.a	378,800	12028.0

➤ *Challenges and opportunities*

Table 16: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Strong negative impact of open or frozen conflicts in the region 	<ul style="list-style-type: none"> - Demographic transition in MPC (Mediterranean Partner Countries), offering opportunity for accelerated economic growth
Labour market	<ul style="list-style-type: none"> - A very large young population entering the job market is also a major challenge for MPC - Shortage in labour force in EUMC due to changes in demographic trends 	<ul style="list-style-type: none"> - Potential complementarity between demographic and labour trends on the two shores
Economy	<ul style="list-style-type: none"> - Difficult adjustment to globalisation in many traditional economic sectors - Risk of a EU-centred hub-and-spoke trade system 	<ul style="list-style-type: none"> - Economic growth is picking up on both shores - Future negotiations on the extensions of trade measures included in the Euro-Med Association Agreements - Opportunity for MPC agroindustry exports to EU supported by new trade liberalization negotiations - Progress towards negotiations on approximation of regulatory regimes for trade - Potentials for growing trade flows among MPC after new agreements - Growing FDI flows in MPC, especially from Gulf and European countries - Strong push on policies for innovation on both shores - Strong growth in freight flows forecast for the next 20 years
Environment	<ul style="list-style-type: none"> - Problems in implementing regulatory regime approximation - Risk of extinction of some major fish species due to over fishing - Impact of tourism on the fragile natural, and historical resources - Climate change, environment deterioration (desertification, floods, fires, coastal vulnerability) and pollution of the Mediterranean Sea - Risk of a major environmental disaster in sea transport notwithstanding many regulatory progress 	<ul style="list-style-type: none"> - Urban renewal programmes on both shores - Existence of an articulated system of Mediterranean institutions and binding commitments for environmental protection under the Barcelona Convention system - Opportunities for sustainable development programmes in tourism and a greater role of cultural heritage - Intense regional cooperation on transports and environment in the EMP context - Opportunity for greater use of renewable energy sources
Social	<ul style="list-style-type: none"> - Growing role of transit migration in MPC 	<ul style="list-style-type: none"> - Intensified Euro-Med cooperation activities on migration - Potential positive impact of migratory flows on European economies (with negative natural increase) - Potential for greater young exchanges for educational development and cultural dialogue



➤ *Developments during implementation period*

The **political situation** is mainly characterized on the period by the Arab springs in different country partners. The geopolitical situation has degenerated due to the Syrian conflict from 2011, with many consequences in terms of migration and internal security in some large area of the Mediterranean basin.

The **total population of MED cooperation area** increased by 10% from 2004-2005 to 2012-2013 and totalise 158 million inhabitants. This increasing trend is not equally distributed and does not emphasise the differences between the member of the programme. The population of the MPCs is expecting to continue to increase in the future with an average of 1.75% for the period 2000-2025 (not considering the impact of the Syrian conflict on demography) and an average of 0.6% for the period 2025-2050. The **unemployment rate** grows in the MED area during the period and there are no significant signs for improvement of the labour market condition especially for youth. It is worth noticing that unemployed youth are around 10 million in 2013 and shows an increase of almost 15% compared to 2009. The situation is even worse in some members of the MED programme area with a doubling or tripling of the youth unemployment rate. In general, **the financial crisis** starting in 2007 has affected the Member States partner of the programme, with a sharp slowdown in Greece, Italy, Portugal, Spain and Cyprus. **The environmental situation** in the programme MED is unbalanced from EU Member States to Partner Countries. If considering for example CO2 emissions, the indicator shows an increase over the period 2005-2010 for Partner Countries (+18.7%) while it decreases for the EU Member States (-14%). Key issues are related to water management (important challenge due to the restriction of fresh water supply and the pressure on the resources caused by industry and farming activities), waste treatment and recycling (this challenge is directly linked to the population growth and the reuse of harmful organic waste), renewable energies and energy efficiency (solar energy production and biofuel energy), protection of the environment and natural resources (the Mediterranean Sea is one of the most biologically diverse of the world), and integrated coastal zone (coordination around various sectors and stakeholders).

➤ *Regional cooperation*

Name	Barcelona process/ Euro-Mediterranean Partnership/ Union for the Mediterranean
Scope	<ul style="list-style-type: none"> - The Barcelona Process or Euro-Mediterranean Partnership (Euromed) started in 1995 with the Barcelona Euro-Mediterranean Conference. - The European Union enlargement of 2004 brought two more Mediterranean countries (Cyprus and Malta) into the Union, while adding a total of 10 to the number of Member States. The Euro-Mediterranean Partnership today comprises 39 members: 27 European Union member states, 3 Candidate States: Croatia, Macedonia and Turkey, and 9 Mediterranean Partners: (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, the Palestinian Authority, Syria and Tunisia). Libya has had observer status since 1999. - The Union for the Mediterranean deepens the Euro-Med partnership by creating a community uniting all EU members with several non-EU countries that border the Mediterranean Sea.
Aim	<ul style="list-style-type: none"> - Euro-Med was organised by the EU to strengthen its relations with the countries in the Mashreq and Maghreb regions. The partnership laid the foundations for what came to be the Union for the Mediterranean. It had three main objectives: <ol style="list-style-type: none"> 1. Definition of a common area of peace and stability through the reinforcement of political and security dialogue (Political and Security Basket). 2. Construction of a zone of shared prosperity through an economic and financial partnership and the gradual establishment of a free-trade area (Economic and Financial Basket). 3. Rapprochement between peoples through a social, cultural and human partnership aimed at encouraging understanding between cultures and exchanges between civil societies (Social, Cultural and Human Basket).
History and organisation	<ul style="list-style-type: none"> - The cooperation initiated by the Barcelona process started in 1995 during the conference of the ministers of Foreign Affairs held in Barcelona. The Union for the Mediterranean is a community established on the 13 July 2008 as a development of the Euro-Mediterranean Partnership. Barcelona became the seat of the headquarters of the Union for the Mediterranean.



PROGRAMME

➤ *Intervention logic*

Overall objective	Specific objectives	Priorities	Measures
To contribute to promoting the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential	N/A	5. Promotion of socio-economic development and enhancement of territories 6. Promotion of environmental sustainability at the basin level 7. Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capitals 8. Promotion of cultural dialogue and local governance	4.4. Support to innovation and research in the process of local development of the Mediterranean Sea Basin countries. 4.5. Strengthening economic clusters creating synergies among potentials of the Mediterranean Sea Basin countries. 4.6. Strengthening the national strategies of territorial planning by integrating the different levels, and promotion of balanced and sustainable socio-economic development 5.1. Prevention and reduction of risk factors for the environment and enhancement of natural common heritage 5.2. Promotion of renewable energy use and improvement of energy efficiency contributing to addressing, among other challenges, climate change 6.1. Support to people flows among territories as a means of cultural, social and economic enrichment 6.2. Improvement of conditions and modalities of circulation of goods and capitals among the territories 7.1. Support to mobility, exchanges, training and professionalism of young people 7.2. Support to the artistic creativity in all its expressions to encourage dialogue among communities 7.3. Improvement of the governance processes at local level

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3	Priority 4
Economic and social development	X			
Common challenges		X		
Secure and efficient borders			X	
People to people				X

➤ *Governance*

	Composition	Responsibilities
JMC	<ul style="list-style-type: none"> - A delegation for each country participating in the Programme (maximum of 5 members per country) - The Director of the JMA without voting right - A representative of the European Commission, as an observer and without any decision-making power - A representative for each decentralised managing structure, without voting right, with advisory status 	- JMC is the decision-making body of the Programme.
PSC	- one President representing the JMA, without voting right	- Appointed by the JMC



	<ul style="list-style-type: none"> - one Secretary, member of JMA, without voting right, with the support of JTS - seven voting members appointed by the JMC 	<ul style="list-style-type: none"> - It supervises the work of the assessors for the evaluation of the projects. It approves the result of the evaluation. - It presents to the JMC an “evaluation report” including all projects approved for each call for proposals classified by their score obtained at the evaluation.
JMA	<ul style="list-style-type: none"> - Autonomous Region of Sardinia (Italy) within the Presidency of the Sardinia Region - Composed by one director, one assistant and several units. - Operational management unit (1 head of Unit, 4 officers and 1 communication officer) - Financial and certification unit: one authorizing section (1 head of unit and 2 authorising officers) and one accounting section (1 head of unit and 2 accounting officers) - Internal audit unit (1 head of unit and 2 officers) 	<ul style="list-style-type: none"> - JMA is responsible for the management and the implementation of the programme
JTS	<ul style="list-style-type: none"> - Established with the approval of the JMC - It is based in Cagliari (Italy) and operated by the Autonomous Region of Sardinia - The JTS has three sections supervised by the coordinator: section providing assistance to projects’ applicants, section for communication and visibility and financial section. 	<ul style="list-style-type: none"> - Provides technical and administrative assistance to the JMA in day-to-day management of the Programme - JTS assists the JMA during the programme management and the project cycle (development and implementation). The JTS supports the JMA in reporting, logistics, monitoring and communication.
JMA branch offices	<ul style="list-style-type: none"> - Called ‘Antennas’ to ensure closer proximity to the potential beneficiaries and stakeholders involved in the programme - one Antenna for the Western Mediterranean. This Antenna will be operated by the Regional Vice-Ministry of External and European Affairs within the Autonomous Region of Valencia (Generalitat de la Comunidad Valenciana) - one Antenna for the Eastern Mediterranean. This Antenna operated by the Aqaba (Jordan) Special Economic Zone Authority. 	<ul style="list-style-type: none"> - Provides support to the JMA and the JTS at local level in the implementation of information, communication and promotion, in favorizing the establishment and the development of partnerships among actors, in evaluation and capitalization of the programme’s results.
Coordinating body	<ul style="list-style-type: none"> - Autonomous Region of Sardinia (Italy) within the Presidency of the Sardinia Region - Regional Vice-Ministry of External and European Affairs within the Autonomous Region of Valencia - Aqaba (Jordan) Special Economic Zone Authority. 	<ul style="list-style-type: none"> -



IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	14/08/2010
FA ratifications	01/04/09 (SY)
	11/05/09 (JO)
	13/11/09 (PS)
	13/11/09 (LB)
	10/12/09 (TN)
	29/12/09 (EG)
	31/12/09 (IL)
First call for proposals	19/05/2009
First contract signed	22/07/2011
Last contract signed	20/11/2012
End of implementation phase for projects	31/12/2016
End of implementation phase for technical assistance	31/12/2018
End of execution period	31/12/2018
Average project duration (months)	30
N° of ongoing projects (April 2017)	72



➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission	
	C1	Mediterranean Sea Basin Programme 2007 – 2013– 1st call for standard projects	Open	20 October 2009	
	C2	Mediterranean Sea Basin Programme 2007 – 2013 – 1st call for strategic projects	Restricted	14 July 2011	
	C3	Mediterranean Sea Basin Programme 2007 – 2013 – 2d call for standard projects		29 February 2012	
I. Objectives and priority issues	Call	Objectives	Priorities	Measures	
	C1	As per programme	As per programme		
	C2		1. Promotion of socio-economic development and enhancement of territories	Agro-food	
			2. Promotion of environmental sustainability at the basin level	Sustainable Tourism	
			Integrated coastal zone management		
			Water treatment and recycling		
			Water management		
			Solar energy		
	C3	As per programme			
II. Financial allocations	Call	Total budget	Breakdown per priority	Min-Max size	EU co-financing
	C1	€32.81m	1 €13.12m	Min €0.5 - Max €2m	Up to 90%
			2 €9.84m		
			3 €3.28m		
			4 €6.56m	Min €0.2m, for 50% of the budget available	
	C2	€69.33m	1 €41.6m	Min €2 - Max €5m	
			2 €27.73m		
	C3	€62.78m	1 €6.43m	Min €0.5 - Max €2m	
			2 €8.94m		
			3 €15.65m		
4 €31.73m			Min €0.2m, for 50% of the budget available		
III. Eligibility of applicants and partners	Call	Applicant	Partner	Partnership	
	C1	a. Be established in the territories eligible under the Programme (For Priority 3, Egypt and Tunisia are not eligible)	b. Be part of the extensive list of categories developed in the Program according to the article 14 of the ENPI Regulation	Partnerships should involve at least three partners coming from three different countries of which at least one coming from EUMC and at least one from MPC.	
				In the projects selection phase, an added value will be recognized to projects promoted by balanced partnerships including more than one Mediterranean Partner Country	
C2			For strategic projects, partnerships shall represent a minimum of four (4) countries and shall include at least one (1) EU Mediterranean country and one (1) Mediterranean partner country. Larger partnership involving more participating countries than the minimum required are encouraged. However, in order to guarantee a smooth management of the project, it is strongly		



		c. International Organisations are eligible upon acceptance of all requirements deriving from the ENPI CBC Regulations	recommended to limit the number of organisations involved in the partnership to a maximum of 15.
	C3	d. Private companies and economic operators are eligible as long as the project outputs don't represent a profit for the Applicant and its partners. Moreover, project activities must not generate a competitive advantage	Partnerships shall include a minimum of three (3) countries and shall include at least one (1) EU Mediterranean Country (EUMC) and one (1) Mediterranean Partner Country (MPC). Any organisation participating in the project cannot manage more than 35 % of the total eligible budget (the only exception is when there is only one partner from Mediterranean Partner Countries which might have 50% of the total budget).
IV. Eligibility of actions	Call	Location	Type of projects
	C1	<i>As per programme</i>	<ul style="list-style-type: none"> - Project proposals must fall within the ENPI CBC Mediterranean Sea Basin Programme Priorities and Measures - At least 50% of the total eligible costs of a project shall be dedicated to activities implemented in Mediterranean Partner Countries. - Proposed projects have to be coherent with the policies and the programmes at national and regional level. - projects already financed by other European Community initiatives or other donors will be considered ineligible <p>The projects concerning only or mainly the following foreseen activities are ineligible:</p> <ul style="list-style-type: none"> - individual sponsorships for participation in workshops, seminars, conferences, congresses; - individual scholarships for studies or training courses; - pure academic and research-oriented activities; - studies.
	C2	<i>As per programme</i>	<p>An application shall not address more than one (1) priority and one (1) topic even if there are cross-over effects. Applications that do not clearly refer to one topic will be rejected. Moreover, the application shall address only one (1) specific objective within the selected topic and consider the relevant expected results and indicators listed within the concerned table described in paragraph 2.1 of the Guidelines for Applicants.</p> <p>At least 50% of the total eligible budget costs of the project shall be dedicated to activities implemented in the Mediterranean Partner Countries territories. In order to fulfil this requirement, project proposals shall:</p> <ul style="list-style-type: none"> - foresee to allocate at least the 50% of the budget costs to the partners from the Mediterranean Partner Countries <p>or</p> <ul style="list-style-type: none"> - in case the financial allocation to partners from Mediterranean Partner Countries is lower than the said minimum percentage, the difference up to the 50% shall be justified by activities implemented by EU Applicant or partner/s and/or International Organisations in the Mediterranean Partner Countries. The said budget costs shall be indicated and justified in the dedicated budget table in the Grant Application Form.
	C3		<ul style="list-style-type: none"> - An application shall refer to only one measure and clearly indicate the priority and measure selected. - At least 50% of the total eligible budget costs of the project shall be dedicated to activities implemented in the Mediterranean Partner Countries territories
	Call	Duration	Cross-border dimension
	C1	Max. 48 months	<ul style="list-style-type: none"> • The cross-border dimension of the projects is the specific and strategic feature of the ENPI CBC <ul style="list-style-type: none"> • Mediterranean Sea Basin Programme, representing a key driver for the Programme effectiveness. Therefore, applicants will act in partnership as specified. • Examples of possible actions, suggests possible projects based on their cross-border nature, divided by priorities and measures. • The Evaluation grid doesn't have specific points on the cross-border dimension.

C2	Min. 24 – Max. 36 months	<p>In addition to priorities and topics, proposals must clearly contribute to promoting the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. Project proposals should demonstrate to have a clear cross-border relevance on both shores of the Mediterranean Sea Basin. Chapter 2 of the Guidelines for applicants (features of the strategic projects) includes a detailed list of criteria for the evaluation of proposals, focused on the cross-border dimension. Moreover, it contains a section for each of the 6 topics, including a logical framework. The cross-border dimension is strongly prominent in the expected results and in the results and outputs indicators.</p> <p>Evaluation grid:</p> <p>1 <u>Relevance</u></p> <p>1.1-How relevant is the proposal at Mediterranean Sea Basin level to the thematic objectives of the Call for Proposals?</p> <p>1.2-How relevant at cross border level is the proposal to the particular needs and constraints of the target country(ies) or region(s)?</p> <p>1.5-How well does the proposal demonstrate an innovative cross border character in relation to the concerned targeted topic?</p> <p>4 <u>Sustainability</u></p> <p>4.2-Is the proposal likely to have multiplier effects at Mediterranean Basin level? (Including scope for replication and extension of the outcome of the project and dissemination of information)</p>
	Min. 18 – Max. 24 months	<p>Evaluation grid:</p> <p>1. <u>Relevance</u></p> <p>1.1- How relevant is the proposal at Mediterranean Sea Basin level to the thematic objectives of the Call for Proposals?</p> <p>1.2- How relevant at cross border level is the proposal to the particular needs and constraints of the target country(ies) or region(s)?</p> <p>1.5- How clearly defined are synergies with other major initiatives and, in particular, EU, ENPI CBC MED and national funded projects addressing the same problem at national and regional level both in EUMC and MPC?</p> <p>4 <u>Sustainability</u></p> <p>4.2-Is the proposal likely to have multiplier effects at Mediterranean Basin level? (Including scope for replication and extension of the outcome of the project and dissemination of information)</p>

➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	Nº months from launch to award	Nº months from award to last contract signed
Call 1	19/05/2009	20/10/2009	N/A	14/12/2010	18	23
Call 2	05/05/2011	14/07/2011	N/A	31/05/2012	12	8
Call 3	21/12/2011	29/02/2012	18/12/2012	05/12/2012	11	12



➤ Allocation

	Programme		
	EU funding (Programme)	Project contribution (Programme)	Original Programme Allocation
	(€m)	(€m)	(€m)
Priority 1	62.5	6.3	68.8
Priority 2	46.9	4.7	51.6
Priority 3	15.7	1.6	17.2
Priority 4	31.3	3.2	34.4
Technical assistance	17.4	0	17.4
TOTAL	173.7	15.7	189.3

Source: JMA programme data, April 2017

	JMA figures (April 2017)		
	EU funding (Allocated)	Project contribution (Allocated)	Total (Allocated)
	(€m)	(€m)	(€m)
Priority 1	66.5	7.4	73.9
Priority 2	73.2	8.2	81.3
Priority 3	6.6	0.8	7.3
Priority 4	34.3	3.9	38.2
Technical assistance	19.6	0	19.6
TOTAL	200	20.1	220.1

Source: JMA programme data (April 2017)

➤ Contracting and disbursement

- All funding

	Total (Allocated) (€m)	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	73.9	76.6	N/A
Priority 2	81.3	82.8	N/A
Priority 3	7.3	7.3	N/A
Priority 4	38.2	38.4	N/A
Technical assistance	19.6	18.7	N/A
TOTAL	220.1	223.7	N/A

Source: JMA data (April 2017)

- EU funding

	EU funding (Allocated) (€m)	EU funding (Contracted) ⁶¹ (€m)	% EU Allocation (cont.) (€m)	EU funding (Disbursed) (€m)	% EU Allocation (disb.) (€m)
Priority 1	66.5	67.7	102%	46.8	70%
Priority 2	73.2	73.9	101%	55.8	76%
Priority 3	6.6	6.6	100%	4.1	62%
Priority 4	34.3	34.5	101%	25.2	73%

⁶¹ JMA clarification: "The total EC funding contracted is higher because the figures are those originally granted to projects, without considering the funds de-committed in 2016. The unspent funds were then transferred to the technical assistance. This "alignment" is still ongoing".



Technical assistance	19.6	18.7	96%	16	82%
TOTAL	200	201.3	101%	147.7	74%

Source: JMA data (April 2017)

➤ *Standard projects (EU funding)*

	Number of applications	EU funding Requested (€m)	Number of contracts	EU funding Contracted (€m)	% of total
Priority 1	698	1328.5	30	67.7	37%
Priority 2	585	1073.8	33	73.9	40%
Priority 3	55	74.6	5	6.6	4%
Priority 4	636	727.6	27	34.5	19%
TOTAL	1,974	3,204.2	95	182.6	100%

Source: JMA data (April 2017)

➤ *Sector analysis (EU funding)*

- Overall

	Type	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Economic development	Standard	35	67.9	37%	33.8
	LSP	-	-	-	-
	TOTAL	35	67.9	37%	33.8
Environment	Standard	41	90.5	50%	52.5
	LSP	-	-	-	-
	TOTAL	41	90.5	50%	52.5
Social development	Standard	19	24.3	13%	11.9
	LSP	-	-	-	-
	TOTAL	19	24.3	13%	11.9
Security	Standard	-	-	-	-
	LSP	-	-	-	-
	TOTAL	-	-	-	-
GRAND TOTAL		95	182.6	100%	98.1

Source: JMA project data

- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	3	4.5	7%	3.3
Governance	7	11.0	16%	6.0
IT & connectivity	-	-	-	-
Rural livelihoods and agriculture	7	15.0	22%	7.0



Tourism	14	33.3	49%	16.9
Transport & energy infrastructures	4	4.4	6%	0.8
TOTAL	35	67.9	100%	33.8

Source: JMA project data

- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	3	4.9	5%	1.7
Disaster management	1	1.6	2%	0.0
Energy efficiency	9	27.5	30%	17.6
Nature preservation and promotion	15	25.3	28%	14.9
Solid waste management	6	17.3	19%	10.4
Water management	7	14.2	16%	8.0
TOTAL	41	90.5	100%	52.5

Source: JMA project data

- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	-	-	-	-
Civil society development	1	1.6	6%	0.8
Culture exchange	9	8.1	33%	4.4
Education and training	3	4.6	19%	1.0
Employment promotion	4	6.6	27%	4.8
Healthcare	-	-	-	-
Social inclusion	2	3.6	15%	1.0
TOTAL	19	24.3	100%	11.9

Source: JMA project data

➤ Participation

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
CY	N/A	0%	4	2%	2.2	2%
EG	N/A	0%	10.6	6%	4.9	5%
GR	N/A	0%	11	6%	7.1	7%



ES	N/A	0%	22	12%	15.7	16%
FR	N/A	0%	11.2	6%	7.5	8%
IL	N/A	0%	8.5	5%	6.3	6%
IT	N/A	0%	43.9	24%	24.4	24%
JO	N/A	0%	15.9	9%	6.9	7%
LB	N/A	0%	23.9	13%	10.4	10%
MT	N/A	0%	2.4	1%	1.8	2%
PS	N/A	0%	8.5	5%	4.5	5%
PT	N/A	0%	1	1%	0.7	1%
TN	N/A	0%	18.2	10%	7.7	8%
TOTAL	N/A	0%	180.4	100%	99.3	100%

Source: JMA data (participation level)

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
CY	60	3%	5	5%
EG	48	2%	0	0%
GR	232	12%	8	9%
ES	356	18%	16	17%
FR	133	7%	11	12%
IL	92	5%	4	4%
IT	843	43%	47	50%
JO	25	1%	1	1%
LB	53	3%	1	1%
MT	33	2%	1	1%
PS	35	2%	0	0%
PT	19	1%	0	0%
TN	40	2%	0	0%
TOTAL	1,969	100%	94	100%

Source: JMA data (participation level)

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
CY	427	3%	16	5%
EG	889	7%	41	6%
EL	1150	9%	47	7%
ES	1432	12%	63	10%
FR	565	5%	35	6%
IL	566	5%	14	2%
IT	2656	21%	138	22%



JO	920	7%	61	10%
LB	1211	10%	94	15%
MT	285	2%	11	2%
PS	708	6%	35	6%
PT	196	2%	6	1%
TN	1397	11%	70	11%
TOTAL	12,402	100%	631	100%

Source: JMA data (participation level)

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	38	40.0%	154	24.3%
International organisations	1	1.1%	13	2.1%
Local and regional authorities	N/A	0.0%	N/A	0.0%
National authorities	6	6.3%	126	19.9%
Non state actors	16	16.8%	147	23.2%
Private companies and businesses	9	9.5%	60	9.5%
Not specified	N/A	0.0%	N/A	0.0%
TOTAL	95	100%	633	100%

Source: JMA project data

➤ Indicator measurements (Annual Implementation Report)

- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	n. of permanent crossborder networks between actors and organisms involved in research activities	10	N.A	N.A
	n. of common approaches/initiatives, innovation tools/systems and new technologies adopted	6	N.A	N.A
	n. of stable cooperation between enterprises of the different countries/partners involved	5	N.A	N.A
	Increase of the SMEs participation to projects and initiatives of cross-border dimension	10%	N.A	N.A
Priority 2	n. of common approaches/initiatives, innovative processes and new technologies adopted to reduce the levels of pollution and to improve sustainable management of energetic resources	10	N.A	N.A
	n. of approaches/initiatives to improve local structures' competencies concerning the enhancement of the common natural heritage	8	N.A	N.A
	n. of permanent networks and n. of agreements established or strengthened to promote energy efficiency as well as renewable energy sources	5	N.A	N.A
Priority 3	n. of common approaches/initiatives to improve services and initiatives offered in favour of the economic and social integration of migrants	10	N.A	N.A



Priority 4	n. of stable networks and n. of agreements to improve mechanisms and procedures ensuring the efficiency and quality of the exchanges of goods, services and capitals	5	N.A	N.A
	n. of common approaches/initiatives to create networks promoting cultural dialogue and exchanges	15	N.A	N.A
	n. of stable networks and n. of agreements to improve the quality of the services in the field of education/training and local governance	10	N.A	N.A

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	n. of joint projects in the field of applied research and technological development	10	N.A	N.A
	n. of participating partners for applied research and technological development	40	N.A	N.A
	n. of structures concerned in the applied research and technological development	50	N.A	N.A
	n. of projects	20	N.A	N.A
	n. of SME's involved in exchange of experiences and technologies transfer	80	N.A	N.A
	n. of seminars and formative initiatives and n. of participating partners	20 and 80	N.A	N.A
	n. of projects for optimised management of traffics and transport networks and n. of participating partners	20 and 80	N.A	N.A
	n. of enterprises/organisms interested in projects for strengthening transport infrastructures	40	N.A	N.A
	Creation of networks between Mediterranean medium - size town	5	N.A	N.A
Priority 2	n. of projects for environmental preservation and n. of participating partners	10 and 40	N.A	N.A
	n. of consultancies provided on spatial and environmental certification	20	N.A	N.A
	n. of enterprises/organisms interested in projects for territorial management and preservation	50	N.A	N.A
	n. of projects to prevent natural disasters and to strengthen civil protection and n. of participating partners	5 and 20	N.A	N.A
	n. of projects for the efficient energy management and n. of participating partners	10 and 40	N.A	N.A
	n. of enterprises/organisms interested in projects for the efficient energy management as well as for the promotion of renewable energy sources	50	N.A	N.A
Priority 3	n. of initiatives to study immigration and its impacts and n. of participating partners	10 and 40	N.A	N.A
	n. of websites and portals serving authorities responsible for the functioning of borders	20	N.A	N.A
	n. of initiatives to study and control movements of goods and capitals and n. of participating partners	10 and 40	N.A	N.A
Priority 4	n. of studies, plans and interventions for enhancing the dialogue among different cultural realities and experiences	15	N.A	N.A
	n. of cultural exchanges projects activated and n. of participating partners	15 and 60	N.A	N.A
	n. of seminars to promote dialogue among cultures	10	N.A	N.A
	n. of cultural exchanges projects activated between young artists	50	N.A	N.A
	n. of projects to organize events for the diffusion of knowledge and n. of participating partners	20 and 80	N.A	N.A
	n. of consultancies developed for local structures empowerment projects and n. of participating partners	5 and 20	N.A	N.A
	n. of projects for training of local officers and n. of participating partners	6 and 20	N.A	N.A



➤ *Result-oriented monitoring*- Monitoring missions and projects

		Project names	Sector
Mission 1 (02/2013)	1	Cultural and Archeological Heritage in the Mediterranean Basin (ARCHEOMED)	Cultural Exchange
	2	Bio Exploration – Novel methodology for the Identification of Valuable Natural Products Derived from Mediterranean Flora (Bio-Xplore)	Nature preservation and promotion
	3	Promotion des systèmes camelins innovants et des filières locale pour une gestion durable des territoires sahéliens (PROCAMED)	Nature preservation and promotion
	4	Mediterranean Route for Tourism and Culture (MED-ROUTE)	Tourism
	5	Marakanda	Governance
	6	Empowerment of Management Capacities of The Middle Eastern Public Bodies on Public Services and Socio-Economical Local Development (MIDEMP)	Governance
	7	Mediterranean Network for The Promotion of Sustainable Urban Development Strategies (UDS) and Three New UDS (USUDS)	Governance
	8	Mediterranean Cooperation in the Treatment and Valorisation of Olive Mill Wastewater (MEDOLICO)	Water management
	9	Promoting sustainable groundwater resources in the Mediterranean basin: improving technical and administrative skills in selected Mediterranean basin municipalities to alleviate pollution of groundwater	Water management
	10	Improving the Goods Circulation Between The Middle East and The EU by Networking and Adopting Shared Procedures and Technologies (CUSTOM MED)	Governance
	11	Shmile-2 De l'expérimentation à la diffusion de l'Ecolabel en Méditerranée	Energy efficiency
	12	Joussour	Awareness raising, education and capacity building
	13	Culture in the Mediterranean and Europe Weaving on Common Threads (culme-weonct)	Cultural Exchange
	14	NOSTOI - Histoires d'exodes et de retours	Cultural Exchange
	15	Dramaturgie arabe contemporaine (dac)	Cultural Exchange
	16	New Performances for Mediterranean Tourism - NEWPER	Tourism
	17	Transfert de savoir-faire en Méditerranée pour le développement durable des communautés locales en zones rurales défavorisées - VILLAGES	Rural livelihoods
Mission 2 (12/2013)	1	MEDINA - Mediterranean network for the valorization and fruition of inscriptions preserved in museums	Cultural Exchange
	2	RUWOMED - Supporting and connecting rural women's traditional know how	Rural livelihoods
	3	FISHINMED - Mediterranean Network of sustainable small-scale fishing communities	Rural livelihoods
	4	LACTIMED - Agro-clusters locaux pour des produits laitiers méditerranéens typiques et innovants	Rural livelihoods
	5	AQUAKNIGHT - Aqua knowledge and innovation transfer for water saving in the Mediterranean basin	Water management
	6	DIDSOLIT-PB - Development and implementation of decentralised solar energy-related innovative technologies for public buildings in the Mediterranean Basin countries	Energy efficiency
	7	STS-Med - Small scale thermal solar district units for Mediterranean communities	Energy efficiency
	8	I am - international augmented med	Tourism
	9	S&T MED (ex medroutestd) Sustainability and Tourism in the Mediterranean	Tourism
	10	MEET - Mediterranean Experience of Eco-Tourism	Tourism
	11	GMI - the green med initiative	Solid waste management
	12	MAPMED - Management of port areas in the Mediterranean Sea Basin	Water management
Mission 3 (11/2014)	1	MEDDIET – Mediterranean Diet and Enhancement of Traditional Foodstuf	Healthcare
	2	Live your tour - A cross-border network to increase sound and harmonious tourism in Italy, Spain, Lebanon and Tunisia	Tourism



3	Bridging the Implementation Gap: Facilitating Cross-Border ICZM Implementation by Lowering Legal-Institutional Barriers in the Mediterranean Sea Basin (Mare Nostrum)	Nature preservation and promotion
4	JELLYRISK - Integrated monitoring of jellyfish outbreaks under anthropogenic and climatic impacts in the Mediterranean Sea (coastal zones): trophic and socio-economic risks.	Nature preservation and promotion
5	Adaptation to climate change through improved water demand management in irrigated agriculture by introduction of new technologies and best agricultural practices - ACCBAT	Water management
6	MED-3R Euro-Mediterranean Strategic Platform for a suitable waste management	Solid waste management
7	Selective collection of the organic waste in tourist areas and valorization in farm – SCOW	Solid waste management
8	Fostering Solar Technology in the Mediterranean area – foster in MED	Energy efficiency
9	Strategic Hubs for the Analysis and Acceleration of the Mediterranean Solar sector (SHAAMS)	Energy efficiency
10	HELAND - Promoting socio-economic sustainable development through innovative technological actions for Mediterranean tourism-heritage and landscape protection clusters	Tourism
11	Governance of Air Quality in the Mediterranean Cities (GOUV'AIRNANCE)	Governance
12	Action Network for a Sustainable Urban Mobility (RAMUD)	Transport
13	Mediterranean Development of Support schemes for solar Initiatives and Renewable Energies (MED-DESIRE)	Energy efficiency
14	Machrek energy development – solar, med-solar	Energy efficiency
15	Botanical Risk Assessment training in the Mediterranean Area (BRAMA)	Education and Training

- Gradings

Mission	Mission 1 (02/2013)																
Projects	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Relevance and quality of design	C	B	B	B	A	B	B	B	B	B	B	B	B	C	B	C	B
Efficiency of implementation	C	B	B	C	B	C	B	B	B	B	A	B	C	D	B	B	B
Effectiveness to date	C	B	B	C	B	C	B	B	B	C	B	B	C	C	B	C	B
Impact prospects	C	B	B	C	B	C	B	B	C	B	C	B	B	B	B	B	C
Potential sustainability	C	C	B	C	B	B	B	B	B	B	B	B	B	B	B	B	C

Mission	Mission 2 (12/2013)											
Projects	1	2	3	4	5	6	7	8	9	10	11	12
Relevance and quality of design	C	C	C	B	B	D	A	B	B	B	C	B
Efficiency of implementation	C	C	C	B	B	C	A	B	D	B	C	B
Effectiveness to date	B	C	C	B	B	D	B	B	C	B	C	B
Impact prospects	B	B	C	B	B	D	B	B	C	B	C	C
Potential sustainability	B	B	C	B	C	D	B	B	C	B	C	B

Mission	Mission 3 (11/2014)														
Projects	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Relevance and quality of design	B	B	B	A	B	A	A	B	C	B	A	C	B	B	C
Efficiency of implementation	C	C	B	B	B	C	B	C	B	C	B	C	C	C	D
Effectiveness to date	B	C	B	B	B	B	C	B	C	C	B	D	C	B	D
Impact prospects	B	B	B	B	B	B	B	B	C	B	A	B	C	B	C
Potential sustainability	B	B	B	A	B	B	A	B	C	B	B	B	B	B	C

A = very good; B = good; C = problems; D = serious deficiencies.

➤ *Summary of JOP monitoring report*

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance: While consistency exists at the level of the Overall (General) Objective and Results the level of the actual Purpose of the action was not defined, which is 	<ul style="list-style-type: none"> Prepare by the end of March a detailed plan ensuring completion of all activities;



	<p>key under the principles of the result oriented and logical framework approaches. The lacking statement on the PP in its design (and often in the minds of the involved participants) is a deficiency. The objective/purpose of any intervention is its primary reference point creating a focusing system for all actions undertaken within its framework</p> <ul style="list-style-type: none"> • Efficiency: As a result of this set-up, there is a strongly centralised management system, with concentrated management powers and blurred division lines between the two organisations. Reportedly, the structures work in a flexible manner and staff is assigned to do whatever is necessary at a particular time. As often there is no clearly defined single 'responsible/contact point' the communications, frequently and by design, involve multiple addressees and possible various respondents. • Effectiveness: As the Programme Purpose is not defined, its results are directly related to the achievement of the Programme Priorities and Measures. However, the Priorities are not equally covered and while Priority 3 has currently only one Project, other Priorities/Measures are particularly crowded. Therefore, such assessment of the Effectiveness of the Programme would be faulty at this time. • Sustainability The real sustainability of the Programme results will be defined by the aggregate sustainability of all projects implemented with the quality of partnerships and stability of networks formed as the primary issue. The majority of the partners throughout the region are established institutions, often local or regional governments. This bodes well for sustainability, provided the co-operation focused policies and strategies are maintained at national level. • Impact: The most important and already visible early impact is related to the change of the nature of the established international contacts, partnerships and cooperation. The Programme effectively changed the point of contact and level of cooperation from the capital/national level to local. It is now the local institutions, administrations and organisations that support and build territorial cooperation of regions and local actors. In turn, this stimulates deconcentration, local initiatives and empowerment processes throughout the region 	<ul style="list-style-type: none"> • Accelerate selection of projects for funding under the 2nd Call for standard projects and prepare by the end of April their final list for approval by JMC; • Revise and improve existing organisational structures of JMA and JTS and ensure clear division of roles and responsibilities with corresponding strengthening of JTS as the key structure during the simultaneous implementation phase for all projects. • A substantial risk of underutilisation of committed resources and de-commitment exist. Related mitigating measures should involve both ex-ante actions as training and advise to projects to ensure good understanding of related procedures and regulations, close monitoring of project; • Establishment of mechanisms for enhancement of sustainability issues as reflected by the quality of partnerships and stability of created network; • Although the liaison with MED both the Projects and Programme operate without the value-added advantage of building on existing synergies.
3	<ul style="list-style-type: none"> • Relevance: <p>The programme presents consistencies with EC regulation laying down the general provisions for ENPI programmes and with other strategies, instruments, and cooperation that are implemented in the Mediterranean basin. MED CBC programme is implemented in a particular context coordinating EU Member States with Partner Countries which the latter experience for the first time the context of CBC programme. Moreover, the instability of aftermath Arab Spring for some of the members of the programme strengthen the importance to establish a cooperation between the countries of the Mediterranean basin as represented by CBC MED.</p> <p>The design of the programme is consistent at the level of general objectives and results, but the purpose of the actions need to be further explicit. However, the needs of the target groups have been addressed due notably by the involvement of the sub-regional and local authorities that better understand and appreciate the actions of the programme. Indeed, the issues tackled by the programme</p>	<ul style="list-style-type: none"> • Strengthen the result orientation of the programme and projects during the remaining time including: a reminder that the Programme implementation phase (for projects) is ending on 31/12/2015 with no further extensions; A request to update project workplans (justifying and maximising use of resources) • The current IT monitoring system is to be expanded allowing for regular online updates on activities implemented / resources used by projects and relevant follow up by JTS POs and FMs. • Additional staff are to be engaged to reduce the workload of each officer (one person for 20 projects)



<p>and the relevance of the response given to the target group is perceived as positive because the issues have been identified on the ground. Furthermore, it is worth noticing that the programme budget has been raised by €M 26.4 in 2011.</p> <p>Nonetheless, the implementation of CBC MED programme suffers from the inexperience of some Partner Countries that lack to get information on the projects that are developed in their country. This difficulty is coupled with a clear inadequacy of the JTS capacity to support the JMA as describe in the section efficiency.</p>	<ul style="list-style-type: none"> • Specific support dedicated to most problematic interventions (with possible on-the-spot visits) • Rationalizing the approval procedures for replacement of pre-financing to projects to ensure undisturbed availability of resources for implementation of activities, • Internal coaching of the JMA/JTS staff to strengthen result-orientation concept and facilitate project operations. • Regular preparation and distribution to National Authorities of country specific information on progress of components of projects implemented in their countries (focus on results, benefits or challenges, problems and envisaged risks). • Review of the indicators included in the Programme document at the General Objective level and preparation a proposal for the approval of the JMC and European Commission to reduce the target value of the impact indicator defined as “Number of cross-border projects realized” from 250 to the levels having realistic connection with the number of grant projects under implementation.
<ul style="list-style-type: none"> • Efficiency: <p>There are three calls for proposals that have been launched: CfP 1 totaling 37 projects sharing €M 50.5, CfP 2 selecting 39 projects with a budget of €M 58 and CfP 3 for 19 strategic projects for a total budget of €M 79.</p> <p>The programme is facing a critical delay in its implementation. The current situation is alarming with only 6 projects implemented out of 95 and in total, 64% of the projects do not report any expenditure. This traduces a potential difficulty of the projects to initiate the implementation phase.</p> <p>The challenging environment of the MED programme that gather partners that are not experimented in this kind of cooperation and that are usually not working together partly explains the delay occurring in the programme implementation. However, the inefficiency of the JMC, JMA and JTS that has been highlighted in the previous ROM (2012 and 2013), still needs to be improved. The recommendations made have not be taken in consideration enough and two general problems persists. The first issue is linked to the JTS staffing and its effectiveness: the underestimation of the JTS resources to support the projects has been partially solved but not sufficiently because only four professionals are assigned to support 95 projects. The second issue is related to the general operational set up JMA/JTS: there is a lack of technical coordination and connection of function between the authorities. Indeed, the involvement of members in both the JMA and the JTS does not ease the management of the programme and there is a lack of presence of JTS coordinator.</p>	
<ul style="list-style-type: none"> • Effectiveness: <p>The current situation presents a real gap between the time spent and the use of the budget. Indeed, 83% of the time of the active project implementation phase is reached while only 35% of the disbursement of CBC MED budget (including TA) have been made. This situation is explained by the current implementation of 89 projects.</p> <p>The budget of CBC MED programme is distributed in four priorities: P1 with a budget of €M 68 allocated to 30 projects, P2 with a budget of €M 74 allocated to 33 projects, P3 with a budget of €M 6.5 allocated to 5 projects, and P4 with a budget of €M 34 allocated to 27 projects.</p>	
<ul style="list-style-type: none"> • Sustainability: <p>The actions of the national authorities and the delegate responsibilities to the programme are limited due to the absence of suitable monitoring and reporting of the project implementation. Moreover, the partners from more mature</p>	



	<p>partnerships are reporting a heavy bureaucratic approach of the programme that burden them.</p> <p>However, the environmental policy is favourable for the continuation of benefits upon the completion of the programme.</p>	
	<ul style="list-style-type: none">• Impact: <p>The impact of the programme can be perceived as positive firstly due to the number of partnerships funded (mainly new) under CBC MED programme. Secondly, the maintaining of the cooperation between the stakeholders of the projects after the programme implementation is expected. These positive impacts has to be counterbalanced by the numerous partnerships that failed to be financed by the programme and by the risk of non delivery of the project at the end of the programming period.</p>	



ENPI 2007-2013 CBC POLAND-BELARUS-UKRAINE

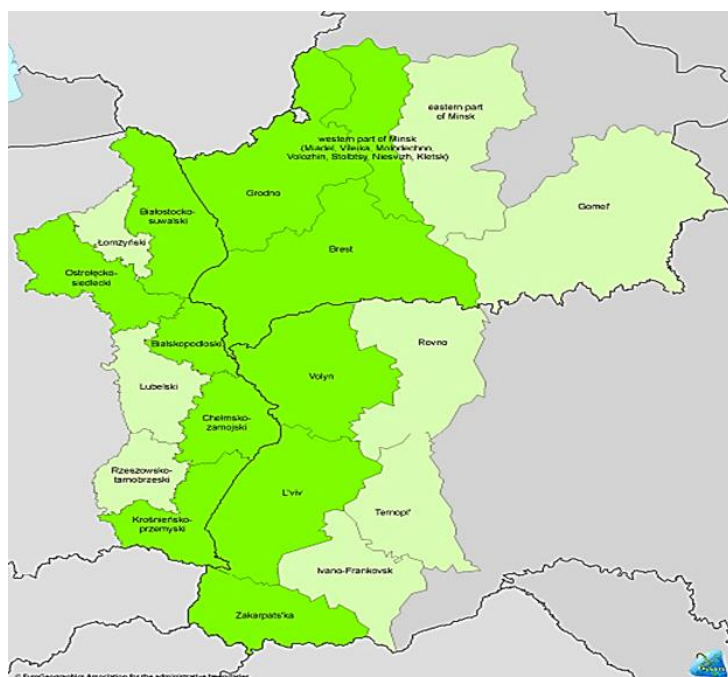
Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
PL	Krosniensko-przemyski sub-region	BSR	Poland-Slovakia
	Bialostocko-suwalski sub-region	BSR	Lithuania-Poland
	Bialskopodlaski and Chelmsko-zamojski sub-regions		
	Ostrolecko-siedlecki sub-region (<i>in Mazowieckie voivodship</i>)	BSR LT-PL-RU	
BY	Grodno Oblast	BSR LV-LT-BY	
	Brest Oblast	BSR	
	7 Western districts of Minsk oblast (Miadel, Vileika, Molodechno, Volozhin, Stolbtsy, Niesvizh, Kletsk)	BSR LV-LT-BY	
UA	Lvivska oblast	HUSKROUA	
	Volynska oblast		
	Zakarpatska oblast		
Adjacent		Other ENPI CBC programmes	Interreg programmes
PL	Rzeszowsko-tarnobrzescski sub-region		
	Lomzynski sub-region	LT-PL-RU	
	Lubelski sub-region		
BY	Eastern part of the Minsk Oblast (15 districts and the city of Minsk)	BSR LV-LT-BY	
	Gomel Oblast		
UA	Rivnenska Oblast	HUSKROUA RO-UA-MD	
	Ternopiiska Oblast		
	Ivano-Frankivska Oblast		

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	Internationa l border crossing points
PL	75.3	23.8	311.9	24	205	
BY	138.5	43.8	207.6	67		
UA	102.5	32.4	603.5	17		
TOTAL	316.3	100	1123	28		
	Population (thou. 2004-2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (millions, 2005)	Annual GDP/ head (2004- 2006)	
PL	5100	24.4	67.7	38560	3700	
BY	7300	34.9	52.7	9640	2500	
UA	8500	40.7	82.9	46800	1200	
TOTAL	20900	100	66.1	95000	2466.7-	

➤ *Challenges and opportunities*

Table 17: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Declining population (especially BY, UA) - Brain-drain 	<ul style="list-style-type: none"> - High population mobility - Ethnic and cultural diversity
Labour market	<ul style="list-style-type: none"> - Disparities across the border area - Higher unemployment rate (between 15 and 21%) and high long-term unemployment (50% of the unemployed) in the Polish part of the area - High-level of hidden unemployment (BY, UA) 	<ul style="list-style-type: none"> - High quality of human capital in terms of education and skills - Low labour costs
Economy	<ul style="list-style-type: none"> - Low level of income per capita - Insufficient competitiveness and innovativeness of the economy - Insufficient spending on R&D - Educational infrastructure not adapted to the needs of the labour market - Limited flow of FDI in the border zone - Lower development of SMEs in BY (2-3 per 1,000 people in 2005) and UA (3-5) as compared to PL (57-102) - Different institutional frameworks for SMEs and market functioning - Important role of the agricultural sector (PL) - Weak infrastructure for tourism - Weak local and regional transport infrastructures - Need to expand and modernise public utilities infrastructures - Low Internet use (in 2005, 30% of PL homes with Internet access, 25% in BY and 15% in UA) - Insufficient cooperation across the border area 	<ul style="list-style-type: none"> - Strategic position between European and Asia transport networks (area crossed by 5 Pan-European transport networks) - Rich cultural heritage - Favourable conditions for the development of tourism - High quality raw material base for food and timber processing
Environment	<ul style="list-style-type: none"> - Environment protection infrastructure inadequate 	<ul style="list-style-type: none"> - Unspoiled natural conditions - Low pollution (pre-requisite to sustainable economic development) - Availability of mineral and mining resources
Social	<ul style="list-style-type: none"> - Lack of basic social infrastructure in rural areas - Social exclusion 	<ul style="list-style-type: none"> - Development of civil society (high number of new NGOs)



➤ *Developments during implementation period*

The economic and political crisis in Ukraine which started in 2014 had an acutely visible impact in the Ukrainian part of the eligible area.

➤ *Regional cooperation*

Name		Euroregion Bug
Scope	<ul style="list-style-type: none"> - Lublin Voivodship in Poland, Brest District in Belarus, Wolyn District and two regions from Lvov District in Ukraine. - With 64.000 km², the Euroregion Bug is one of the largest European Euroregions. 31.1% of the area is on the territory of Poland, 28.4% in Ukraine and 40.5 % in Belarus. 4.975.200 people inhabit the Euroregion BUG. 46.8% of its population live in Poland, 31.1% in Belarus and 22.1% in Ukraine. 	
Aim	<ul style="list-style-type: none"> - Development of regional cooperation in the following areas: spatial planning; <ul style="list-style-type: none"> o communication and transport o education, health care, culture, sports and tourism; o protection and improvement of the condition of natural environment ; o elimination of hazards and the effects of natural disasters; o developing relations among the inhabitants of cross-border areas, cooperation among institutions and businesses. 	
History and organisation	<ul style="list-style-type: none"> - The first activities that led to the creation of the Euroregion BUG took place in 1992, when two agreements were signed (with the view to developing cooperation on economic restructuring; and in the following areas: regional development, transport, communication, delivery of energy and water, nature protection, industry, trade, agriculture, education, science research, healthcare, culture, art, tourism) - The cross-border association “Euroregion BUG” was created in 1995 (and extended to Belarus in 1998). - Organisation and decision-making bodies: Association Council, which consists of 30 people, 10 from each side: Belarusian, Polish and Ukrainian, Council Presidium, one representative from each side, Secretariat – national offices in Chelm, Brest and Luck, Appeal Committee consisting of 6 members, two from each side. 	

PROGRAMME

➤ *Intervention logic*

Overall objective	Priorities	Objectives	Measures
To support for cross-border development processes	4. Increasing competitiveness of the border area 5. Improving the quality of life 6. Networking and people-to-people cooperation	4. To promote and support better conditions for entrepreneurship, tourism development and transport connectivity 5. To manage environmental threats and to promote sustainable economic use of natural resources, development of renewable energy sources and energy saving, as well as increasing the efficiency of border infrastructure and procedures and improving border security 6. To promote and support cross-border cooperation in terms of institutional capacity building as well as local initiatives supporting people-to-people cooperation	3.3. Better conditions for entrepreneurship 3.4. Tourism development 3.5. Improving access to the region 4.1. Natural environment protection in the borderland 4.2. Efficient and secure borders 5.1. Regional and local cross-border cooperation capacity building 5.2. Local communities' initiatives



➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	X		
Common challenges		X	
Secure and efficient borders		X	
People to people			X

➤ *Governance*

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - One representative per region - Two representatives of the central authorities per country - Other representatives appointed per each country - EC as an observer (8 members maximum per country)	<ul style="list-style-type: none"> - Quality and efficiency of the programme (reviews the management decisions taken by the JMA; responsible for the selection criteria and the final choice of projects; monitors progress achieved)
JSC	<ul style="list-style-type: none"> - Centre for European Projects, PL (state-owned body: budgetary unit responsible to the Ministry of Regional Development) 	<ul style="list-style-type: none"> - Daily management of the programme (organisation of MC meetings, preparation of applications, launching calls and supervision of tender procedures, preparation of contracts)
JMA	<ul style="list-style-type: none"> - Ministry of Regional Development (PL) - Four independent units (operational, financial, paying, internal audit) 	<ul style="list-style-type: none"> - Overall responsibility for managing and implementing the programme
JMA branch offices	<ul style="list-style-type: none"> - Brest (BY) - Lviv (UA) 	<ul style="list-style-type: none"> - implementation of the information and communication plan, - support in the organisation of the JMC meetings, - collection of data to improve the monitoring of projects,
Line ministries	<ul style="list-style-type: none"> - Ministry of Foreign Affairs (BY) - National Coordinating Unit for the EU Technical Assistance Programmes (BY) - Ministry of Foreign Affairs of Ukraine (UA) - Ministry of Economy of Ukraine (UA) 	
Coordinating body	-	-

IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	06/11/2008
FA ratification	N/A
First call for proposals	02/11/2009
First contract signed	24/05/2011
Last contract signed	01/11/2014
End of implementation phase for projects	31/12/2017
End of implementation phase for technical assistance	30/06/2019
End of execution period	31/12/2019
Average project duration (months)	22
N° of ongoing projects (April 2017)	3





The project is funded by the EU and implemented by a consortium led by GDSI Limited
Lead implementing partner is GDSI Limited



➤ Overview of calls for proposals

TITLE	Call	Title	Type of calls	Deadline for submission			
	C1	Cross-Border Co-operation Programme Poland-Belarus-Ukraine 2007-2013	Open	1 March 2010			
	C2			30 September 2011			
	C3			14 June 2012			
I. Objectives and priority issues	Call	Objectives	Priorities	Measures			
	C1	As per program	1. Increasing competitiveness of the border area	1.1 Better conditions for entrepreneurship			
				1.2 Tourism development			
				1.3 Improving access to the region			
			2. Improving the quality of life	2.1 Natural environment protection in the borderland			
			3. Networking and people-to-people cooperation	3.1 Regional and cross-border cooperation capacity building			
	C2		3. Increasing competitiveness of the border area	1.1 Better conditions for entrepreneurship			
				1.2 Tourism development			
				1.3 Improving access to the region			
			3. Improving the quality of life	2.1 Natural environment protection in the borderland			
		2.2 Efficient and secure borders					
C3	3. Networking and people-to-people cooperation	3.1 Regional and cross-border cooperation capacity building					
	3. Networking and people-to-people cooperation	3.2 Local communities' initiatives					
II. Financial allocations	Call	Total budget	Breakdown per priority	Min-Max size	EU co-financing		
	C1	€16.12m	1 €5.36m	Min €0.1 - Max €1.5m	Up to 90%		
			2 €6.27m				
			3 €4.48m				
	C2	€88.14m	1 €43.03m	Min €0.1 - Max €4m			
			2 €17.17m				
			3 €27.93m				
	C3	€6.65m	3 €6.65m	Umbrella projects: Min €0.225 - Max €0.9m (Umbrella projects with a total budget higher than 350.000 EUR and with balanced division of the costs among the partners are encouraged). Micro-projects: Min €0.01 - Max €0.05m			
	III. Eligibility of applicants and partners	Call	Applicant and Partner	Partnership			
		C1	- Legal person or an entity without legal personality - Non-profit - NGOs, public sector operators, local	The partners in every project must establish one of the following compositions: 1. Poland-Ukraine or 2. Poland-Belarus or 3. Poland-Belarus-Ukraine.			
C2							



		<p>authorities, international organisations National of Poland, Belarus or Ukraine</p> <ul style="list-style-type: none"> - Registered and located in the eligible area of the program (Cooperation areas and Adjacent cooperation areas – for adjacent areas activities must not represent more than 20% of the total value of the program budget) 	
	C3	<p>As above, plus:</p> <ul style="list-style-type: none"> - have experience in implementation (as a lead partner) of minimum one EU-financed project and at least one cross-border project with total value of each of them at least 150 000 EUR 	<ul style="list-style-type: none"> • “First level of partnership” between the lead partner of an umbrella project and organisation (maximum 1) which participate in the implementation of the umbrella project; <ul style="list-style-type: none"> - In case the lead partner of an umbrella project is from Poland –the organisation which participate in the implementation of the umbrella project must come from Ukraine or Belarus; - in case the lead partner of an umbrella project is from Ukraine or Belarus - the organisation which participate in the implementation of the umbrella project must come from Poland; • “Second level of partnership”- between the lead partner of an umbrella project and lead partners of micro-projects; <ul style="list-style-type: none"> - in case the lead partner of an umbrella project is from Poland – at least one of the micro-project lead partners must come from Ukraine or Belarus; - in case the lead partner of an umbrella project is from Ukraine or Belarus - at least one of the micro-project lead partners must come from Poland. • “Third level of partnership” between lead partners of micro-projects and the organisation/organisations which participate in the implementation of this micro-project - each micro-project has to be implemented jointly by partners from Poland and from Belarus or Ukraine. The partners in every micro-project must establish one of the following compositions: <ul style="list-style-type: none"> - Poland and Ukraine or - Poland and Belarus or - Poland and Belarus and Ukraine. <p>Each umbrella project must have cross - EU border partnership on the third level and on at least one of two other levels: first or second.</p>
IV. Eligibility of actions	Call	Location	Type of projects
	C1	Cooperation and Adjacent areas, as per program	Each project must fulfil at least 2 of the following criteria: <ul style="list-style-type: none"> - the project has been jointly prepared (e.g. the partners were working together on the preparation of the project proposal e.g. agreed the project idea, the division of tasks and responsibilities and elaborated the full application form with all annexes); - the project will be jointly implemented (all or most of the project’s activities will be carried out by partners in close cooperation);
	C2		

		<ul style="list-style-type: none"> - the project will have shared staff (the implementation of the project activities will be coordinated together by the representatives of the partners); - the project will be jointly financed by at least two partners (the project is co-financed by partners coming from different countries and budget expenditures are proportionally divided between partners). <p>Investment activities (infrastructure) will be financed only in the cooperation areas. Projects can be of three types:</p> <ol style="list-style-type: none"> 1. integrated projects, where each partner carries out a part of the activities of the joint project (jointly prepared, implemented, financed and with joint staff) on its own territory; 2. symmetrical projects, where similar activities are carried out in parallel on both sides of the border; 3. simple projects with a cross-border effect, taking place mostly or exclusively on one side of the border but for the benefit of both partners. <p>The integrated projects will be prioritized and encouraged.</p>
C3		Measure 3.2 will be implemented through umbrella projects. The umbrella project is submitted by the umbrella project lead partner (the applicant). Each umbrella project is composed of a set of micro-projects: (at least 5 and maximum 20) which will be implemented by micro-project lead partners. Each micro-project must strongly contribute to attaining of the overall objective of the umbrella project.
Call	Duration	Cross-border dimension
C1	Max. 24 months	Evaluation grid:
C2		<ol style="list-style-type: none"> 1. <u>Relevance</u> 2.2- Cross- border impact. How does the project contribute to the straightening of cross- border cooperation? (e.g. creates basis to develop cross border co-operation/ results benefits both sidesof the border/ demonstrate clear links to future cross- border co-operation) 6 <u>Partnership</u> 6.1- How satisfactory is the level of involvement and activities of the cross-border partners
C3	Umbrella projects: Max. 24 months Micro-projects: Max. 12 months	<p>Micro-project Evaluation grid:</p> <ol style="list-style-type: none"> 1. <u>Relevance</u> 1.3- Cross- border impact. How does the project contribute to the straightening of cross- border cooperation? (e.g. creates basis to develop cross border co-operation/ results benefits both sidesof the border/ demonstrate clear links to future cross- border co-operation)

➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	02/11/2009	01/03/2010	n/a	24/11/2010	1 Year, 0 Months, 22 Days	3 Year, 1 Months, 30 Days
Call 2	16/05/2011	30/09/2011	n/a	31/07/2012	1 Year, 2 Months, 15 Days	2 Year, 3 Months, 16 Days
Call 3	16/05/2012	14/06/2012	n/a	10/04/2013	1 Year, 1 Months, 25 Days	0 Year, 11 Months, 16 Days

➤ *Allocation*

	Programme			JMA figures (April 2017)		
	EU funding (Programme) (€m)	Project contribution (Programme) (€m)	Original Programme Allocation (€m)	EU funding (Allocated) (€m)	Project contribution (Allocated) (€m)	Total (Allocated) (€m)
Priority 1	55,9	5,6	61,5	55,3	0,4	55,6
Priority 2	65,2	6,6	71,7	76,6	2,1	78,7
Priority 3	46,6	4,7	51,3	42,4	0,9	43,3
Technical assistance	18,7	0	18,7	12,1	0	12,1
TOTAL	186,3	16,8	203	186,3	3,3	189,5

➤ *Contracting and disbursement*

- All funding

	Original Programme Allocation (€m)	Total (Contracted) (€m)	Total (Disbursed) (€m)
Priority 1	61.5	61.6	55
Priority 2	71.7	85.7	74.5
Priority 3	51.3	46.9	43.3
Technical assistance	18.7	14.4	8.9
TOTAL	203	208.6	181.7

Source: JMA programme data (April 2017)

- EU funding

	EU funding (Programme) (€m)	EU funding (Contracted) (€m)	% EU allocation (contr.) (€m)	EU funding (Disbursed) (€m)	% EU allocation (disb.)
Priority 1	55.9	55.4	99%	49.5	88%
Priority 2	65.2	77.2	118%	67.1	103%
Priority 3	46.6	42.2	91%	39	84%
Technical assistance	18.7	14.4	77%	8.9	48%
TOTAL	186.3	174.8	94%	164.5	83%

Source: JMA programme data (April 2017)



➤ *Standard projects (EU funding, JMA project data, April 2017)*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	388	473.5	40	55.4	43%
Priority 2	189	282.8	17	31.4	24%
Priority 3	258	240.5	51	42.2	33%
TOTAL	835	996.7	108	129	100%

Source: JMA project data (April 2017)

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget (LSP)	EU funding(LSP)	Total amount of EU funds spent (LSP)
Construction and instrumentation of the road border checkpoint "Peschatka"		Transport & energy infrastructures	2	12.2	10.9	10.9
Construction of the Road Border Crossing in Dołhobyczów – 4 buildings	Poland/ Ukraine	Border management	2	5.6	5	5
The construction of the exit as a part of the construction of the road border crossing Budomierz - Hruszew	Poland	Border management	2	5.8	5.2	4.9
Infrastructural development of the Polowce - Pieszczatka road border crossing - Stage III (Polish-Belarusian border) - powiat of Hajnowka RP - Brest district RB	Poland/ Belarus	Border management	2	5.4	4.9	4.5
Construction of relocatable X-ray scanning control system of vehicles on the road checkpoint «Bruzgi»	Belarus	Border management	4	2.8	2.5	2.5
Development of modern Border Guard Sections Infrastructure		Border management	2	8.9	8	3.5
The Reconstruction of International automobile border crossing point Ustylug	Poland/ Ukraine	Border management	2	5.5	5	0
Creation of Functional module Border Crossing Point Filter in the International Automobile Border Crossing Point (IABCP) Rava Ruska. Providing with the equipment and facilities of the Border crossing points Krakivetz. Shengini and Yagodin	Poland/ Ukraine	Border management	2	2.3	2	0



Development of IT Infrastructure of Ukrainian Customs and Border Guards Services at Ukrainian – Polish Border	Poland/ Ukraine	Border management	4	2.8	2.5	0.6
Total			22	51.3	46	31.9

Source: JMA project data (April 2017)

➤ Sector analysis (EU funding, JMA project data, April 2017)

- Overall

	Type	Number of projects	EU funding (€m)	As % of total	Total amount of EU funds spent ⁶² (€m)
Economic development	Grant	52	56.1	32%	44.7
	LSP	1	10.9	6%	10.9
	TOTAL	53	67.0	38%	55.5
Environment	Grant	23	36.5	21%	32.3
	LSP	N/A	N/A	0%	N/A
	TOTAL	23	36.5	21%	32.3
Social development	Grant	32	32.5	19%	29.4
	LSP	N/A	N/A	0%	N/A
	TOTAL	32	32.5	19%	29.4
Security	Grant	1	3.9	2%	3.7
	LSP	8	34.9	20%	20.9
	TOTAL	9	38.8	22%	24.6
GRAND TOTAL		117	174.7	100%	141.6

- Economic development

Sector	Number of projects	EU funding (€m)	As % of total	Total amount of EU funds spent by projects (€m)
Entrepreneurship and SME development	8	6.4	9%	5.1
Governance	7	3.5	5%	2.9
IT & connectivity	1	0.2	0%	0.3
Rural livelihoods and agriculture	N/A	N/A	0%	N/A
Tourism	26	27.3	41%	21.3
Transport & energy infrastructures	8	27.7	41%	24.1
TOTAL	53	67	100%	55.5

- Environment

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent by projects (€m)
Awareness raising, education and capacity building	2	0.7	2%	0.6

⁶² Source: JMA project data, April 2017



Disaster and risk management	4	4.6	12%	4.4
Energy efficiency	4	1.6	4%	1.2
Nature preservation and promotion	4	7.8	21%	6.8
Solid waste management	2	1.6	4%	1.5
Water management	7	20.5	56%	18.1
TOTAL	23	36.5	100%	32.3

- Social development

Sector	Number of projects	EU funding (project)	As % of total	Total amount of EU funds spent by projects (€m)
Children and youth	3	0.9	3%	0.8
Civil society development	N/A	N/A	0%	N/A
Culture exchange	7	3.0	9%	2.5
Education and training	2	0.9	3%	0.9
Employment promotion	1	0.3	1%	0.2
Healthcare	15	23.2	71%	21.7
Social inclusion	4	4.4	13%	3.6
TOTAL	32	32.5	100%	29.4

- Security

Sector	Number of projects	EU funding (€m)	As % of total	Total amount of EU funds spent by projects (€m)
Border management	8	34.9	90%	20.9
Prevention of and fight against organised crime	1	3.9	10%	3.7
TOTAL	9	38.8	100%	24.6

➤ *Participation (EU funding, JMA data, April 2017)*

- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested	As % of total	EU funding granted	As % of total
BY	0	0%	16.5	9%
PL	0	0%	132.6	76%
UA	0	0%	25.7	15%
TOTAL	0	0%	174.7	100%

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	43	5%	8	7%
PL	617	73%	89	76%
UA	183	22%	20	17%
TOTAL	843	100%	117	100%



- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
BY	446	14%	0	0%
PL	1,436	46%	0	0%
UA	1,245	40%	0	0%
TOTAL	3,127	100%	0	0%

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	35	29.9%	66	23.7%
International organisations	N/A	0.0%	N/A	0.0%
Local and regional authorities	47	40.2%	131	47.0%
National authorities	12	10.3%	11	3.9%
Non-state actors	23	19.7%	70	25.1%
Private companies and businesses	N/A	0.0%	N/A	0.0%
Not specified	N/A	0.0%	N/A	0.0%
TOTAL	117	100%	279	100%

➤ *Indicator measurements (Annual Implementation Report)*- Result indicators

None

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of projects aimed at better conditions for entrepreneurship	n/a	n/a	n/a
	Number of projects aimed at tourism development	n/a	n/a	n/a
	Number of projects reducing isolation through improved access to transport, information and communication technologies networks and services	n/a	n/a	n/a
Priority 2	Number of projects aimed at the improvement of natural environment protection in the borderland	n/a	n/a	n/a
	Number of projects aimed at improvement in border security and efficiency	n/a	n/a	n/a
Priority 3	Number of implemented projects aimed at the regional and local cross-border cooperation capacity building	n/a	n/a	n/a
	Number of implemented microprojects aimed at supporting the local communities' initiatives	n/a	n/a	n/a



➤ *Result-oriented monitoring*- Monitoring missions and projects

		Project names	Sector
Mission 1 (June 2012)	1	JOP ENPI CBC Poland - Belarus - Ukraine	All
	2	Infrastructural development of the Polowce– Pieszczatka road border crossing – stage iii (polish-belarusian border)	Transport
	3	Together safer	Disaster management
	4	The improvement of the efficiency of the transboundary reaction system to the environmental hazards: Tomaszow Lubelski - Zhovka - Sokal	Disaster management
	5	Lubaczow-Yavoriv two potentials, joint opportunity	Tourism
	6	Development of cooperation in order to improve histopathological diagnostics of breast cancer and colorectal cancer in the Polish-Belarusian borderland	Healthcare
	7	Underground city: development and popularization of cross-border tourism by the creation of the cross-border tourist route in the underground routes of Lviv, Rzeszow, Lublin	Tourism
Mission 2 (July 2013)	1	Bicycle Route - Following the Nadbużanskie Region Mysteries	Tourism
	2	Partner project of development of common tourism based on new youth sport and leisure centers	Tourism
	3	Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route"	Tourism
	4	Improvement of Cross-Border Region Attractiveness through the Introduction of Ethno-Cultural Resources into the Tourist Activities (A Trip to the Ethnic Fairy-Tale).	Tourism
	5	Development of the Transport Infrastructure in the Area of Augustow Channel	Transport
	6	Development of the rescue services Poland-Ukraine within the strengthening the infrastructure of cross-border management system of natural hazard	Disaster management
	7	Construction and instrumentation of the road border checkpoint "Peschatka" – Stage III (Belarusian-Polish border) –	Border management
	8	Construction of the Road Border Crossing in Dolhobyczow – 4 buildings	Border management
	9	The construction of the exit as a part of the construction of the road border crossing Budomierz – Hruszew	Border management
	10	Creation of the functional module filter of the border crossing point (BCP) "Rava-Ruska", providing with equipment and facilities of the border crossing points "Krakivets, Shegini and Yagodin"	Border management
	11	Development of cooperation of medical institutions of the Polish-Belarusian borderland in the scope of immunotherapy for pulmonary tuberculosis	Healthcare
	12	Development of co-operation in order to improve health safety of the population of the Polish-Belarusian Borderland	Healthcare
	13	Young People in Border Regions: Standing together for Safety	Disaster management
	14	SOS – Safe Coexistence of People and Homeless Animals in Polish-Ukrainian Border Territories: Lviv, Lublin, Lutsk, Ivano-Frankivsk	Nature preservation and promotion
	15	Development of Alternative pre-school Education System in Rural Communities	Children and youth
	16	Institutional cooperation between Vynogradiv district and Sanok province in development of palliative care provision	Healthcare
	17	JOP ENPI CBC Poland - Belarus – Ukraine	All
Mission 3 (January 2015)	1	Construction of relocatable X-ray scanning control system of vehicles on the road checkpoint "Bruzgi"	Border management
	2	Development of IT Infrastructure of Ukrainian Customs and Border Guards Services at Ukrainian-Polish Border	Border management
	3	Stimulation of the Tourism Development in the Carpathian Region by Tourist's Service and Security Improvement	Tourism
	4	Partner cooperation development for improving cross-border environmental waterworks infrastructure in Glinne and Jankowce in Poland and in Hust in Ukraine	Water management
	5	Developing an innovative model of the cross-border use of zeolitic tuff	Entrepreneurship and SME development
	6	Clean water in the Pobuże region – Water supply cross-border system for Hrubieszów and Volodymyr-Volynskiy – STAGE II	Water management
	7	Development of co-operation of medical institutions of Poland and Belarus in order to improve the quality of oncology diagnosis and organization of help in emergency cases	Healthcare
	8	Enhancing the accessibility of Bieszczady and Stary Sambir Counties by integrating the actions in transportation infrastructure	Transport
	9	Creating municipal system for handling of waste household electronic and electrical equipment in Lviv with the experience of Lublin	Solid waste management
	10	Restoration of the E40 waterway on the Dnieper-Vistula section: from strategy to planning	Water management



	11	Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl	Cultural exchange
	12	Cross-border Labour Market Support Center	Employment promotion
	13	JOP ENPI CBC Poland - Belarus – Ukraine	All

- Gradings

Mission	Mission 1 (June 2012)						
Projects	1	2	3	4	5	6	7
Relevance and quality of design	B	B	C	A	B	B	C
Efficiency of implementation	A	A	B	B	C	C	C
Effectiveness to date	B	A	B	C	C	B	B
Impact prospects	B	A	B	B	B	A	B
Potential sustainability	B	A	B	B	B	A	C

A = very good; B = good; C = problems; D = serious deficiencies.

Mission	Mission 2 (July 2013)																
Projects	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Relevance and quality of design	B	B	B	B	B	B	B	B	B	C	C	B	B	B	B	B	B
Efficiency of implementation	B	C	B	B	B	B	C	C	B	C	C	B	B	C	B	B	C
Effectiveness to date	C	C	B	B	B	B	B	B	B	C	C	B	B	C	B	B	C
Impact prospects	C	B	B	B	B	B	B	B	C	B	B	B	B	B	B	B	B
Potential sustainability	C	B	B	C	B	B	B	B	B	B	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

Mission	Mission 3 (January 2015)												
Projects	1	2	3	4	5	6	7	8	9	10	11	12	13
Relevance and quality of design	B	C	B	B	A	B	B	A	A	B	B	C	A
Efficiency of implementation	D	D	B	C	B	B	C	B	B	B	B	B	B
Effectiveness to date	D	D	B	C	B	B	C	B	B	B	B	C	B
Impact prospects	B	B	B	B	B	B	B	B	A	B	B	B	A
Potential sustainability	B	B	B	B	B	B	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ Summary of JOP monitoring reports

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance: The Programme is well-designed and has a strong degree of ownership (it is consistent with, and supportive of partner government policies). It meets the needs of the target groups, at both project- and programme levels. Efficiency: Overall smooth implementation: Financial resources managed in a very transparent and accountable manner; contractual procedures generally understood; outputs of the programme (trainings, materials) of very high quality. A few implementation slippages in UA/BY (varying success of projects in completing registration; problems in the conduct of tenders. Effectiveness: The Programme contributes substantially to all three priorities mentioned in the ENPI CBC Strategy Paper (esp.1,2,4); however, need for a more pro-active approach. Sustainability: The programme is likely to have a fairly high level of financial and economic viability (e.g. 	<ul style="list-style-type: none"> At the project level, OVIs are generally good, but they should also be systematically SMART: they sometimes understate project achievement by not looking "outside the box". During project implementation, stakeholders should refer back to the logframe. In order to avoid implementation slippages, projects should ensure that they allow a sufficient margin of time for completing formalities. The JTS should design a special reporting mechanism to the JMA and the Commission with the view to measuring how the global PP is being achieved and what the unplanned effects are.



	some projects have a potential for financing from the private sector).	<ul style="list-style-type: none"> JST should encourage projects to adopt a phasing-out strategy.
<ul style="list-style-type: none"> Impact: good direct impact at programme level (enhancement of the economies; better management of cross-border risks; increased movement across the border; alignment of services). No sign of indirect negative impact. 		
2	<ul style="list-style-type: none"> Quality of design: While the intervention logic of the programme is thoughtfully built, the 17 projects monitored scored not so well for the intervention logic, mostly C, due to deficiencies in the logframes or indicators, or because restructuring of partner organisations, and procedural issues were not anticipated. Regarding implementation arrangements, the (quite frequent) re-organisation of the applicant's institutions, has sometimes resulted in a delay or a freezing of the project. Also, some projects made inadequate choices in terms of the paying arrangements they opted for (e.g. due to major secondary procurement) Efficiency: Despite their important role in the programme, fragile status of the branch offices (especially in BY) Sometimes weak cooperation between the JTS and projects, notably concerning financial management (in some cases the feedback between the project and the JTS/JMA was very slow, with projects kept waiting, even unable to continue implementation). Effectiveness: Most projects are implemented under EU lead organisations. Therefore, budget spending may not be well balanced between the partner countries, while the above PPs concern both sides of the borders, with an overall balanced budget spending presumably being a key requirement for their achievement Impact: Good impact prospects at individual project level as the projects are institutionally well embedded. Concerns regarding the "recycling" of rejected project proposals from one ENPI CBC Programme to another Sustainability: <ul style="list-style-type: none"> Overall positive sustainability of the projects Good ownership of the projects Good policy support at the local, regional, national levels 	<ul style="list-style-type: none"> Increase synergies with Euroregions Enhance support to the branch offices and define their tasks more broadly Increase resources for training on project identification and formulation (including trips to the regions), in order to strengthen the quality of proposals Better support projects on financial management Refine the implementation and support system to ensure more and better ENPI led proposals projects proposals in response to calls. Need for better communication between CBC-PBUs and EU delegations



ENPI 2007-2013 CBC ROMANIA-UKRAINE-MOLDOVA

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
RO	Suceava county	HUSKROUA (as <i>Adjacent area with limited participation</i>)	Interreg IVB South East Europe
	Botoşani county		
	Iaşi county		
	Vaslui county		
	Galaţi county	BSB	
	Tulcea county	BSB	
UA	Odeska Oblast		Interreg IVB South East Europe
	Chernivetska Oblast	HUSKROUA (as <i>Adjacent area with limited participation</i>)	Interreg IVB South East Europe
MD	Whole country	ENPI CBC BSB	Interreg IVB South East Europe
	Adjacent	Other ENPI CBC programmes	Interreg programmes
RO	Braila county		Interreg IVB South East Europe
UA	Ivano-Frankivska Oblast	HUSKROUA PL-BY-UA (as <i>Adjacent area</i>)	Interreg IVB South East Europe Interreg IVB Central Europe
	Vinnytska Oblast		
	Ten districts in Khmelnytska Oblast (Vinkovetskyi, Chemerovetskyi, Khmelnytskyi, Kamyanets-Podiskyi, Letychivskyi, Dunayevetskyi, Derazhnyanskyi, Novoushutskyi, Yarmolynetskyi, and Horodetskyi)		
	Twelve districts of Ternopilska Oblast (Ternopilskyi, Berezhanskyi, Pidgayetskyi, Terebovlyanskyi, Monsturskyi, Gusyatynskyi, Chortkivskyi, Borschchivskyi, Zalishutskyi and Buchatskyi)	PL-BY-UA (as <i>Adjacent area</i>)	



➤ Map



➤ Characteristics of border areas

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)
Romania	42,065	23,8%	238,4	17,6%	1099
Ukraine	100,697	57,0%	603,5	16,7%	
Moldova	33,845	19,2%	33,8	100,0%	
TOTAL	176,6	100%	875,7	20,2%	
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)
Romania	3,719.8	24,8%	88.4	21410	From 1400 to 2089
Ukraine	7,937.1	52,9%	78.8	46800	From 538 to 781
Moldova	3,383.3	22,6%	100.0	3383	< 580
TOTAL	15,000	100%	84,9	71593	from 527,91 to 2089,4

➤ Challenges and opportunities

Table 18: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Migration of young people - Population ageing, - Both are hurdles to economic development and to sustaining tradition and culture of the area 	<ul style="list-style-type: none"> - Predominantly rural area as a basis for agro-tourism development - Potential leading role of the big cities in the process of development
Labour market	<ul style="list-style-type: none"> - Visa regime as a barrier to the free movement of persons 	<ul style="list-style-type: none"> - Competitive labour costs

Economy	<ul style="list-style-type: none"> - Over-dependence on agriculture and reluctance to diversify the economy - Global competition threatens traditional markets - Continuous narrowing of employment base - Low interest of tourists in the area, due to the poor transport infrastructure - Significant levels of organised crime 	<ul style="list-style-type: none"> - Potential for developing industrial activities related to food-processing - Development potential for SMEs active in the tourism sector - Existing universities constitutes a good start for future networks to stimulate innovation and research
Environment	<ul style="list-style-type: none"> - Major problems regarding waste water and water supply - Unsustainable methods in agriculture - Failure to monitor and assess environmental damage caused by pollution - Continuous growing of pollution due to the solid waste and waste water - Poor levels of information and education on environmental protection - High risk of emergencies such as flooding and pollution accidents - Deforestation 	<ul style="list-style-type: none"> - Increased interest in cross-border co-operation on common and shared environmental problems including emergency preparedness - Waste recovering, recycling and treatment as a potential environmental friendly new source of working places - Greater awareness of environmental issues - Introduction of river basin management techniques including emergency flooding strategies etc.
Social	<ul style="list-style-type: none"> - Quality of school infrastructures and staff availability causing low educational attainment, especially in rural areas 	<ul style="list-style-type: none"> - Lasting cultural identity, common tradition, and family ties across the border - Bilingual population facilitating communication

➤ *Developments during implementation period*

The **population in the cooperation area is decreasing**. Population ageing, drop of the natural increase and migration remain important, particularly in the most rural parts of the CBC area. Outward migration and consequently the ageing of the resident population are thus major concerns. International and internal out-migration at core eligible area level and the polarisation effects of cities like Odessa, Tulcea or Iasi create significant development gaps of slowly depopulated rural areas where opportunities become extremely limited in terms of economic activities.

Overall, **the economic situation improved, even despite the economic crisis**. The GDPs per inhabitant registered significant increases since 2004. However, GDP gaps have increased between counties within country. There is a constant decrease in unemployment, especially in the Republic of Moldova. In addition, the high unemployment rates in the urban areas, identified in the previous programme are starting to decrease. Negative variations in both industrial and agricultural production have a direct impact on living standards in the area. At the same time, the low diversity of economic activities, especially in the rural areas, limit the opportunities of the unemployed active population.

The core eligible area is characterised by **constantly deteriorating transport infrastructure** and the lack of investments.

➤ *Regional cooperation*

Name	Siret-Prut-Nistru Euroregion (RO – MD)
Scope	<ul style="list-style-type: none"> - 28 district councils from the 32 of Republic of Moldova, - Balti municipality, - Autonomous Territorial Unit of Gagauzia, - 2 county councils from Romania (Iasi and Prahova)
Aim	<p>The association aims at enhancing cross-border cooperation in order to :</p> <ul style="list-style-type: none"> - Extend and improve relations between local communities and authorities in economic, cultural, scientific and civic fields with the aim of ensuring sustainable and territorial balanced development of the Euroregion.



	- Respect, protect and guarantee the rights and interests of the administrative-territorial units, members of the Siret-Prut-Nistru Euroregion.
History and organisation	- 2005 : Siret-Prut-Nistru Euroregion Association established as Romanian juridical person - November 2012 : cooperation agreement with Nistru Euroregion

Name	Upper Prut Euro region (RO, MD and Ukraine)
Scope	- The Euroregion covers Chernivtsi region and Ivano Frankivsk region (Ukraine), Botosani and Suceava counties (Romania), Balti, Yedinets Faleshti, Glodeni, Ocnitsa, Ryshkani and Bricheni counties (Republic of Moldova). Associated partner: Federal land of Carinthia (Austria)
Aim	- Areas of intervention: economic projects (trade liberalization, functioning of chambers of commerce, tourism development and implementation of advanced technologies), infrastructure (energy integration systems, transport and communication networks), environmental projects (prevention of trans-border water pollution, effects of industrial accidents and natural disasters, the development of cleaner production), cultural and humanitarian activities (science, education, culture, sports and youth, public health, to ensure full and effective equality of persons belonging to national minorities)
History and organisation	- Created in 2000; Administrative center in Botosani (Romania)

Name	Lower Danube (Romania, the Republic of Moldova and Ukraine)
Scope	- Territorial units on the Black Sea Coast located in Romania, Republic of Moldova and Ukraine: Galați County, Brăila County, Tulcea County in Romania, Cantemir County and Cahul County in Republic of Moldova and Odessa Oblast in Ukraine
Aim	- Cross-border cooperation in the field of economic development, addressing ecological, social and cultural issues as well.
History and organisation	- Created in 2009; Administrative center in Galati (Romania)

Name	Carpatica (Romania-Ukraine-Poland-Hungary)
Scope	- covering local units in Poland, Slovakia, Hungary, Ukraine and Romania.
Aim	-
History and organisation	- Created in 1993.

PROGRAMME

➤ Intervention logic

Overall objective	Specific objectives	Priorities	Measures
To improve the economic, social and environmental situation in the Programme area, in the context of safe and secure borders, through increased contact of partners on both sides of the border	<p>2. To improve the economic performance of the border area through the diversification and modernisation in a sustainable manner, of the border economy.</p> <p>3. To develop long term solutions to the environmental problems faced by the border areas, particularly those associated with water and sewerage management systems as well as environmental emergencies, where a co-</p>	<p>3. Towards a more competitive border economy</p> <p>4. Environmental challenges and emergency preparedness</p> <p>5. People to People Co-operation</p>	<p>3.3. Improving the productivity and competitiveness of the region's urban and rural areas by working across borders</p> <p>3.4. Cross-border initiatives in transport, border infrastructure and energy</p> <p>4.1. Addressing strategic cross-border environmental challenges including emergency preparedness</p> <p>4.2. Water supply, sewerage and waste management</p> <p>5.1. Local and regional governance; support to civil society and local communities</p> <p>5.2. Educational, social and cultural exchanges</p>



- ordinated approach is essential
4. To promote greater interaction between people and communities living in the border areas.

➤ *ENPI strategy coverage*

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	X		
Common challenges		X	
Secure and efficient borders			
People to people	X		

➤ *Governance*

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Ministry of Economy and Finance, Romania, - Audit Authority within Court of Accounts, Romania, - Other Ministries managing operational programmes co-financed from Structural Funds - Representatives of the counties/regions concerned by the Programme, - Representatives of NGOs located in the eligible area. 	<p>As part of its functions the Committee shall:</p> <ul style="list-style-type: none"> - approve the work programme of the JMA - decide on the volume and allocation of the Programme's resources for technical assistance and human resources; - review the management decisions taken by the JMA appoint the evaluation committees for the projects; - decide on the selection criteria for the projects and take the final decision on the selection and on the amounts granted to them; - evaluate and monitor progress towards achieving the objectives of the Programme, on the basis of the documents submitted by the JMA; - review all reports (including the audit report) submitted by the JMA and, if necessary, take appropriate measures; - examine any contentious cases of recovery brought to its attention by the JMA; - decide if a programme evaluation is needed and appoints independent evaluators.
JSC	- N/A	- N/A
JMA	<ul style="list-style-type: none"> - Romanian Ministry of Development, Public Works and Housing (MDPWH) - Head of the JMA: General Director for European Territorial Co-operation - Operational Unit of the JMA: Directorate for International Territorial Co-operation - Financial unit: General Directorate for Authorising and Payments - Internal audit unit: Directorate for Internal Audit 	<ul style="list-style-type: none"> - Managing the Joint Operational Programme, including technical assistance, - Implementing the decisions taken by the Joint Monitoring Committee, - In accordance with the principle of sound financial management and the principles of efficiency and effectiveness, on behalf of the participating countries.
JTS	- Iasi (RO)	- Assist the JMA in the daily management of the activities under the Programme
JTS branch offices	Four branches covering the whole cooperation area:	- Carry out information and publicity activities and public relations work



	- Suceava (RO) - Odessa (UA) - Chernivetski (UA) - Chisinau (MD)	- Support the JTS in the monitoring process of the projects, by organising the site visits to the projects partners located in their interest area.
Line ministries	- N/A	- N/A
Coordinating body	- N/A	- N/A

IMPLEMENTATION

➤ *Timeframe*

EC programme adoption	29/07/2008
FA ratifications	12/08 (MD) 12/09 (UA)
First call for proposals	01/07/2009
First contract signed	26/02/2011
Last contract signed	31/12/2013
End of implementation phase for projects	31/12/2017
End of implementation phase for technical assistance	30/06/2019
End of execution period	31/12/2019
Average project duration (months)	20
Nº of ongoing projects (April 2017)	3



➤ Overview of calls for proposals

TITLE	Call	Title		Type of calls		Deadline for submission			
	C1	Joint Operational Programme Romania-Ukraine-Republic of Moldova 2007-2013		Restricted		P.1	28 October 2009		
					P.2				
					P.3	28 September 2009			
	C2					30 January 2012			
I. Objectives and priority issues	Call	Objectives		Priorities		Measures			
	C1	As per program							
	C2								
II. Financial allocations	Call	Total budget		Breakdown per priority		Min-Max size		EU co-financing	
	C1	ENPI	€30m (+5m)	1	€16.5m	Min €0.1 - Max €3m		Up to 90%	
			2	€13.5m					
				3	€5m	Min €0.3 - Max €0.15m			
	C2		€25m (+2.53m)	1	€11.09m	Min €0.1 - Max €2.5m			
				2	€13.9m				
				3	€2.53m	Min €0.3 - Max €0.15m			
III. Eligibility of applicants and partners	Call	Applicant		Partner		Partnership			
	C1	<ul style="list-style-type: none"> - be legal persons - be non-profit making - be organisations such as: non-governmental organisations, public sector operators, local/regional - authorities - be nationals of Romania, Ukraine or Republic of Moldova - be directly responsible for the preparation and management of the action with their partners, not acting as an intermediary 				<ul style="list-style-type: none"> - At least one partner must be involved in the action, together with the Applicant - Organisation without any partners from the other sides of the border will not be eligible - It is necessary that at least one partner from Romania and one partner from Ukraine or/and Republic of Moldova participate in the project - Only those organisations located within the core area of the programme may act as lead partners of any type of projects, while the organisations located within the adjoining regions may only participate as partners in soft projects 22. Only up to 20% of a project budget may be spent for activities carried out by partners located in the adjoining regions 			
	C2	<ul style="list-style-type: none"> - have stable and sufficient sources of finance to ensure the continuity of their organisation throughout the project duration and to play a part in financing it - be registered and located in the programme area 				<ol style="list-style-type: none"> 1) At least one partner from a neighbour country from the programme's eligible area must be involved in the action, together with the Applicant. 2) There is no limit in what regards the number of partners involved in the action. 3) Partners of the Applicant participate in designing and implementing the action, and the costs they incur are eligible in the same way as those incurred by the grant beneficiary. They must therefore satisfy the same eligibility criteria as applicable on the grant beneficiary himself. <p>The International organisations (IOs) may be considered to fulfil the partnership requirement if:</p> <ol style="list-style-type: none"> i. the local representation office of the IOs in the country in question participates in the project, AND ii. it is this local representation office which will implement the project activities. 			



			Organizations without any partners from the other sides of the border are not eligible. Actions can be bilateral or trilateral. At least one organisation from Romania and one organisation from Ukraine or/and Republic of Moldova must participate in the project. Actions involving a trilateral partnership (Romania-Ukraine-Republic of Moldova) will be better scored during the evaluation.	
IV. Eligibility of actions	Call	Location	Type of projects	
	C1	Programme area	The nature of the projects may be of three kinds: - Integrated projects, where partners carry out part of the activities of the joint project for their respective side of the border; - Symmetrical projects, where similar activities are carried out in parallel on each side of the border; - Simple projects with a cross-border effect, taking place mainly or entirely on one side of the border but for the benefit of all or some of the partners involved in the Programme on each side of the border.	
	C2			
	Call	Duration	Cross-border dimension	
	C1	P.1 P.2	Min. 12 – Max. 24 months (Investment projects: Max. 36 months)	Evaluation grid CN: 1. Relevance of the action (Does the project really fulfil the criteria of being a cross-border project?)
		P.3	Min. 6 – Max. 18 months	
C2	P.1 P.2	Min. 12 – Max. 24 months	The programme is looking to select proposals which can demonstrate they have a genuine long term cross border impact on the targeted area, and on the programme area at large, and benefits for each side of the border. As pre-conditions to demonstrate the cross-border impact of the proposal, at least two of the following criteria should be pursued by the applicant and its partners: -joint project development, -joint project implementation, -joint staffing, -joint financing.	
	P.3	Min. 6 – Max. 18 months	Evaluation grid CN: Relevance of the action (Does the project really fulfil the criteria of being a cross-border project?)	



➤ *Timeline calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	01/07/2009	28/10/2009	N/A	11/11/2011	23	15
Call 2	14/11/2011	30/01/2012	N/A	N/A	17	9

➤ *Allocation*

	Programme		
	EU funding (Programme)	Project contribution (Programme)	Original Programme Allocation
	(€m)	(€m)	(€m)
Priority 1	57.1	5.8	62.8
Priority 2	44.4	4.5	48.8
Priority 3	12.7	1.3	14
Technical assistance	12.7	0	12.7
TOTAL	126.8	11.5	138.2

Source: programme data

➤ *Contracting and disbursement*

- All funding

	Original Programme Allocation	Total (Contracted)	Total (Disbursed)
	(€m)	(€m)	(€m)
Priority 1	62.8	86.2	56.4
Priority 2	48.8	49.7	42
Priority 3	14	12	10.3
Technical assistance	12.7	10.5	7.1
TOTAL	138.2	158.3	115.7

Source: JMA programme data (April 2017)

- EU funding

	EU funding (Programme)	EU funding (Contracted)	% EU allocation (contr.)	EU funding (Disbursed)	% EU allocation (disb.)
	(€m)	(€m)		(€m)	
Priority 1	57.1	59.6	104%	50.7	89%
Priority 2	44.4	44.5	100%	37.8	85%
Priority 3	12.7	10.7	84%	9.3	73%
Technical assistance	12.7	10.5	82%	7.1	56%
TOTAL	126.8	125.2	99%	104.9	83%

Source: JMA programme data (April 2017)

➤ *Standard projects*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
		(€m)		(€m)	
Priority 1	543	647.4	31	35.0	50%
Priority 2	326	466.0	17	25.0	35%
Priority 3	631	78.5	85	10.7	15%



TOTAL	1,500	1,191.8	133	70.6	100%
--------------	--------------	----------------	------------	-------------	-------------

Source: JMA programme data (April 2017)

➤ *Large scale projects*

Name	Location	Sector	Number of partners	Budget (€m)	EU funding contracted (€m)	Total amount of EU funds spent ⁶³ (€m)
The prevention and protection against floods in the upper Siret and Prut River Basins, through the implementation of a modern monitoring system with automatic stations –EAST AVERT		Disaster and risk management	8	9.3	8.3	7.2
Cross-border Infrastructure (communication infrastructure between Romania and Republic of Moldova)	Poland/ Ukraine	IT & connectivity	4	5.3	4.7	1.4
Development of Border Infrastructure between Ukraine and Romania (Reconstruction of Krasnoilsk and Diakivtsi Border Crossing Points)	Poland	Border management	3	3.9	3.5	0
Feasibility Study on Synchronous Interconnection of Ukrainian and Molodvan Power Systems to ENTSO-E Continental European Power System	Poland/ Belarus	Transport & energy infrastructures	3	7.1	6.4	5.8
IMPEFO- IMprovement of Cross-border cooperation between Moldova and Romania on PEtroleum and FOOd Products	Belarus	Governance	2	3.5	3.1	2.8
Improvement the response capacity of mobile emergency service for resuscitation and extrication SMURD through a joint integrated system for efficient monitoring and disaster consequences mitigation, in regard to population in the common boundaries Romania, Ukraine and Republic of Moldova	Romania/Moldova	Healthcare	3	6.7	6.1	5.5
Interconnection gas pipeline between the natural gas transmission system in Romania and the natural gas transmission system of the	Poland/ Ukraine	Transport & energy infrastructures	2	26.5	7	6.3

⁶³ Based on approved interim and final narrative and financial reports



Republic of Moldova on the Iasi (Romania) -Ungheni (Moldova) direction						
Inventory, Assessment and Remediation of Anthropologic Sources of Pollution in the Lower Danube Region of Ukraine, Romania and Republic of Moldova	Poland/ Ukraine	Solid waste management	7	5.9	5.2	3.3
Total			32	68.2	44.3	32.3

Source: project data

➤ Sector analysis

- Overall

	Type	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent ⁶⁴ (€m)
Economic development	Standard	37	28.7	25%	20.9
	LSP	4	21.2	18%	16.2
	TOTAL	41	49.8	43%	37.0
Environment	Standard	23	28.1	24%	22.7
	LSP	2	13.5	12%	10.4
	TOTAL	25	41.6	36%	33.0
Social development	Standard	67	13.3	12%	10.4
	LSP	1	6.1	5%	5.5
	TOTAL	68	19.3	17%	15.8
Security	Standard	5	0.7	1%	0.6
	LSP	1	3.5	3%	0.0
	TOTAL	6	4.2	4%	0.6
GRAND TOTAL		140	114.7	100%	86.3

Source: JMA project data, April 2017

- Economic development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Entrepreneurship and SME development	7	4.3	9%	2.9
Governance	10	4.4	9%	3.9
IT & connectivity	4	5.1	10%	1.7
Rural livelihoods and agriculture	5	5.8	12%	4.0
Tourism	9	10.5	21%	6.8
Transport & energy infrastructures	6	20.0	40%	18.1
TOTAL	41	49.8	100%	37

Source: JMA project data, April 2017

⁶⁴ Based on approved interim and final reports



- Environment

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Awareness raising, education and capacity building	4	3.7	9%	3.0
Disaster management	3	10.5	25%	8.7
Energy efficiency	1	0.7	2%	0.7
Nature preservation and promotion	5	7.8	19%	6.5
Solid waste management	9	15.0	36%	10.8
Water management	3	4.0	10%	3.6
TOTAL	25	41.6	100%	33

Source: JMA project data, April 2017

- Social development

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Children and youth	7	1.2	6%	1.1
Civil society development	3	0.5	2%	0.4
Culture exchange	28	5.7	29%	4.4
Education and training	9	1.0	5%	0.9
Employment promotion	3	0.7	3%	0.5
Healthcare	13	9.8	50%	8.2
Social inclusion	5	0.7	3%	0.7
TOTAL	68	19.3	100%	15.8

Source: JMA project data, April 2017

- Security

Sector	Number of projects	EU funding (project) (€m)	As % of total	Total amount of EU funds spent (€m)
Border management	1	3.5	85%	0.0
Prevention of and fight against organised crime	5	0.7	15%	0.6
TOTAL	6	4.2	100%	0.6

Source: JMA project data, April 2017

➤ Participation- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested (€m)	As % of total	EU funding granted (€m)	As % of total	EU funding spent (€m)	As % of total
RO	633.7	53%	63	55%	51.6	60%



MD	392.7	33%	29.3	25%	24.1	28%
UA	165.5	14%	22.6	20%	10.6	12%
TOTAL	1,191.8	100%	114.7	100%	86.3	100%

Source: JMA data (participation level)

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
RO	889	59%	85	61%
MD	390	26%	30	21%
UA	221	15%	25	18%
TOTAL	1500	100%	140	100%

Source: JMA data (participation level)

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
RO	1,304	33%	117	33%
MD	1,491	38%	127	36%
UA	1,133	29%	107	30%
TOTAL	3,928	100%	351	100%

Source: JMA data (participation level)

- Type of organisation

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	36	25.7%	60	17.0%
International organisations	-	-	-	-
Local and regional authorities	48	34.3%	105	29.8%
National authorities	4	2.9%	9	2.6%
Non state actors	52	37.1%	178	50.6%
Private companies and businesses	-	-	-	-
Not specified	-	-	-	-
TOTAL	140	100%	352	100%

Source: JMA project data

➤ *Indicator measurements (Annual Implementation Report)*

- Result indicators

	Name	Target	Achieved	Achieved as % of target
Programme	# of projects having positive influence on environment and sustainable development	60	24	40%
	# of projects targeting disadvantaged groups or having positive influence on gender equality	60	36	60%
	# of projects promoting balanced spatial development of the Programme area* *creating sustainable and official co-operative networks and systems	20	40	200%



Priority 1	# of projects fostering locally based activities	10	5	50%
	# of projects stimulating cross border cooperation between universities, research institutes and business/ local authorities	10	12	120%
	# of projects developing cross border training services for employment in connection with the market needs	10	5	50%
	# of projects with recognized support to modernization of agriculture and joint production	10	3	30%
	# of projects supporting the development of permanent joint products in the area of tourism	10	5	50%
	# of projects clearly influencing the field of transport, border crossing infrastructure and energy networks and increased electricity interconnection	10	7	70%
Priority 2	# of projects dealing with water supply and waste management	10	3	30%
	# of projects supporting fighting soil erosion, including forestry management and environmental stewardship	5	2	40%
	# of cross border projects involving institutions/ professional associations activating in emergency systems	10	2	20%
	# of projects developing joint solutions for environmental issues	10	6	60%
Priority 3	# of projects supporting common planning initiatives, exchange of experience, cooperation networks	10	57	570%
	# of projects creating permanent social and cultural exchanges	30	38	127%
	# of projects fighting against organized crime, people trafficking in the border area	5	14	280%
	# of projects creating activities for young population in the area	10	45	450%

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	# of SME's benefitting from business facilities	300	266	89%
	# of partnerships between universities, research institutes and business/local authorities	10	44	440%
	# of people graduation training courses	3000	563	19%
	# of tools/ methods/ model solutions developed/ tested aiming at modernizing agriculture	20	12	60%
	# of joint integrated tourism products created		5	N/A
	# of tools/ methods/ solutions developed/ tested aiming at increase of capacity and or interoperability of different transport and energy networks	10	6	60%
Priority 2	# of water and waste technologies jointly implemented in the border area	15	2	13%
	# of tools/ methods/ solutions/ networks developed/ tested for fighting soil erosion	10	2	20%
	# of tools/ methods/ solutions/ networks contributing to risk prevention and early warning and emergency response	10	2	20%
	# of collaborations established on common problems of environmental protection	15	6	40%
Priority 3	# of bodies involved in cooperation initiatives	30	251	837%
	# of joint cultural events/ networks promoting regional CBC identity, including awareness campaigns for environmental protection in the area	40	88	220%
	# of trainings/ meetings for professionals	20	48	240%
	# of information campaigns for citizens and rehabilitation courses for victims of people trafficking	30	31	103%
	# of exchanges and joint events for young people	30	246	820%
	#of trainings/ meetings for professionals	30	161	537%



➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (Dec 2011)	1	Development of the Network of Festive Tourism in Bukovyna (Chernivtsi region, Ukraine, Suceava county, Romania)	Tourism
	2	Common traditional patrimony - European perspective	Cultural Exchange
	3	The folkloric monograph of the Ukrainians from Suceava County and of Romanians from Cernauti Region	Cultural Exchange
	4	Get Informed in Time: Human Trafficking Exists	Prevention and fight against organized crime
	5	Together for Children	Children and Youth
	6	Joining nature and culture through outdoor activities in the border area	Children and Youth
	7	Cross-Border Networking for Organic Agriculture	Rural livelihoods
	8	Cross border educational exchanges in European Studies - favorable framework in the diminishing of the border effects at the eastern frontier of the EU CEDES	Education and Training
	9	Identify the value!	Social inclusion
	10	Cross-border cooperation initiatives regarding mental health of teenagers in the neighbourhood area of Romania - Republic of Moldova – SMADO	Children and Youth
	11	JOP ENPI CBC Romania-Ukraine-Moldova	All
Mission 2 (Fev 2013)	1	JOP ENPI CBC Romania-Ukraine-Moldova	All
	2	Medieval jewelleries: Khotyn, Soroca, Suceava Mejekss	Tourism
	3	Labour Mediation Centre 'We believe in a new opportunity'	Employment promotion
	4	Supporting Centre for Cross-Border Business Environment-Training, Exhibition and Symposium	Entrepreneurship and SME development
	5	The International Student Center for Recreation and Tourism: The Way to Healthy Nation (ISCRT)	Tourism
	6	Internet– Internationalization and Networking of smes and Business Support Structures in the Cross Border Area	Entrepreneurship and SME development
	7	Creation of Favorable Investment Climate in Border Regions of Ukraine and Romania	Entrepreneurship and SME development
	8	Cross-Border Improvement of Solid Municipal Waste Management in Republic of Moldova, Romania and Ukraine	Solid waste management
	9	Transagropolis - transfrontier agribusiness support	Rural livelihoods
	10	Modernisation of county road 175 suceava county	Transport
	11	Historical and ethnographic heritage - part of the sustainable development of tourism in bukovina (heritage)	Tourism
	12	Lead your way to business	Entrepreneurship and SME development
	13	Quality Infrastructure for Botosani County (RO) - Herta District (UA) Border Area	Transport
	14	Improvement of the transport infrastructure between Botosani County and Cernauti Region: Modernisation by concrete casting of cross-border township roads Candesti Township – Botosani (Romania)	Transport
	15	Resources pilot for cross border preservation of the aquatic biodiversity of Prut River	Nature preservation and promotion
	16	Development of water management in the Tuluțești commune, Galati County and Sireți commune, Strășeni district	Water management
Mission 3 (Dec 2013)	1	JOP ENPI CBC Romania-Ukraine-Moldova	All
	2	The International Student Center for Recreation and Tourism: The Way to Healthy Nation (ISCRT)	Cultural Exchange



	3	Supporting Centre for Cross Border Business Environment - Training, Exhibition and Symposium	Entrepreneurship and SME development
	4	IMPEFO – improvement of cross – border cooperation between Moldova and Romania on petroleum and food Products	Governance
	5	Improvement the response capacity of Mobile Emergency Service for Resuscitation and Extrication (SMURD) through a joint integrated system for efficient monitoring and disaster consequences mitigation, in regard to population in the common boundaries Romania, Ukraine and Republic of Moldova	Disaster Management
	6	Interconnection Gas Pipeline between the Natural Gas Transmission System of Romania and the Natural Gas Transmission System of the Republic of Moldova on the Iasi (Romania) – Ungheni (Moldova) Direction.	Energy efficiency
	7	Inventory, Assessment and Remediation of Anthropogenic Sources of Pollution in the Lower Danube Region of Ukraine, Romania and the Republic of Moldova	Water management
	8	Historical and ethnographic heritage - part of the sustainable development of tourism in Bukovina (HERITAGE)	Tourism
	9	Increase of life activity safety in the valley of the river Prut	Disaster Management
	10	Medieval jewellery: Khotyn, Soroca, Suceava, Melekess	Tourism
	11	Resources pilot for cross border preservation of the aquatic biodiversity of Prut River	Nature preservation and promotion
Mission 4 (Avr 2015)	1	JOP ENPI CBC Romania-Ukraine-Republic of Moldova 2007 – 2013	All
	2	The prevention and protection against floods in the upper Siret and Prut River Basins, through the implementation of a modern monitoring system with automatic stations – EAST AVERT	Disaster Management
	3	Cross border infrastructure (Communication infrastructure between Romania and the Republic of Moldova)	IT and connectivity
	4	Development of border infrastructure between Ukraine and Romania (Reconstruction of Krasnoilsk and Diakivtsi border crossing points)	Border management
	5	Promoting sustainable production and implementation of good practices in the bovine farms from Romania, the Republic of Moldova and Ukraine cross-border region	Rural livelihoods
	6	ECO-CARPATHIANS- Eco-Business Development in Border Carpathians as Chance for Better Economic Competitiveness	Entrepreneurship and SME development
	7	Cross-border interdisciplinary cooperation for the prevention of natural disasters and mitigation of environmental pollution in Lower Danube Euroregion	Disaster Management
	8	Development of the agriculture sector through creation of an agricultural cross-border network	Rural livelihoods
	9	Not for Sale - Say Stop to the Human Trafficking	Prevention and fight against organized crime
	10	Cross- Border Ecological Agriculture Network “ecoagrinet 2”	Rural livelihoods
	11	Feasibility Study on Synchronous Interconnection of Ukrainian and Moldovan Power Systems to ENTSO-E Continental European Power System	Energy efficiency

- Gradings

Mission	Mission 1 (Dec 2011)										
	1	2	3	4	5	6	7	8	9	10	11
Projects											
Relevance and quality of design	B	B	C	B	A	B	B	B	B	B	B
Efficiency of implementation	A	B	B	B	B	A	B	B	B	C	B
Effectiveness to date	B	B	C	B	A	A	B	B	B	B	B
Impact prospects	B	B	C	B	B	B	B	B	B	B	B
Potential sustainability	A	B	C	B	B	B	B	C	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.



Mission	Mission 2 (Fev 2013)															
Projects	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Relevance and quality of design	C	B	B	B	A	A	B	B	B	C	B	A	B	C	B	B
Efficiency of implementation	C	C	B	B	B	B	B	B	B	B	B	B	B	C	C	C
Effectiveness to date	B	B	B	B	B	B	B	B	B	C	B	B	B	C	C	C
Impact prospects	B	B	B	B	B	B	B	B	B	C	B	B	C	C	B	B
Potential sustainability	B	B	B	B	B	B	B	B	A	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

Mission	Mission 3 (Dec 2013)										
Projects	1	2	3	4	5	6	7	8	9	10	11
Relevance and quality of design	B	B	B	B	B	B	B	B	B	B	A
Efficiency of implementation	C	C	C	C	B	B	C	C	B	C	B
Effectiveness to date	B	D	D	B	B	B	C	C	B	C	B
Impact prospects	C	B	B	B	C	B	B	B	B	B	A
Potential sustainability	B	B	B	B	B	C	C	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

Mission	Mission 4 (Avril 2015)										
Projects	1	2	3	4	5	6	7	8	9	10	11
Relevance and quality of design	A	C	B	B	B	B	B	B	B	A	C
Efficiency of implementation	B	C	C	C	B	B	B	C	B	B	C
Effectiveness to date	B	B	C	C	B	B	B	D	A	A	B
Impact prospects	B	B	C	C	B	B	B	C	A	B	B
Potential sustainability	B	B	B	B	B	B	B	C	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ Summary of JOP monitoring report

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance and quality of design: All projects but one of the projects are relevant and respond to the identified needs of target groups. In most of the reviewed projects the intervention logic is holding true and there was no need to revise the design. Efficiency: Resources (human, technical and financial) are available in all reviewed projects for the efficient implementation of activities. Despite projects under the first Call were all launched after significant delays due to their selection process, contracting was efficient, and all projects had a quick start, excepted construction activities, subjected to seasonal character. Effectiveness: Projects are likely to contribute to the achievement of Priorities' specific objectives. The OVIs identified for Priorities 1 and 2 are realistic and the first Call has already contributed to their achievement. The program's effectiveness is facilitated by excellent support provided by GIZ and the JTS branch offices. Sustainability: Most of projects results are embedded in local institutions and partners already assume a part of the costs after the project end. The level of ownership is also high among all local and institutional structures. 	<ul style="list-style-type: none"> To assess the likely length of delay in implementation of activities in each project with investment components to determine the likely additional time required in an extension. To co-ordinate closer support with partner governments' policies and implementation plans. To consider publication of best practices of CBC projects implementation addressing often arising issues such as legislation, tender procedure, financial accounting practices.



	<ul style="list-style-type: none"> • Impact: No impact is apparent to date as all reviewed projects are at the early stage of implementation. However, all reports comment on the prospects for a positive impact both at regional and cross-border levels. 	
2	<ul style="list-style-type: none"> • Relevance and quality of design: Currently, the programme is still fully responding to needs of target groups. The individual projects have different target groups. All ten projects monitored are still relevant and responding to the needs of the target groups. • Efficiency: Underspending clearly demonstrates a delay in the programme implementation. Internal procedures are too complicated and slow, resulting in many cases in the inefficiency of functioning of the established management JOP structures. • Effectiveness: All monitored projects are on track to achieve their Project Purposes (specific objectives). No unplanned negative effects have been identified at both programme and project levels. • Impact: There are no unplanned positive or negative impacts identified to date both at the programme and project levels. The JOP is likely to contribute to achievement of its Overall Objective (OO) through related contribution of all individual projects. • Sustainability: The JOP has a good level of ownership. Partners of all projects monitored are ready to continue services and benefit flow after the project/programme end. Results of projects will be accessible to all target groups and final beneficiaries. However, some projects do not have any clear exit or sustainability strategies. 	<ul style="list-style-type: none"> • JMA/JTS shall simplify internal procedures and make monitoring more result-oriented; • JTS Branch Offices shall be more active regarding on-site project monitoring and programme promotion, information and communication while building on a renewed JOP website; • JMA/JTS shall ensure the public procurement procedures are in line with the EU Directive on Public Procurement, especially when it comes to the publication of tender documents in all EU languages
4	<ul style="list-style-type: none"> • Relevance and quality of design: The design, approach and substantial involvement of the Programme in projects addressing needs at regional and local level is resulting in increased relevance. Relevance is also confirmed by the full alignment with relevant strategies and strategic development programmes. The Programme remains thus highly relevant despite the decision leading to its future break-up into two bi-lateral interventions. • Efficiency: The high number of completed and closed projects would suggest high efficiency and effectiveness of management at both the Programme and projects levels. However, the JOP is also perceived as overly bureaucratic and not sufficiently result-oriented. Programme implementation has been significantly delayed in its early stages. The Programme has successfully managed to avoid an end-heavy schedule of project completions. • Effectiveness: The current level of progress in activities in projects confirms that both the majority of planned operational outcomes of the Programme and targets defined for SOs will be achieved. In general, good results at individual grant project level bode well for the overall performance of the Programme although it is clear there are implementation risks related to specific projects • Impact: <ul style="list-style-type: none"> • There are good prospects that after the completion of the Programme, the cooperation between local, municipal and regional authorities on cross-border issues under Priorities (and beyond) will be stronger, not only common challenges in the area but it will also promote people-to-people cooperation. • Sustainability: There are good chances that many project partners will continue cooperation after the Programme. In turn, this will generate results which will continue to deliver benefits after the interventions are completed. Plans for such durable and continuous economic, social and ecological benefits were developed by many funded interventions. 	<p>In particular, the following actions are recommended to JMA/JTS:</p> <ul style="list-style-type: none"> • Proactive support/facilitating actions by JTS Offices and JMA leading to completion of interventions according to the current schedule; • Full mobilisation of the implementation environment leading to maximisation of results delivery, absorption of the Programme funds and removal of any obstacles in implementation; • Prompt re-contracting of the JTS Branch Offices with maximum engagement and support to project implementation and capacity building in the final stages is advised • Regular maintenance and updates of the Programme website.



ENPI 2007-2013 CBC SOUTH EAST FINLAND RUSSIA

Programme fiche

1. CONTEXT

➤ Programme areas

	Eligible areas	Other ENPI CBC programmes	Interreg programmes
FI	South-Savo	BSR	Central Baltic
	South Karelia		
	Kymenlaakso		
RU	St. Petersburg	KAR + KOL + EE-LV-RU	
	Leningrad region		
	Adjacent	Other ENPI CBC programmes	Interreg programmes
FI	Uusimaa	BSR	Central Baltic
	Päijät-Häme		
	North-Savo		
RU	Republic of Karelia	KAR + KOL	

➤ Map



➤ *Characteristics of border areas*

	Surface (thou. km ²)	As % of total	Total country surface (thou. km ²)	As % of total country surface	Border length (km)	International border crossing points
FI	32	25.4%	338.4	9%		Vaalimaa Vainikkala Imatra Niirala
RU	85,9	74.6%	17,098.2	1%		
TOTAL	126	100%	18,273.1	9%	300	4
	Population (thou. 2004- 2005)*	As % of total	Population density (Number inhabitant per km)	Total country population (thou. 2005)	Annual GDP, EUR (per head, 2004-2006)	
FI	500	7.6%	15,6	5,250	22,258	
RU	6100	92.4%	71,0	143,620	4,000	
TOTAL	6600	100%	-	148,870	-	

➤ *Challenges and opportunities*

Table 19: Source - ENPI 2007-2013 CBC Programme

	Challenges	Opportunities
Demography	<ul style="list-style-type: none"> - Declining population (FI) - High mortality rate (RU) - High immigration among the young and educated 	<ul style="list-style-type: none"> - Slight increase in population figures (RU)
Labour market	<ul style="list-style-type: none"> - High unemployment in FI (11%, 2006) combined with shortage of skilled workers - Language barriers reduces cross-border contacts 	<ul style="list-style-type: none"> - Low unemployment and competitive labour force (RU) - Higher education and research centres in RU but also FI with already existing cooperation links
Economy	<ul style="list-style-type: none"> - Obsolete industrial facilities (RU) - Low competitiveness of core industries (RU) - Dependence on wood processing industries (FI) - Knowledge of cross-border business cooperation limited (RU) - Low investment into RDI and excessive government regulations (RU) - Lack of competitiveness in tourism sector (RU) (high prices and lack of middle-class tourism facilities) - Border infrastructure and road networks inadequate given increased trade volumes/traffic - Lengthy custom procedures 	<ul style="list-style-type: none"> - Major growth centre and network hub (RU) centred on shipbuilding, electronics, defence, energy and machine engineering (St Petersburg) and on chemical and petrochemical, forestry & wood processing and construction (Leningrad oblast) with Primorsk the largest oil transportation port in RU. - Vibrant but fragile SME sector on both sides of the border - Proximity to EU markets acting as a magnet for FDIs (RU) - Complementarity between FI and RU economies (raw materials, competitive labour force in RU vs. technology and capital in FI) - High share of Russian tourists in total visits to FI eligible areas - Increase trade volume/traffic between EU and RU - Major east-west transport corridors crossing through the programme area
Environment	<ul style="list-style-type: none"> - Low share of renewable energies - Increasing traffic and harbour operations putting a strain on environment with increased risks of disasters (wild fires, oil spills) - Non-treatment of waste waters (RU) and lack of environmentally clean waste disposal 	<ul style="list-style-type: none"> - Vast forests (timber) - Four national parks (FI) - FI expertise in waste management - EU legal framework and initiatives for promoting environment protection
Social	<ul style="list-style-type: none"> - High prevalence of tuberculosis (RU) and diseases connected to unhealthy lifestyles 	<ul style="list-style-type: none"> -



PROGRAMME

➤ Intervention logic

Overall objective	Priorities	Objectives	Measures
To promote the position of the programme area as an integrated economic zone and a centre for transportation and logistics in order to strengthen its competitiveness and attractiveness to investors, and to improve the state of the environment and the standard of living and welfare of its citizens.	4. Economic development	3.3. To foster socioeconomic development and to encourage business and entrepreneurship	N/A
	5. Common challenges: border crossing and the environment	3.4. To improve access to the region	
	6. Social development and civil society	3.5. To develop the operation and networking of universities and other similar units in their areas of expertise	
		3.6. To promote regional energy cooperation	
		3.7. To develop region's potential for tourism	
		3.8. To promote the preconditions for effective entrepreneurship and the creation of various kinds of accompanying businesses in rural areas	
		4.1. To increase the efficiency and security of borders	
		4.2. To protect and to improve the quality of the natural environment in the border regions	
		5.1. To enhance Russian and Finnish cultures through collaboration by various NGOs and cultural institutions	
		5.2. To boost the exchange of information and research cooperation in social welfare and health care	

➤ ENPI strategy coverage

ENPI strategy	Priority 1	Priority 2	Priority 3
Economic and social development	x		X
Common challenges		X	
Secure and efficient borders		X	
People to people			X

➤ Governance

Composition		Responsibilities
JMC	<ul style="list-style-type: none"> - Two central government level representatives and four regional representatives from each participating country - EC observer 	<ul style="list-style-type: none"> - Strategic management and monitoring
JSC	<ul style="list-style-type: none"> - Equal number of members from each participating country 	<ul style="list-style-type: none"> - Appointed by JMC - provides the JMC with recommendations for project approval based on scoring from external assessors
JMA	<ul style="list-style-type: none"> - Regional Council of South Karelia, Lappeenranta (FI) - 2 units (operational and financial) 	<ul style="list-style-type: none"> - Overall responsibility for managing and implementing the joint operational programme
JMA branch offices	<ul style="list-style-type: none"> - St Petersburg (RU) 	<ul style="list-style-type: none"> - Branch offices supports JMA in implementing calls for proposals including coordination and information dissemination to potential applicants - Vadsø (NO) also responsible for operational and financial tasks related to NO funding



Line ministries	- Ministry for Foreign Affairs (FI) - Ministry of Regional Development/Ministry for Foreign Affairs (RU)	- Official programme communication
Coordinating body	- Regional Council of South Karelia (FI) - St Petersburg and the Leningrad region (RU)	- Consult the different regional bodies and authorities in the Programme and adjacent areas

Implementation

➤ *Timeframe*

EC programme adoption	19/12/2008
FA ratification (RU)	18/11/09
First call for proposals	18/01/2010
First contract signed	17/03/2011
Last contract signed	01/03/2013
End of implementation phase for projects	31/12/2015
End of implementation phase for technical assistance	31/12/2017
End of execution period	31/12/2017
Average project duration (months)	0
N° of ongoing projects (April 2017)	0



➤ Overview of calls for proposals

TITLE	Call	Type	Title		Deadline for submission		
	C1	Open	SOUTH-EAST FINLAND – RUSSIA ENPI CBC PROGRAMME 2007-2013		23 April 2010		
	C2				15 April 2011		
	C3				16 December 2011		
I. Objectives and priority issues	Call	Objectives	Priorities	Measures			
	C1	<i>As per programme</i>					
	C2						
	C3						
II. Financial allocations	Call	Total budget	Breakdown per priority	Min-Max size	EU co-financing		
	C1	€15m	N/A	Min. €0.05m	Max. 90% - [Partner's co-financing: Min. 30% (P1), 20% (P2 &3)]		
		€15m		Min. €0.05m – Max. €3m	P1	Max. 70% (unless investment max. 80%)	
	C2				P2	Max. 80%	
				P3			
		€5.8m	Min. €0.05m – Max. €1m	P1	Max. 70% (unless investment max. 80%)		
	C3			P2	Max. 80%		
			P3				
III. Eligibility of applicants and partners	Call	Applicant	Partner	Partnership			
	C1	In order to be eligible for a grant, Applicants (Lead Partners) must: be legal persons and be registered in Finland or Russia and be organisations foreseen by article 14 of the ENPI Regulation such as: national, regional or local public authorities or organisations, municipalities, joint municipal boards, public utility companies, chambers of commerce, organisations and associations, universities and higher education institutions, research institutes, and private companies and networks made up of these.			Every project financed from the Programme must include as a minimum one partner from eligible regions in Finland and one partner from the eligible regions in Russian Federation.		
	C2						
	C3						
IV. Eligibility of actions	Call	Location	Type of projects				
	C1	<i>Programme area</i>	<ul style="list-style-type: none"> - Project proposals must contribute directly to one of the specific thematic priorities of the Programme. - Proposed actions should build, as far as possible, on previous activities/achievements financed under the South-East Finland – Russia INTERREG III A/Neighbourhood Programme 2000 – 2006 as well as on the experience gained through it. 				
	C2						
	C3						
	Call	Duration	Cross-border dimension				
	C1	Max. 36 months	Evaluation grid: 1. Justification/Relevance of the Action 2.2-The proposal promotes cross-border cooperation and has impact on development of the border regions (change of experience, new practices, creation of networks) – 5 points				
	C2						
C3	Max. 24 months						



➤ *Timeline of calls for proposals*

	Launch	Submission deadline for Concept Note	Submission full application	Award (incl. EC approval if applying)	N° months from launch to award	N° months from award to last contract signed
Call 1	23/04/2010	N/A	N/A	12/11/2010	9	7
Call 2	15/04/2011	N/A	N/A	26/08/2011	7	7
Call 3	16/12/2011	N/A	N/A	23/03/2012	6	11

➤ *Allocation*

	Original programme (without RU funding)			JMA programme data, April 2017 (including RU funding)			
	EU funding	Project contribution	Total	EU funding	Project contribution	National funding (RU+FI)	Total
	(€m)	(€m)	(€m)	(€m)	(€m)	(€m)	(€m)
Priority 1	14.5	6.4	20.9	6.4	3.9	6.4	16.6
Priority 2	12.7	5.7	18.4	23.8	9.9	25.3	58.9
Priority 3	5.5	2.5	7.9	2.5	1	2.5	6
Technical assistance	3.7	3.7	7.3	3.7	0	2	5.7
TOTAL	36.2	18.1	54.3	36.2	14.7	36.1	87

➤ *Contracting and disbursement*

- All funding (JMA programme data, April 2017)

	Allocated	Contracted	Disbursed
Priority 1	16.6	18.5	16.3
Priority 2	58.9	61.5	56.8
Priority 3	6	6.5	6
Technical assistance	5.7	5.7	4.7
TOTAL	87	92	83.6

- EU funding (JMA programme data, April 2017)

	Original programme allocation	Contracted	% of allocated	Disbursed	% of allocated
Priority 1	14.5	6.5	44%	5.7	39%
Priority 2	12.7	23.8	188%	22	173%
Priority 3	5.5	2.6	47%	2.4	44%
Technical assistance	3.7	3.7	100%	2.5	69%
TOTAL	36.2	36.4	101%	32.5	90%



➤ *Standard project*

	Number of applications	EU funding Requested	Number of contracts	EU funding Contracted	% of total
Priority 1	50	N/A	21	6.5	44%
Priority 2	42	N/A	18	5.7	39%
Priority 3	37	N/A	8	2.6	18%
TOTAL	129	N/A	47	14.7	100%

Source: JMA programme data, April 2017

➤ *Large scale projects (EU funding)*

Name	Location	Sector	Number of partners	Budget (LSP)	EU funding (LSP)	Total amount of EU funds spent (LSP)
Imatra Border Crossing Development	Kymenlaakso, South Savo, South Karelia, St. Petersburg, Leningrad region	Border management		€m 14.0	€m 5.6	€m 5.6
Nuijamaa Border Crossing Development	Kymenlaakso, South Savo, South Karelia, St. Petersburg, Leningrad region	Border management		€m 3.0	€m 1.2	€m 1.1
Vainikkala - Simola Road Rehabilitation	Kymenlaakso, South Savo, South Karelia, St. Petersburg, Leningrad region	Transport		€m 6.8	€m 2.2	€m 2.1
Reconstruction of Ikhala-Raivio-State Border Automobile Road, km 14 – km 28	South Karelia, Republic of Karelia	Transport		€m 4.0	€m 1.6	€m 1.6
Development of the Imatra-Svetogorsk International Automobile Cross-Border Point and its approach roads (Completion of reconstruction of the bridge across the Storozhevaya river at the Vyborg-Svetogorsk road)	South Karelia, St. Petersburg, Leningrad region	Transport		€m 7.6	€m 3.0	€m 3.0
Nuijamaa Border Crossing Development II	Kymenlaakso, South Savo, South Karelia, St. Petersburg, Leningrad region	Border management		€m 1.1	€m 0.1	€m 0.1
Reconstruction of the Automobile BCP Svetogorsk	Kymenlaakso, South Savo, South Karelia, Leningrad region	Border management		€m 9.5	€m 3.8	€m 2.9
Improvement of the Vyborg - Lappeenranta road	Kymenlaakso, South Savo, South Karelia, St. Petersburg, Leningrad region	Transport		€m 2.5	€m 0.6	€m 0.6
Total				€m 48.5	€m 18.1	€m 16.9

Source: JMA programme data, April 2017



➤ **Sector analysis**- **Overall**

	Type	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Economic development	Grant	n.a	n.a	n.a	n.a
	LSP	n.a	n.a	n.a	n.a
	TOTAL	26	14.0	43%	13.2
Environment	Grant	n.a	n.a	n.a	n.a
	LSP	n.a	n.a	n.a	n.a
	TOTAL	16	5.4	16%	4.6
Social development	Grant	n.a	n.a	n.a	n.a
	LSP	n.a	n.a	n.a	n.a
	TOTAL	9	2.9	9%	2.7
Security	Grant	n.a	n.a	n.a	n.a
	LSP	n.a	n.a	n.a	n.a
	TOTAL	4	10.7	32%	9.7
GRAND TOTAL		55	32.8	100%	30.0

Source: JMA project data, April 2017

- **Economic development**

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Entrepreneurship and SME development	9	3.1	22%	2.8
Governance	1	0.1	0%	0.1
IT and connectivity	1	0.6	4%	0.6
Rural livelihoods	5	0.9	6%	0.8
Tourism	1	0.6	4%	0.5
Transport	7	8.4	60%	8.2
TOTAL	26	14	100%	13.2

Source: JMA project data, April 2017

- **Environment**

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Awareness raising, education and capacity building	3	1.3	23%	1.1
Disaster management	3	1.2	22%	1.0
Energy efficiency	3	0.9	15%	0.8
Nature preservation and promotion	2	0.8	14%	0.7
Solid waste management	2	0.6	11%	0.5
Water management	3	0.8	15%	0.7
TOTAL	16	5.4	100%	4.6

Source: JMA project data, April 2017



- Social development

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Civil society development	0	0	0%	0
Cultural exchange	0	0	0%	0
Education and training	3	0.9	29%	0.8
Employment promotion	4	1.3	42%	1.2
Healthcare	0	0	0%	0
Social inclusion	2	0.9	29%	0.9
TOTAL	9	2.9	100%	2.7

Source: JMA project data, April 2017

- Security

Sector	Number of projects	EU funding	As % of total	Total amount of EU funds spent
Border management	4	10.7	100%	9.7
Prevention of and fight against organised crime	0	0	0%	0
TOTAL	4	10.7	100%	9.7

Source: JMA project data, April 2017

➤ Participation- Funding requested, granted and spent by applicants/beneficiaries per partner country

Country	EU funding requested	As % of total	EU funding granted	As % of total	EU funding spent	As % of total
FI	N/A	0%	N/A	0%	N/A	0%
RU	N/A	0%	N/A	0%	N/A	0%
TOTAL	N/A	0%	N/A	0%	N/A	0%

- Lead partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
FI	N/A	0%	N/A	0%
RU	N/A	0%	N/A	0%
TOTAL	N/A	0%	N/A	0%

- Other partners

Country	N° in proposals submitted	As % of total	N° in proposals contracted	As % of total
FI	N/A	0%	N/A	0%
RU	N/A	0%	N/A	0%
TOTAL	N/A	0%	N/A	0%



- Type of organisations

Type of organisation	Lead partner	As % of total	Partner	As % of total
Bodies governed by public law	21	38.2%	95	40.6%
International organisations				
Local and regional authorities	6	10.9%	57	24.4%
National authorities	8	14.5%	10	4.3%
Non-state actors	15	27.3%	49	20.9%
Private companies and businesses	5	9.1%	22	9.4%
Not specified			N/A	0.0%
TOTAL	55	100%	234	100%

➤ *Indicator measurements (Programme vs. Annual Implementation Reports)*- Result indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of projects supporting entrepreneurship and having a direct effect on R&D, innovation, production development, and new technology	30	11	37%
	Number of projects developing transportation, logistics and/or communication systems	10	2	20%
	Number of projects aimed at collaboration or enhancement in the field of R&D, innovation, increasing production, and new technologies	15	5	33%
	Number of projects developing cooperation, R&D and use of renewable energy sources, energy efficiency, energy services and transfer of best practices in these fields	10	2	20%
	Number of projects aimed at collaboration in the field of tourism and creating new or improving existing products and services	15	0	0%
	Number of projects aimed at developing entrepreneurship and businesses in rural areas	8	1	13%
Priority 2	Number of projects implemented which aim to improve border efficiency and security	12	10	83%
	Number of projects addressing issues of environmental protection and joint use of natural resources	25	16	64%
Priority 3	Number of projects promoting cultural diversity and involving direct local participation of inhabitants	25	6	24%
	Number of projects enhancing cooperation in social welfare and health care services and involving direct participation of local inhabitant	15	2	13%

- Output indicators

	Name	Target	Achieved	Achieved as % of target
Priority 1	Number of innovation and technology centres involved in networking and know-how exchange	15	4	27%
	Number of permanent networks established following project activities	20	3	15%
	Number of new solutions or studies on developing transportation, logistics or communication systems	10	1	10%



	Number of partnerships contracts / agreements establishing permanent relations	10	0	0%
	Number of tools for technology transfer between universities and SMEs	10	4	40%
	Number of new solutions for the development of renewable energy	5	0	0%
	Number of solutions and tools for promotion of energy savings and energy efficiency	5	0	0%
	Number of tourist products and services created or improved which increase the regions' attractiveness for tourists	15	0	0%
	Number of partnerships contracts / agreements establishing permanent relations	10	0	0%
	Number of tools/methods/model solutions developed/tested aimed at increasing entrepreneurship and businesses in rural areas	5	1	20%
Priority 2	Number of tools/methods/model solutions developed/tested aimed at improving border efficiency and security	10	1	10%
	Number of tools/methods/model solutions developed/tested which protect environment and prevent climate change	15	1	7%
	Number of joint planning activities / initiatives	5	3	60%
Priority 3	Number of joint actions in the field of culture and education	30	2	7%
	Number of joint actions in the field of social welfare and healthcare	20	2	10%

➤ *Result-oriented monitoring*

- Monitoring missions and projects

		Project names	Sector
Mission 1 (Nov-11)	1	South-East Finland – Russia Cross Border Cooperation Programme	All
	2	Rivers and Fish – our Common Interest	Nature preservation and promotion
	3	Innovation and Business Cooperation	Entrepreneurship and SME development
	4	Two-way Railway Cargo Traffic via Imatra/Svetogorsk Border-Crossing Point	Transport
	5	Improving Social services	IT and connectivity
Mission 2 (Dec-12)	1	South-East Finland-Russia Cross Border Cooperation Programme	All
	2	Empowerment of families with children	Social inclusion
	3	Blesk	Entrepreneurship and SME development
	4	RescOp - Development of rescue operations in the Gulf of Finland	Disaster Management
	5	Castle to Castle	Tourism
	6	TOPCONS - Transboundary tool for spatial planning and conservation of the Gulf of Finland	Nature preservation and promotion
	7	Digital Sphere-A Finnish-Russian ecosystem for televisions Over Broadcast and Internet	IT and connectivity
Mission 3 (Dec-14)	1	South-East Finland - Russia ENPI CBC Programme 2007-2013	All
	2	Imatra Border Crossing Development	Border management
	3	Nuijamaa Border Crossing Development, Phase I	Border management
	4	Vainikkala-Simola Road Rehabilitation	Transport
	5	Reconstruction of the Ihala-Raivio-State border road, km 14-km 28	Transport
	6	Development of Imatra-Svetogorsk automobile BCP (reconstruction of the bridge over river Storozhevaya)	Transport
	7	The Federal Agency for the Development of the State Border Facilities of the Russian Federation (Rosgranitsa)	Border management
	8	Nuijamaa Border Crossing Development, Phase II	Border management
	9	Improvement of the Vyborg-Lappeenranta road	Transport



- Gradings

Mission	Mission 1 (Nov-11)					Mission 2 (Dec-12)							Mission 3 (Dec-14)								
Projects	1	2	3	4	5	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9
Relevance and quality of design	B	B	B	A	A	B	B	B	B	B	B	B	B	B	B	B	B	B	C	B	C
Efficiency of implementation	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	C	C	D	B	B
Effectiveness to date	A	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	C	C	D	B	C
Impact prospects	B	B	B	A	A	B	B	B	B	B	B	B	B	B	B	B	C	B	D	B	B
Potential sustainability	A	B	B	A	A	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B

A = very good; B = good; C = problems; D = serious deficiencies.

➤ *Summary of JOP monitoring reports*

Mission	Main findings	Main recommendations
1	<ul style="list-style-type: none"> Relevance and quality of design: the programme is well-designed and has an extremely high level of ownership. Efficiency: implementation proceeding well, with a few issues (presentation of financial records, VAT) requiring consideration as the basis for further action. Entry into the programme as lead partners may be harder/more costly for Russian participants than for EU ones in view of VAT imputation issues. Effectiveness: The programme demonstrates every indication that it will meet its planned results in terms of assisting or enhancing the level of cross-border cooperation between the partners. At project level there is already evidence of positive impact, although it has to be noted that the projects have only recently been launched. The programme has a high level of financial viability, subject to the capacity of the partner states and EU to make funding provisions available for the next stage of CBC. 	<ul style="list-style-type: none"> Projects funded under the programme require further guidance on the use of OVIs which, at project level, tend to be related to activities, rather than results. It is in the interests of all parties to change this situation, as otherwise the impact of the individual projects (and collectively of the programme) will be understated. Better OVIs will also help identify unplanned results and wider impact; JMA needs to review what it requires in the way of financial records from projects. All projects are audited, often more than once, so it may not be necessary for JMA to return to or check prime records as long as the audit process is properly conducted; JMA and Commission need to support MinRegion in any changes with VAT regimes, which appear to act as a brake on Russian participation; As the first tranche comes to an end in 2012, the partners need to review the programme in early 2013 with a view to applying any lessons learnt to the next round of CBC (2014-2016).
2	<ul style="list-style-type: none"> Relevance: All six projects reviewed fall into programme priorities and contribute to the objectives of ENPI CBC. Efficiency: projects are progressing towards objectives and programme is well managed. However, the fact that projects were selected by management authorities instead of external assessors may have distorted selection. Some project budgets were considerably reduced during budget negotiation at the expense of the intervention logic. Weak intervention logic may affect implementation. Issues around tax exemption and financial management by state organisations have been resolved in RU. Effectiveness: All projects progress well toward expected results. Important role of St Petersburg branch office to advise/support projects with result achievement helping to solve legal/procedural issues (see above) 	<ul style="list-style-type: none"> (1) Increase training especially for RU partners on the logical framework matrix, as a document that summarizes the main elements of the work programme and links them together, and the logical framework approach; (2) It is seen as crucial that the future Programme Document includes such tasks for the Branch office in St. Petersburg as building the capacities of potential applicants; enhancing the capacity of entities that were awarded contracts and carrying out continuous monitoring of projects' implementation; (3) Consider in the future CBC programme the use of independent assessors for evaluation of project proposals; (4) Consider increasing the size of the pre-payment (at least 20%) to ensure proper kick-off of activities; (5) Consider publishing a "best practice of CBC Projects implementation" guide for potential beneficiaries of the programme



	<ul style="list-style-type: none"> • Too early to assess project impact but lack of indicators in project logframe will make it difficult. • No concern with financial sustainability. Projects are well embedded in local structures and sustainability measures already planned in proposals. 	<ul style="list-style-type: none"> • (6) Retain the JMA's current monitoring functions in the next CBC programme; • (7) Lead organisations to prepare more detailed workplans with a list of final outputs and milestones for delivery; • (8) To consider support of investment activities in future programmes (up to 35% of budget for specialized equipment purchase/ renovation/ small scale investments).
3	<ul style="list-style-type: none"> • Two programme amendments (RU funding and eligible programme areas following FI administrative changes) • Compatibility of CBC rules with RU legislation not taken into account at programme design stage • Weaknesses with PCM methodologies at project level (confusion between outputs, results, indicators and lack of planning/coordination tools) and too little emphasis on results • JMA staff (7 in HQ + 2 in BO) overloaded • Late signature of the Financing Agreement delayed start of programme implementation. As a result, 1st call launched in Jan-10, one year after plan with first contracts signed in March-April 2011 (very long) • Internal monitoring report introduced but lead partners not clear about Project Implementation Report (PIR) • Partnership for LSP is purely formal – no real CBC • Effectiveness: targets are underachieved for all indicators. Reason: targets were defined before the decision to allocate 50% of the budget to LSP. • Weak link between project and programme indicators. • No indicators defined in LSP applications and results are often unrealistic • The programme is effective except in tourism (lack of projects) • Prospects for programme impact are good but would require impact assessment envisaged by JMA. The latter is undertaking the capitalization of project results which would help enhance overall effectiveness and impact. CBC impact concerns also contact between national and regional authorities. • All projects are financially viable but lack of clear exit strategy. 	<p><u>Project design and applications</u></p> <ul style="list-style-type: none"> • To consider preparation of a comprehensive manual for preparation of proposals (applications) based on effective project design approach (both with practical examples); • To envisage more opportunities for training on proposal preparation; • To develop an improved (and simplified) Application Form; • To ensure thorough evaluation of logic, clarity, the partnership balance and roles of partners as declared in the partnership agreement, and general completeness of Applications. <p><u>Project management capacity</u></p> <ul style="list-style-type: none"> • To develop comprehensive guidelines for project implementation (also with practical examples); • To emphasise requirements for good managerial and language capacity of the potential applicants; • To hold consultations with potential project managers/coordinators; • To envisage training for project managers, if found necessary (possibly by the Branch Office). <p><u>Project partnerships</u></p> <ul style="list-style-type: none"> • To sign Grant Contracts only with Partnership agreements already in place; • To enhance the “working” partnership in LSPs through joint project management, joint activities e.g. control ‘supervision) of construction quality, exchange of experience and know-how, etc.. <p><u>Monitoring systems and reporting</u></p> <ul style="list-style-type: none"> • To unify and simplify various types of reporting formats; • To apply a mechanism of site visits to systematically monitor both LSPs and standard projects; <p><u>Data collection and assessment</u></p> <ul style="list-style-type: none"> • To consider development of a system for aggregated analysis of the current/final state of the implementation of individual projects (e.g. unified summary report). • To envisage a possibility to categorise and analyse information by sector, priority, country of the Beneficiary, etc.; <p><u>Role of Branch Office:</u></p>



		<ul style="list-style-type: none"> To maximise the role of Branch Office in information, promotion and visibility activities during preparation of Calls for Proposals and ensure continuation of effective support to JMA in later phases of the Programme implementation.
--	--	--

➤ *External programme evaluation*

Ex-Post Evaluation of the South-East Finland – Russia ENPI CBC 2007–2013 Programme	
Date: 2016	Author: Oxford Research
Main findings and recommendations	
<ul style="list-style-type: none"> All planned actions were relevant and consistent with the needs and objectives of regional development plans; and funded projects were well in line with the objectives described in the Programme. The programme produced European added value on several main objectives including promoting economic and social development, environmental issues, public health, and ensuring efficient and secure borders. If the Programme funding would not have been available, the needs addressed by the projects would not have been met. Most planned activities were conducted in projects and most of the objectives were achieved. It seems that most projects have reached their initial targets in terms of results. Impacts and sustainability of the projects and the whole programme is not as clear e.g. border-crossing development projects have reached their objectives in terms of more smooth and safe border-crossings. They created sustainable structures for improving cross-border cooperation also in the future. Programme had positive impact on local and regional development. The project activities supported starting new companies, establishing information points to SMEs, new ways of organizing activities, and creating new networks on both sides of the border. Programme actions produced better conditions for economic growth and employment. However, immediate could not be measured due to changes in economic and political circumstances which decreased trade and tourism between Finland and Russia. According to all interviewees the programme's impact on regional development was positive. Cooperation between Finland and Russia improved during the programme implementation through creating better connections and more constant cooperation across the border. These connections were created mainly between regional actors and offices Sustainability of projects aimed at improved cooperation is more difficult to show since they are based on development of networks or providing know-how. Their impact can be seen in longer timespan and even then they are difficult to measure. Generally speaking the programme management succeeded well in its work. Most of the projects were concluded and they reached their targets in terms of produced activities and results. Also eligibility of costs did not seem to form a major problem for project managers. However, more than 5 million euros of project funding was unused due to several reasons, like difficulty to predict the need of resources in the application phase, changes in working environments of the projects caused changes, as well as administrative problems like organizational changes or financial problems, even bankruptcy. 	
<ul style="list-style-type: none"> (1) EMOS system (database for project applications and reporting) should be made more user friendly. EMOS received good feedback for its reliability but not for its functionality. (2) Decision making concerning funding of the project applications should be a bit faster. Long timespan between project planning and project implementation may cause problems due to changes in organizations or in circumstances. (3) Increasing the volume of connections between projects and programme management might prevent some problems at the end of the project implementation (e.g. unused funds). This was referred to also in monitoring reports. (4) It would be useful to maintain cooperation networks also after the projects end. Project partners can't be forced to do that but it might be useful to prioritize project applications which seem to lead to more permanent cooperation structures. (5) Differences between EU and Russia especially as it comes to legal questions (accounting, taxes etc.) should be more clearly informed to Russian applicants during/before the application process. (6) Developing availability of advance payments would support the project managers' work. 	



Annex 9. Web survey

1. Survey questionnaires

Beneficiaries

N.	Question
1.1	Were you overall satisfied with your participation in ENPI CBC?
1.2	Were the objectives and priorities of the programmes/calls for proposals relevant to the needs of the border areas?
1.3	Would you consider that your project achieved the aims envisaged in the original project plans?
1.4	In the case that Q1.3 received a response of 1 or 2 please indicate the 3 main factors that prevented the achievement of project objectives
1.5	In the case that Q1.3 received a response of 3, 4 or 5, please indicate the 3 main factors that were instrumental to the success of the project
1.6	Did your project achieve any results (positive or negative) that were not expected before the project started?
1.7	On a scale of 1 to 5, how significant would you consider the following issues for the preparation and implementation of your CBC project?
2.1	The EU funded the Regional Capacity Building Initiative (RCBI) to provide support with the implementation of CBC in ENPI countries. Have you received any support from the RCBI? If yes, specify the type of support
2.2	If yes, how do you rate the support from RCBI on a scale of 1 to 5?
2.3	How useful was the RCBI support (1: not at all useful 5: extremely useful)?
2.4	How satisfied were you with RCBI forms of assistance (1: not at all satisfied 5: extremely satisfied)
2.5	The EU funded INTERACT ENPI to promote ENPI CBC and facilitate networking and exchange of information. Have you received any support from INTERACT ENPI? If yes, specify the type of support
2.6	If yes, how would you rate the support from INTERACT ENPI on a scale of 5?
2.7	Which other support, not already provided by RCBI or INTERACT ENPI, would you have needed?
3.1	Did you receive support from JTS in preparing and implementing projects?
3.2	If yes, how useful was it (1: not at all useful 5: extremely useful)
3.3	Overall, how would you rate the support from JTS on a scale of 1 to 5?
3.4	How satisfied were you with JTS forms of assistance (1: not at all satisfied 5: very satisfied)?
3.5	On a scale of 1 to 5, how satisfied were you with the support from national authorities?
3.6	Which other support, not already provided by JTS or national authorities, would you have needed?
3.7	Did the guidelines for applicants give clear instructions?
3.8	How satisfied were you with the project selection process? (1: not at all satisfied 5: extremely satisfied)
3.9	How satisfied were you with the contracting process? (1: not at all satisfied 5: extremely satisfied)
3.10	Was there enough time to implement your activities?
3.11	Were implementation rules easy to understand and apply?
3.12	Were you responsible for carrying out procurement?
3.13	If yes, did you find procurement rules easy to apply?
3.14	Did you find reporting requirements easy to fulfil?
3.15	Did you find the financial management and reporting rules easy to fulfil?
3.16	Was the use of the programme language in applying for and implementing the project a problem?
3.17	How do you rate the cooperation with the lead partner? Not applicable to lead partners
3.18	How do you rate the cooperation with other partners?
3.19	Did you implement activities jointly with your partners (e.g. cross-border events, etc.)?
3.20	What were the biggest challenges to cross-border cooperation? (1: major challenge 5: not at all a challenge)
3.21	According to you, what should be changed in the way CBC projects are implemented?



N.	Question
4.1	Do you think your project contributed to good neighbourly relations? (specify how)
4.2	In one sentence, please indicate the most important economic, social, institutional or political/policy change(s) to which your project contributed.
4.3	If your project did not contribute to any significant economic, social, institutional or political/policy change, please rate the factors that prevented such change from occurring. (1: not an obstacle 5: major obstacle)
5.1	Do you still implement activities (or intend to implement activities) with your project partners after project completion?
5.2	Do you have funding to continue project activities after completion?
5.3	If yes, specify which sources
5.4	Did your project lead to policy or institutional changes (specify)
6.1	Was your project funded from other sources (e.g. other donors, public or private resources)? (specify)
6.2	Did your project work with or link to other programmes/initiatives either in the design of your project proposal or in the implementation of project activities? (specify)
6.3	Did your project contribute to national/regional/local policies? (if yes, specify)
6.4	Are you aware of any alternative sources of funding (national or international) that may have been available to support your activities? (if yes, specify)
7.1	Looking at your project, would it have been possible to achieve the same results without cooperation with the other side of the border? Explain
7.2	What do you consider is the added value of cross-border cooperation (select answer)?
7.3	If you have implemented another EU (non-CBC) project: how does CBC compare to other EU assistance?
8.1	Do you intend to apply again for CBC funding?

1.1.2.1 JMA

N.	Question
1.1	Were the objectives and priorities of the programmes/calls for proposals relevant to the needs of the border areas?
1.2	Were there border area needs which were not addressed or could have been better addressed by the programme? Was the programme addressing needs from both sides of the border equally well?
1.3	To what extent did the programme as a whole fulfil its results and specific objective(s)?
1.4	Did ENPI CBC programme achieve unexpected outcomes (results) (not planned or underestimated in the programming phase)? If yes, specify
1.5	Which factors affected negatively the performance of programmes (explain)? (1: no influence 5: major influence)
1.6	Which factors were most important in contributing to the success of the programme? (1: not important; 5: extremely important)
1.7	What would you recommend to improve the effectiveness of programmes/the ability of programmes to achieve results?
2.1	How do you rate RCBI support for Programme Management Structures in the following areas on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.2	How do you rate RCBI support for final beneficiaries (1: very poor 5: excellent)?
2.3	How do you rate the quality and value of RCBI delivery tools (1: very poor 5: excellent)?
2.4	How do you rate the performance of INTERACT ENPI on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.5	How do you rate the quality and value of INTERACT ENPI delivery tools (1: very poor 5: excellent)?
2.6	Was the division of labour between INTERACT ENPI and RCBI clear and effective?
2.7	Was there any support needed that was not available or sufficiently available from both TA facilities?
3.1	How do you rate the quality of the programme frameworks for measuring performance at outputs, outcomes and impact levels (i.e. quality of intervention logic, system of indicators, monitoring arrangements)
3.2	How do you rate the quality of programme monitoring and reporting activities (1: very poor 5: excellent)



N.	Question
3.3	How do you rate the quality of the monitoring information system in terms of collecting and aggregating project/programme data
3.4	Were JMA capacities adequate for managing the programme? Explain any shortcoming in terms of staff number/skills required
3.5	Were JMC capacities adequate for managing the programme? Explain any shortcoming in terms of staff number/skills required
3.6	Were JTS and branch offices' capacities adequate for managing the programme? Explain any shortcoming in terms of staff number/skills required
3.7	How do you rate the performance of JTS and branch offices? (1: very poor 5: excellent)
3.8	Was the project selection effective in terms of speed and quality of projects selected? If not effective, explain why
3.9	How do you rate the performance of assessors of project proposals? (1: very poor 5: excellent).
3.10	How do you rate the supervision over assessors? (1: very poor 5: excellent).
3.11	Were there occurrences of conflict interests with assessors?
3.11	How do you rate the overall performance of project implementation? (1: very poor 5: excellent). If 1 or 2, please explain
3.12	Which beneficiaries' capacities need to be strengthened in priority? (1: not a priority 5: extremely high priority)
3.13	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum effectiveness of programme implementation (1: not important; 5: extremely important)
3.14	Which changes would you make in the implementation modalities of CBC including the way programme management structures operate?
4.1	To what extent did the programme contribute to the ENPI CBC core goals? (1: no impact 5: major impact)
4.2	How did you measure the performance of the programme in this regard?
4.3	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum impact of the Programme as a whole. (1: not important; 5: extremely important)
4.4	Please state the most significant change(s) to the economic, social, political or institutional life of the border region that you consider having occurred as a result of the programme
5.1	To what extent are the programme outcomes and impact (in particular the improvement of neighbourhood relations and stability/security) likely to last beyond the lifetime of the Programme without additional external assistance?
5.2	Which factors can improve long-term sustainability of programme outcomes?
6.1	Was the programme in its design well embedded in national/regional development policies?
6.2	If yes, to what extent did the programme outcomes contribute to these policies?
6.3	What would you recommend to improve linkages with national/regional development policies?
6.4	How do you rate the coherence and complementarity of ENPI CBC with other EU programmes (in particular the relevant EU macro-regional strategies and Interreg cooperation programmes) or donor's programmes (1: very weak 5: excellent)
6.5	Can you give examples of synergies with other programmes or initiatives achieved in the framework of your programme?
6.6	Did your programme establish coordination mechanisms with other EU, national or international levels? Provide examples
7.1	Do you think other forms of assistance and/or political/economic initiatives would deliver better results than CBC in reaching the neighbourhood strategic objectives (i.e. to increase stability, security and well-being on both sides of the EU border) .
7.2	Can you provide examples of outcomes and impact under your programme which could not have been achieved without CBC?
7.3	On a scale of 1 to 5, please indicate whether you agree with the following statements (1: strongly disagree; 5 strongly agree):
8.1	To what extent did ENI programmes take into account lessons from ENPI CBC?
8.2	Which lessons could have been better taken into account?

1.1.2.2 JTS

N.	Question
1.1	Were the objectives and priorities of the programmes/calls for proposals relevant to the needs of the border areas?



N.	Question
1.2	Were there border areas needs which were not addressed or could have been better addressed by the programme? Was the programme addressing needs from both sides of the border equally well?
1.3	How do you rate the performance of projects in reaching the results and objectives expected by the programmes?
1.4	Which factors affected negatively the performance of programmes (explain)? (1: no influence 5: major influence)
1.5	Which factors were most important in contributing to the success of the programme? (1: not important; 5: extremely important)
1.6	What would you recommend to improve the effectiveness of programmes (or the ability of programmes to achieve their results)?
1.7	How do you rate RCBI support for Programme Management Structures in the following areas on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.2	How do you rate RCBI support for final beneficiaries (1: very poor 5: excellent)?
2.3	How do you rate the quality and value of RCBI delivery tools (1: very poor 5: excellent)?
2.4	How do you rate the INTERACT ENPI support on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.5	How do you rate the quality and value of INTERACT ENPI delivery tools (1: very poor 5: excellent)?
2.6	Was the division of labour between INTERACT ENPI and RCBI clear and effective?
2.7	Was there any support needed that was not available or sufficiently available from both TA facilities?
3.1	How do you rate the quality of the programme frameworks for measuring performance at outputs, outcomes and impact levels (i.e. quality of intervention logic, system of indicators, monitoring arrangements)
3.2	How do you rate the quality of programme monitoring and reporting activities (1: very poor 5: excellent)
3.3	Did you have enough capacity for fulfilling your duties? Explain any shortcoming in terms of staff number/skills required (including branch offices)
3.5	Was the project selection effective in terms of speed and quality of projects selected?
3.6	How do you rate the performance of assessors? (1: very poor 5: excellent)
3.7	How do you rate the supervision over assessors? (1: very poor 5: excellent).
3.8	Were there occurrences of conflict interests with assessors?
3.9	How do you rate the overall performance of project implementation (1: very poor 5: excellent)
3.10	Which beneficiaries' capacities need to be strengthened in priority? (1: not a priority 5: extremely high priority)
3.11	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum effectiveness of programme implementation (1: not important; 5: extremely important)
3.12	Which changes would you make in the implementation modalities of CBC including the way JTS and branch offices operate?
4.1	To what extent did the projects contribute to the ENPI CBC goals? (1: no impact 5: major impact)
4.2	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum impact of the Programme as a whole. (1: not important; 5: extremely important)
4.3	Please state the most significant change(s) to the economic, social, political or institutional life of the border region that you consider to have occurred as a result of the programme
5.1	To what extent are the programme outcomes and impact (in particular the improvement of neighbourhood relations and stability/security) likely to last beyond the lifetime of the Programme without additional external assistance?
5.2	Provide evidences of long-term political, institutional and financial changes directly connected to the CBC ENPI?
5.3	Which factors can improve long-term sustainability of project outcomes?
6.1	Was the programme in its design well embedded in national/regional development policies?
6.2	If yes, to what extent did the programme outcomes contribute to these policies?
6.3	What would you recommend to improve linkages with national/regional development policies?
6.4	How do you rate the coherence and complementarity of ENPI CBC with other EU programmes (in particular the relevant EU macro-regional strategies and Interreg cooperation programmes) or donor's programmes (1: very weak 5: excellent)



N.	Question
6.5	Can you give examples of synergies with other programmes or initiatives achieved in the framework of your programme?
6.6	Did your programme establish coordination mechanisms with other EU, national or international levels? Provide examples
7.1	Do you think other forms of assistance and/or political/economic initiatives would deliver better results than CBC in reaching the neighbourhood strategic objectives (i.e. to increase stability, security and well-being on both sides of the EU border) .
7.2	Can you provide examples of outcomes and impact under your programme which could not have been achieved without CBC?
7.3	On a scale of 1 to 5, please indicate whether you agree with the following statements (1: strongly disagree; 5 strongly agree):
8.1	To what extent did ENI programmes take into account lessons from ENPI CBC?
8.2	Which lessons could have been better taken into account?

1.1.2.3 National authorities

N.	Question
1.1	Were the objectives and priorities of the programmes/calls for proposals relevant to the needs of the border areas?
1.2	Were there border area needs which were not addressed or could have been better addressed by the programme? Was the programme addressing needs from both sides of the border equally well?
1.3	To what extent did the programme as a whole fulfil its results and specific objective(s)?
1.4	Did ENPI CBC programme achieve unexpected outcomes (results) (not planned or underestimated in the programming phase)? If yes, specify
1.5	Which factors affected negatively the performance of programmes (explain)? (1: no influence 5: major influence)
1.6	Which factors were most important in contributing to the success of the programme? (1: not important; 5: extremely important)
1.7	What would you recommend to improve the effectiveness of programmes/the ability of programmes to achieve results?
2.1	How do you rate RCBI support for Programme Management Structures in the following areas on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.2	How do you rate RCBI support for final beneficiaries (1: very poor 5: excellent)?
2.3	How do you rate the quality and value of RCBI delivery tools (1: very poor 5: excellent)?
2.4	How do you rate the INTERACT ENPI support on a scale of 5 (0: not provided 1: very poor 5: excellent)?
2.5	How do you rate the quality and value of INTERACT ENPI delivery tools (1: very poor 5: excellent)?
2.6	Was the division of labour between INTERACT ENPI and RCBI clear and effective?
2.7	Was there any support needed that was not available or sufficiently available from both TA facilities?
3.1	How do you rate the involvement of national authorities into the ENPI CBC?
3.2	On a scale of 1 to 5, please state whether you agree or disagree with the following statements (1 strongly disagree; 5: strongly agree)
3.2	Are there areas where a greater involvement of national authorities would have benefitted the programmes?
3.3	How do you rate the quality of the programme frameworks for measuring performance at outputs, outcomes and impact levels (i.e. quality of intervention logic, system of indicators, monitoring arrangements)
3.4	How do you rate the quality of programme monitoring and reporting activities (1: very poor 5: excellent)
3.5	How do you rate the quality of the monitoring information system in terms of collecting and aggregating project/programme data
3.6	How would rate the performance of JMA?
3.7	How would rate the performance of JMC?
3.8	Were JTS and branch offices' capacities adequate for managing the programme?
3.9	How do you rate the performance of JTS and branch offices? (1: very poor 5: excellent)
3.10	Was the project selection effective in terms of speed and quality of projects selected?



N.	Question
3.11	How do you rate the performance of assessors? (1: very poor 5: excellent)
3.12	How do you rate the supervision over assessors? (1: very poor 5: excellent).
3.13	Were there occurrences of conflict interests with assessors?
3.14	How do you rate the overall performance of project implementation (1: very poor 5: excellent)
3.15	Which beneficiaries capacities need to be strengthened in priority? (1: not a priority 5: extremely high priority)
3.16	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum effectiveness of programme implementation
3.17	Which changes would you make in the implementation modalities of CBC including the way programme management structures operate?
4.1	To what extent did the programme contributed to the ENPI CBC core goals? (1: no impact 5: major impact)
4.2	How did you measure the performance of the programme in this regards?
4.3	On a scale of 1 to 5, please indicate the importance of the following factors in ensuring the maximum impact of the Programme as a whole.
4.4	Please state the most significant change(s) to the economic, social, political or institutional life of the border region that you consider to have occurred as a result of the programme
5.1	To what extent are the programme outcomes and impact (in particular the improvement of neighbourhood relations and stability/security) likely to last beyond the lifetime of the Programme without additional external assistance?
5.2	Which factors can improve long-term sustainability of programme outcomes and impact?
6.1	Was the programme in its design well embedded in national/regional development policies?
6.2	If yes, to what extent did the programme outcomes contribute to these policies?
6.3	What would you recommend to improve linkages with national/regional development policies?
6.4	How do you rate the coherence and complementarity of ENPI CBC with other EU programmes (in particular the relevant EU macro-regional strategies and Interreg cooperation programmes) or donor's programmes (1: very weak 5: excellent)
6.5	Can you give examples of synergies with other programmes or initiatives achieved in the framework of your programme?
6.6	Did your programme establish coordination mechanisms with other EU, national or international levels? Provide examples
7.1	Do you think other forms of assistance and/or political/economic initiatives would deliver better results than CBC in reaching the neighbourhood strategic objectives (i.e. to increase stability, security and well-being on both sides of the EU border) .
7.2	Can you provide examples of outcomes and impact under your programme which could not have been achieved without CBC?
7.3	On a scale of 1 to 5, please indicate whether you agree with the following statements (1: strongly disagree; 5 strongly agree)
8.1	To what extent did ENI programmes take into account lessons from ENPI CBC?
8.2	Which lessons could have been better taken into account?



2. Participation in the web survey

Programme	JMA	JTS	National authorities	Project partners
BSB	1	No JTS	No reply	27
BSR	1	1	No reply	1
EE-LV-RU	1	No JTS	3	4
HU-SK-RO-UA	1	1	1	36
IT-TN	1	1	2	55
KAR	1	No JTS	No reply	10
KOL	4	No JTS	No reply	No reply
LT-PL-RU	1	7	No reply	12
LV-LT-BY	No reply	2	1	9
MED	1	1	11	135
PL-BY-UA	1	4		3
RO-UA-MD	1	4	5	72
SEFR	2	No JTS		9
Total	16	21	23	373

3. Results of web survey

This section presents the opinions of four categories of ENPI CBC stakeholders (JMA, JTS⁶⁵, national authorities (NA) and project beneficiaries) who took part in the web survey about ENPI CBC carried out in May 2017. The survey consisted of a series of multi-choice questions linked to the evaluation questions and judgement criteria (Annex 4).

Effectiveness (EQ 1)

According to the information collected through the survey, all four types of stakeholders are generally satisfied with their participation in ENPI CBC programmes. It is interesting to notice that:

- All project partners involved in the survey consider that their project achieved its outcomes as envisaged in the original plan.
- More than 80% of the JMA consider that programmes fully or almost fully fulfilled their objectives
- More than 80% of the JTS consider “good” or “excellent” the performance of the projects in reaching the expected results and objectives

Some examples of results mentioned by beneficiaries in the survey are:

- “a local waste management plan was completed”;
- “a new approach for water management was adopted”;
- “enhanced cross-border cooperation in the field of environmental risks”;
- “improving circulation of agricultural goods”;
- “integrating information technology in an attractive and dynamic way in the educational field”;

⁶⁵ Some programmes had no JTS (e.g. Karelia JMA was fulfilling JTS role – the same goes for KOL and SEFR as mentioned above) some others had branch offices covering both JMA’s and JTS’s activities (beware that BOs had their specific role according to the IR and could not take over many MA or JTS functions). In this sense, in these cases by “JTS” we understand the JMA when the latter is performing JTS functions or the branch offices (This is tricky as reading, since JTSs are actually support bodies to the functions of the JMAs).



- “new lanes, buildings and inspection facilities make border crossing more fluent and secure than before”;
- “old, poor road was replaced by new road”

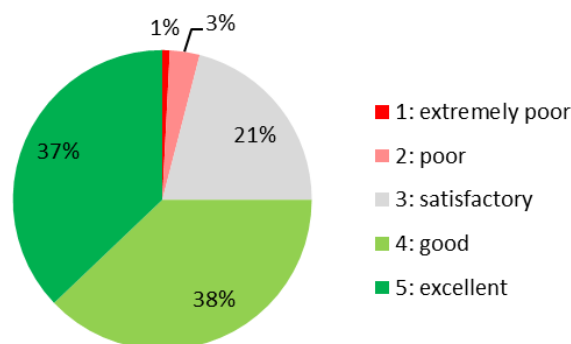
Regarding the factors that have negatively affected the performance of the ENPI CBC programmes, political instability is generally considered as the most relevant negative factor, followed by financial, legal and administrative constraints. Physical distance and language barriers are considered to have a marginal or limited influence on Programme performance.

Efficiency (EQ 3)

Regarding the quality and speed of the project selection procedure, opinions of the programme authorities differed: 84% of the JMA found it effective or very effective, while the opinion is less positive amongst JTSs (50% consider the project selection procedures to be effective but 38% consider them to be poorly effective). In the case of NAs, 60% consider the selection procedure poorly effective or ineffective.

Project partners found financial rules and reporting rules generally challenging (more than 57% of respondents find them not at all or partially easy). Regarding implementation rules and public procurement rules, the picture is mixed with 38% and 45% of project partner respondents respectively considering them not easy to apply.

Figure 7: Survey on project partners: how would you rate the support from JTS in preparing and implementing projects?



Regarding the support provided by the JTS, more than 80% of lead partners declare to have received support from the JTS (58% of partners). In general, the quality of the support provided by the JTS in preparing and implementing projects is considered “good” or “excellent” (75% of respondents, see *Figure 7: Survey on project partners: how would you rate the support from JTS in preparing and implementing projects?*). JTS support was particularly useful for explaining and interpreting the programme rules, for monitoring and reporting and for ensuring the visibility. Support for finding partners and for ensuring

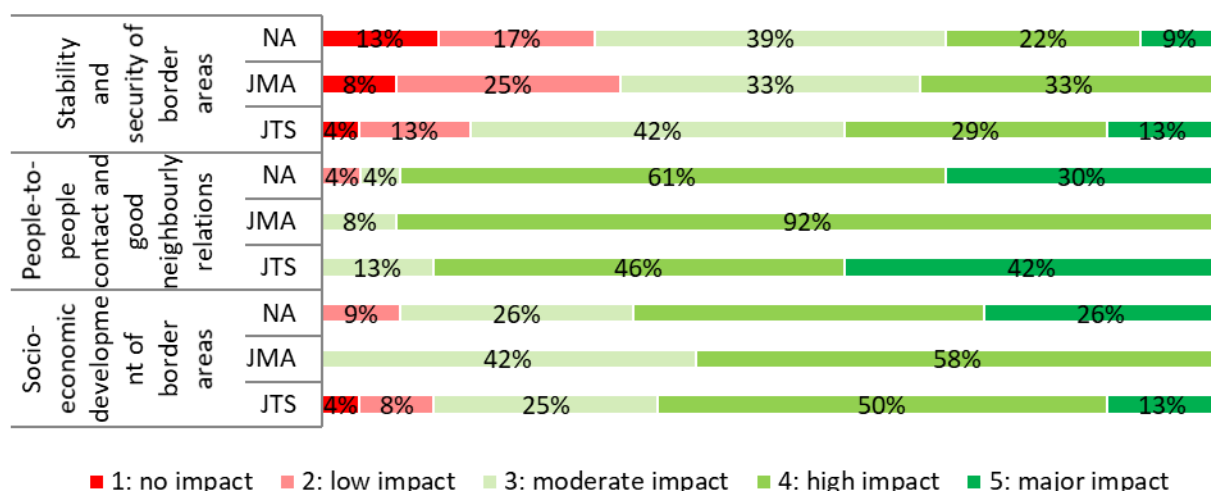
coordination among partners was perceived to be less effective.

Impact (EQ 4)

As far as the long-term impact of the ENPI CBC is concerned, most project partners consider that the projects have significantly contributed to good neighbourly relations. This opinion is shared by programme authorities, which in most cases consider that the projects had a high/major impact in this area (see figure below).

Interestingly, respondents felt that the ENPI CBC Programme impacted least on the goal of *stability and security of border areas*, which had the highest proportion of “no impact” or “low impact” responses in the survey.

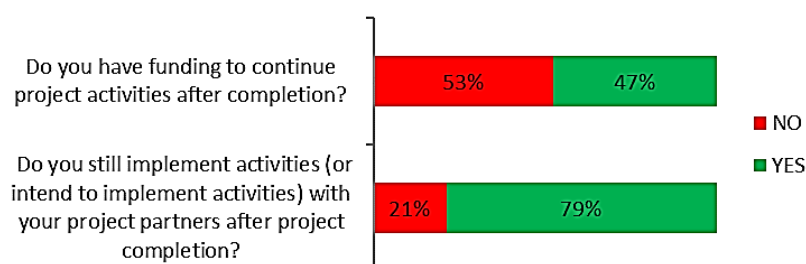
Figure 8: Survey on programme authorities: to what extent did the projects contribute to the ENPI CBC goals?



Sustainability (EQ 5)

Regarding the sustainability of outcomes, only a limited proportion of project beneficiaries (47%) had funding to continue activities after project completion. On the other hand, the survey reveals that project partners are usually willing to continue their cooperation beyond the project - 79% of project beneficiaries declare that they implement or intend to implement activities with their partners after project completion.

Figure 9: Survey on project partners: sustainability of projects



JMA, JTS and NA all consider that the programme results and impact (in particular the improvement of neighbourhood relations) will be sustainable and last beyond the lifetime of the programmes even without additional external assistance (**Error! Reference source not found.**).

Coherence/complementarity (EQ 6)

Regarding the coherence/complementarity with other programmes, policies and initiatives, the survey reveals that only a limited part of projects (27%) was financed from sources other than ENPI CBC funds (not taking into account the mandatory co-financing). However, the complementarity of programmes can come from the complementarity of actions that are not highlighted in the survey.

The large majority of the programme authorities (between 35% to 55%) considers that the coherence and complementarity of ENPI CBC with other EU programmes or donor's programmes is "moderate" or "strong".



Added-value (EQ 7)

The survey of project partners offers a clear indication of opinions about the added value of the ENPI CBC framework: 97% of project partners considered that it would have not been possible to achieve the same results without the cross-border cooperation, which the ENPI programmes enabled.

According to project partners, the added value of ENPI CBC is linked to the role it plays in paving the way for further cooperation, in providing contacts and networking opportunities and in understanding contexts and systems in other participating countries.

4. Lessons learned (EQ8)

Regarding the lessons learned, there is a consensus among management authorities that lessons learned from the implementation of the ENPI CBC programmes were taken into account in the new period.

5. Additional questions

Figure 10: Survey on project partners: were you overall satisfied with your participation in ENPI CBC?

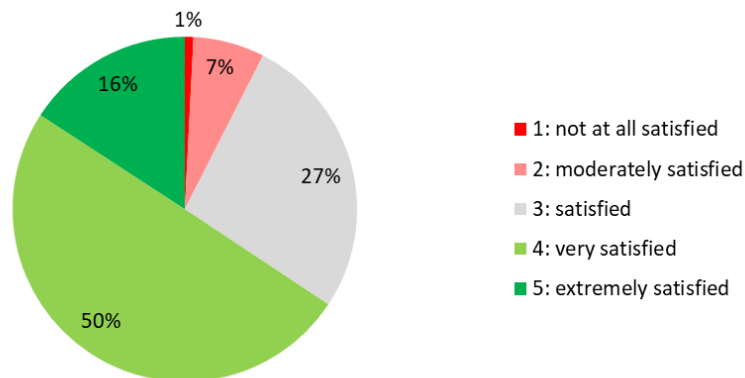


Figure 11: Survey on project partners: would you consider that your project achieved the aims envisaged in the original project plans?

All 373 project partners responded Yes.

Figure 12: Survey on project partners: were the objectives and priorities of the programmes/calls for proposals relevant to the needs of the border areas?

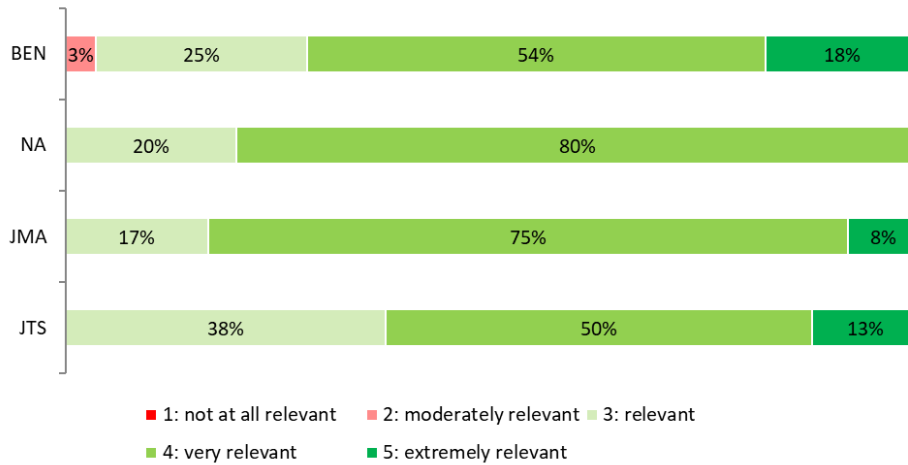


Figure 13: Survey on JMA: to what extent did the programme as a whole fulfil its results and specific objective(s)?

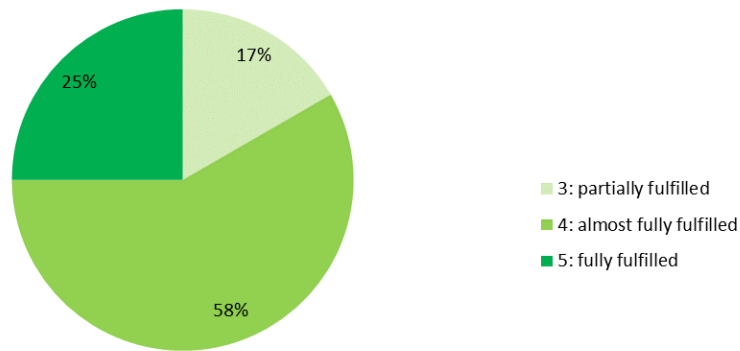


Figure 14: Survey on JTS: How do you rate the performance of projects in reaching the results and objectives expected by the programmes?

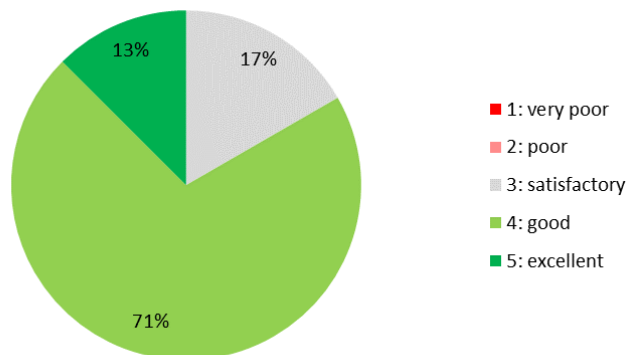


Figure 15: Survey on programme authorities: which factors affected negatively the performance of programmes?

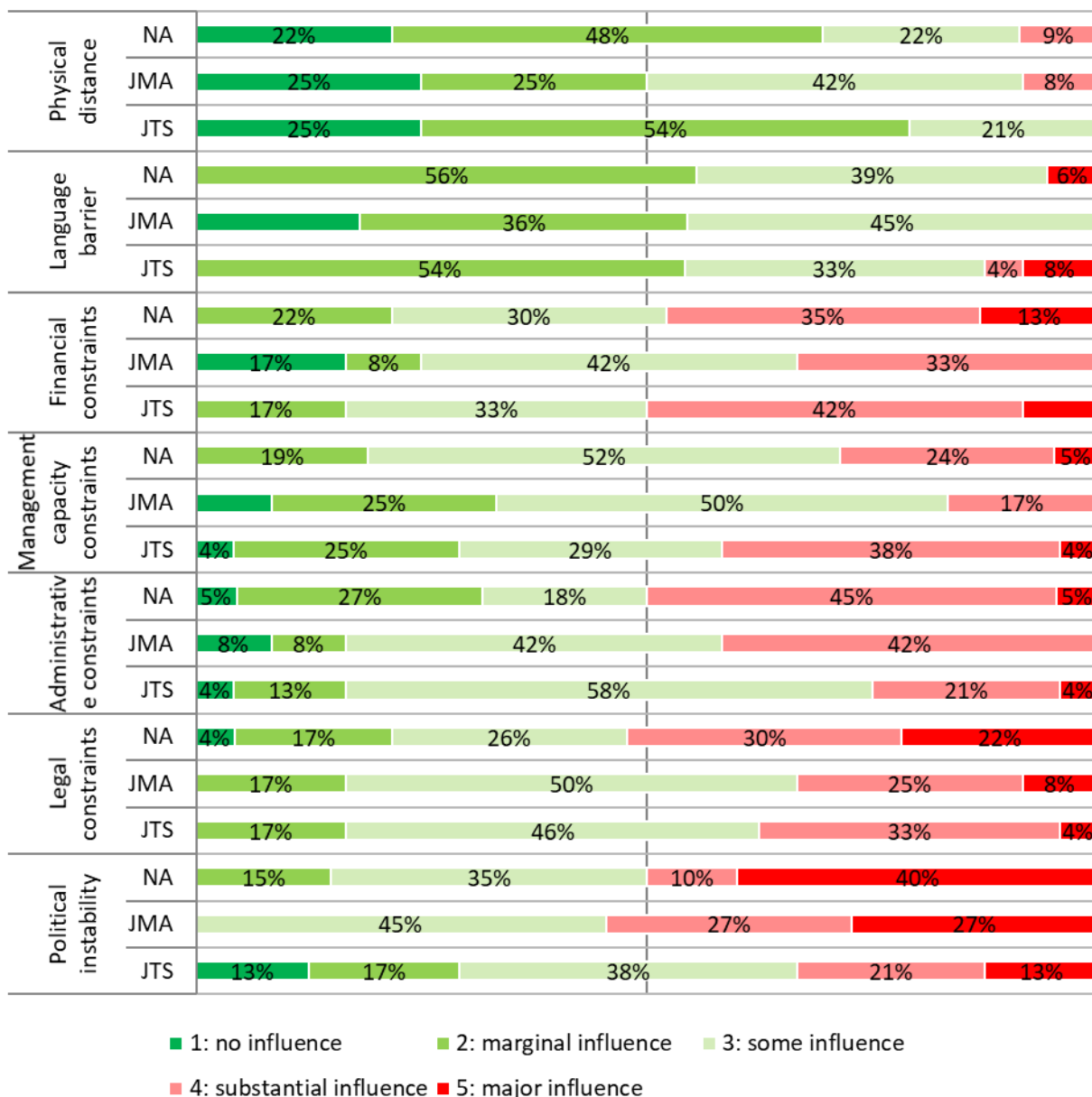


Figure 16: Survey on programme authorities: was the project selection effective in terms of speed and quality of projects selected?

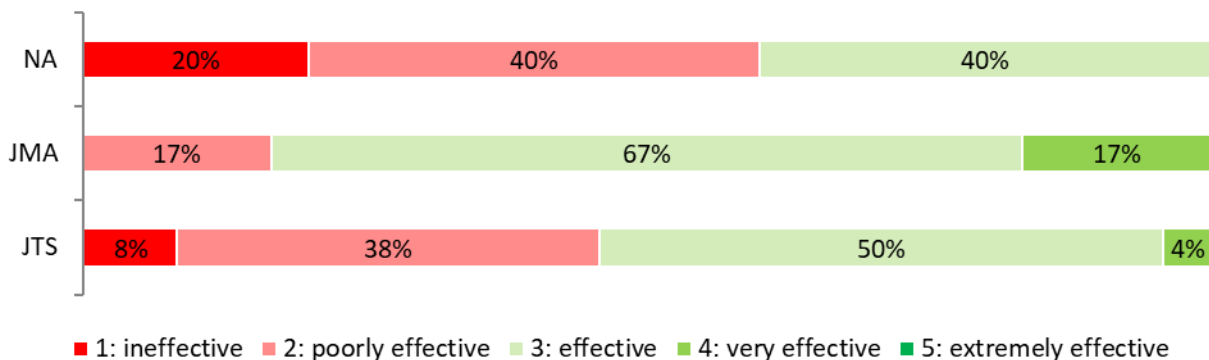


Figure 17: Survey on programme authorities: how do you rate the performance of assessors?

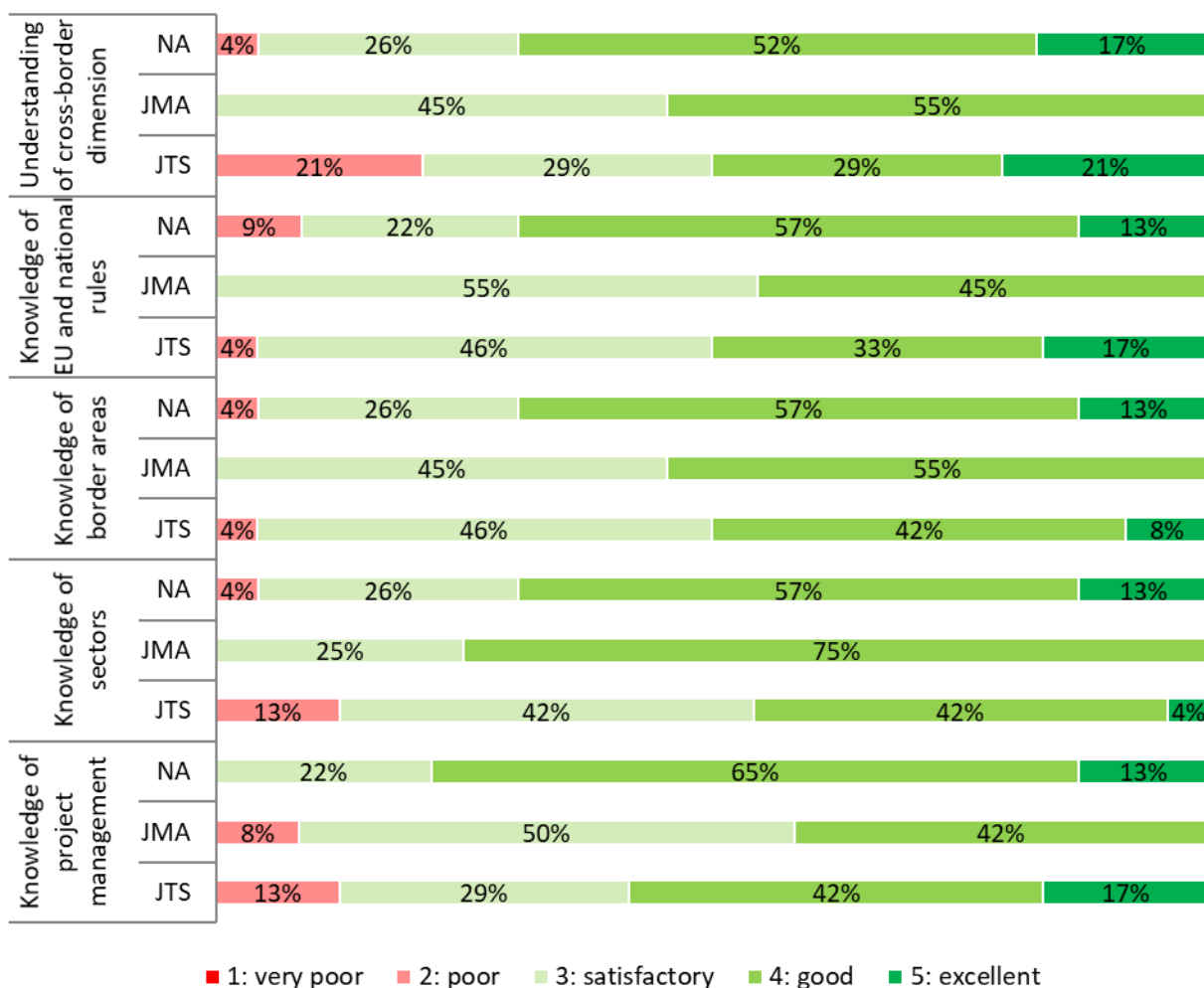


Figure 18: Survey on project partners: how useful was the JTS support in terms of:

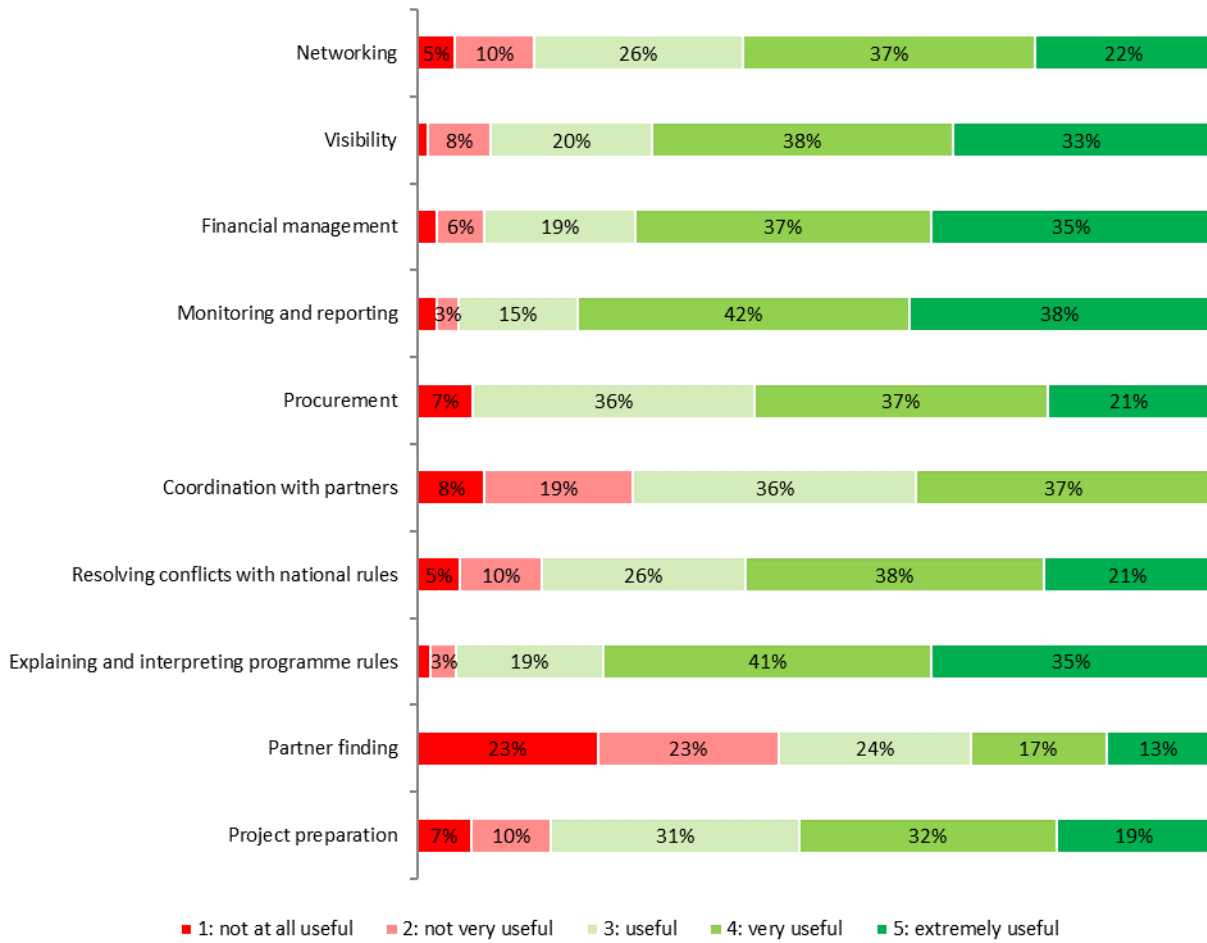


Figure 19: Survey on project partners: how satisfied were you with the support from national authorities?

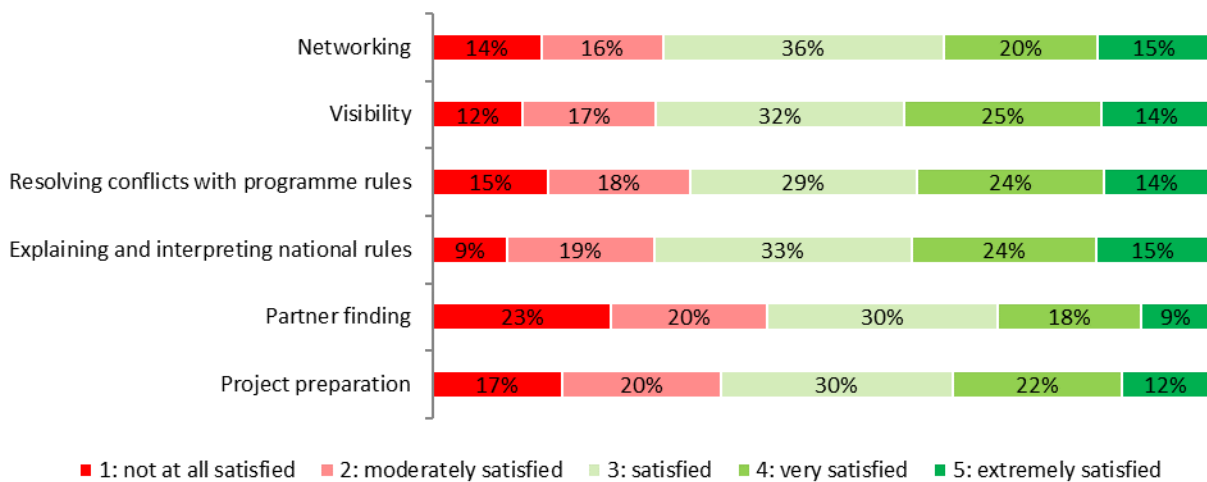


Figure 20: Project partners perception about implementation and monitoring rules

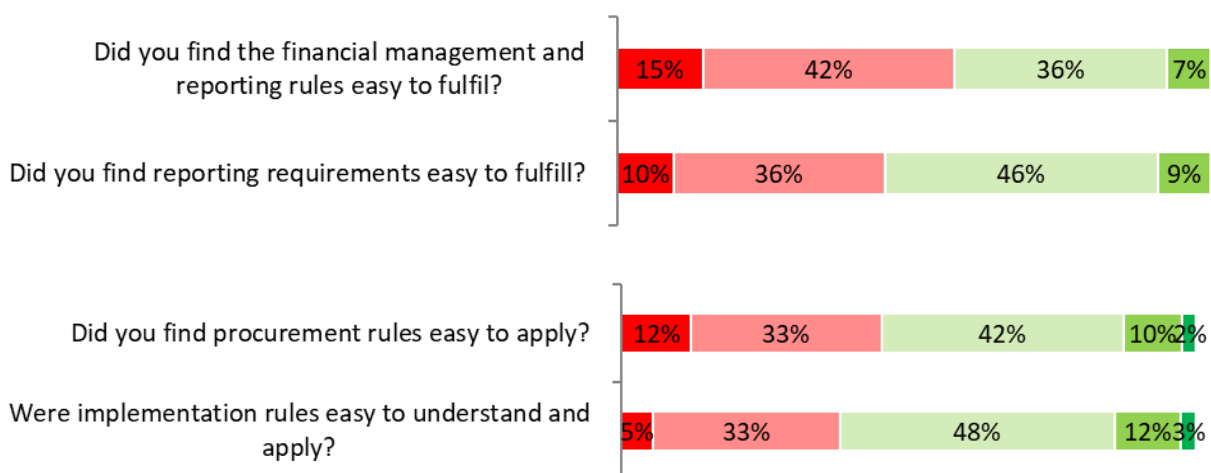


Figure 21: Survey on programme authorities: How do you rate the quality of the programme frameworks for measuring performance at outputs, outcomes and impact levels?

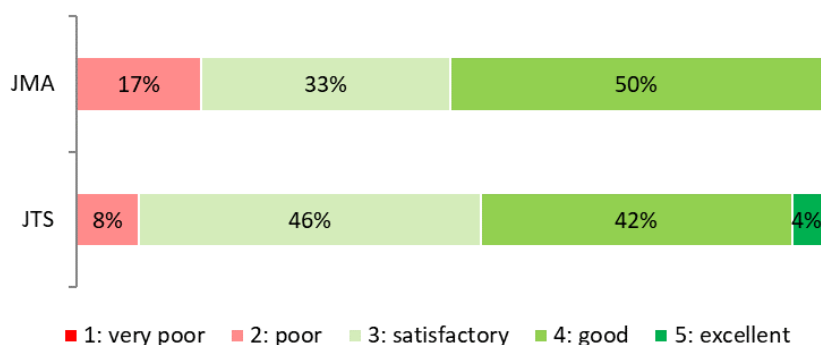


Figure 22: Survey on programme authorities: How do you rate the quality of programme monitoring and reporting activities?



Figure 23: Survey on programme authorities: did you have enough capacity for fulfilling your duties?

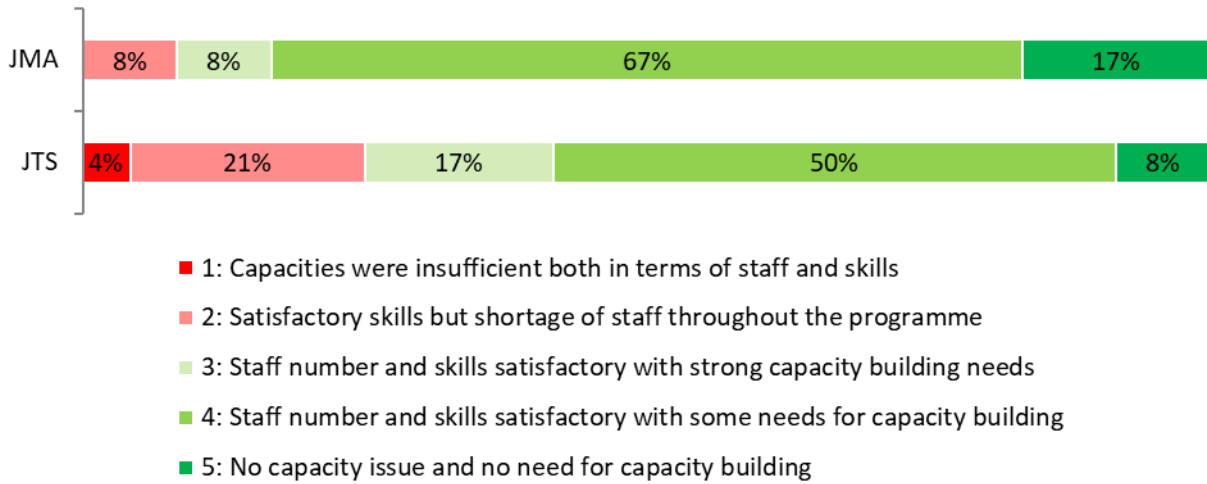


Figure 24- Survey on NA: now do you rate the performance of JTS and branch offices?

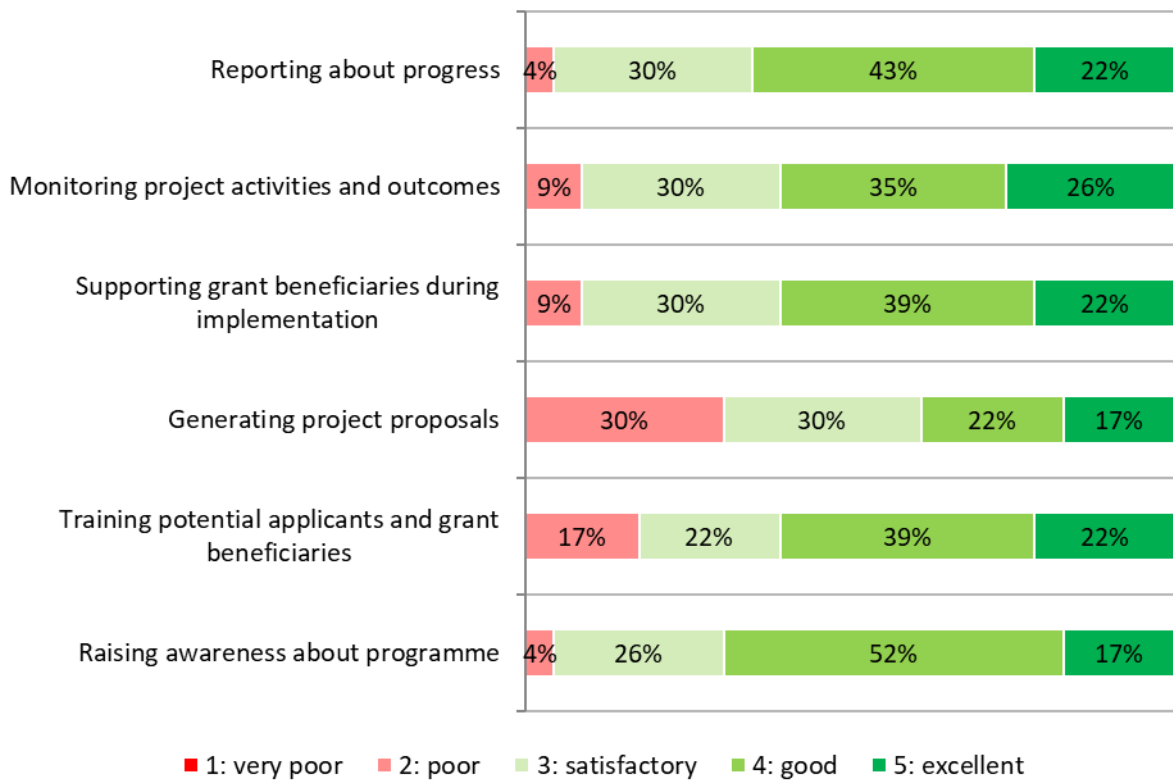


Figure 25: Survey on the NA: How would rate the performance of JMA?

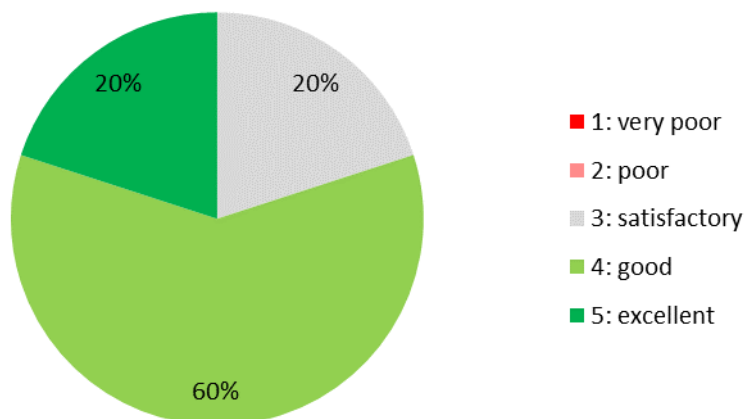


Figure 26: Survey on project partners: do you think your project contributed to good neighbourly relations?

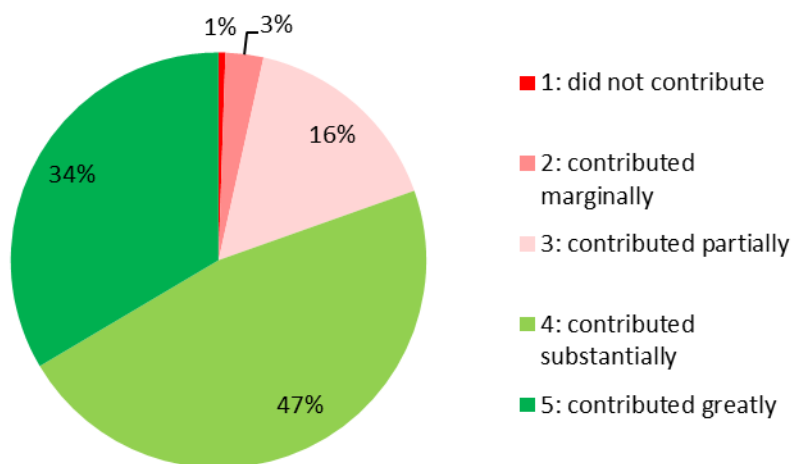


Figure 27: Survey on programme authorities: importance of the following factors in ensuring the maximum impact of the Programme as a whole:

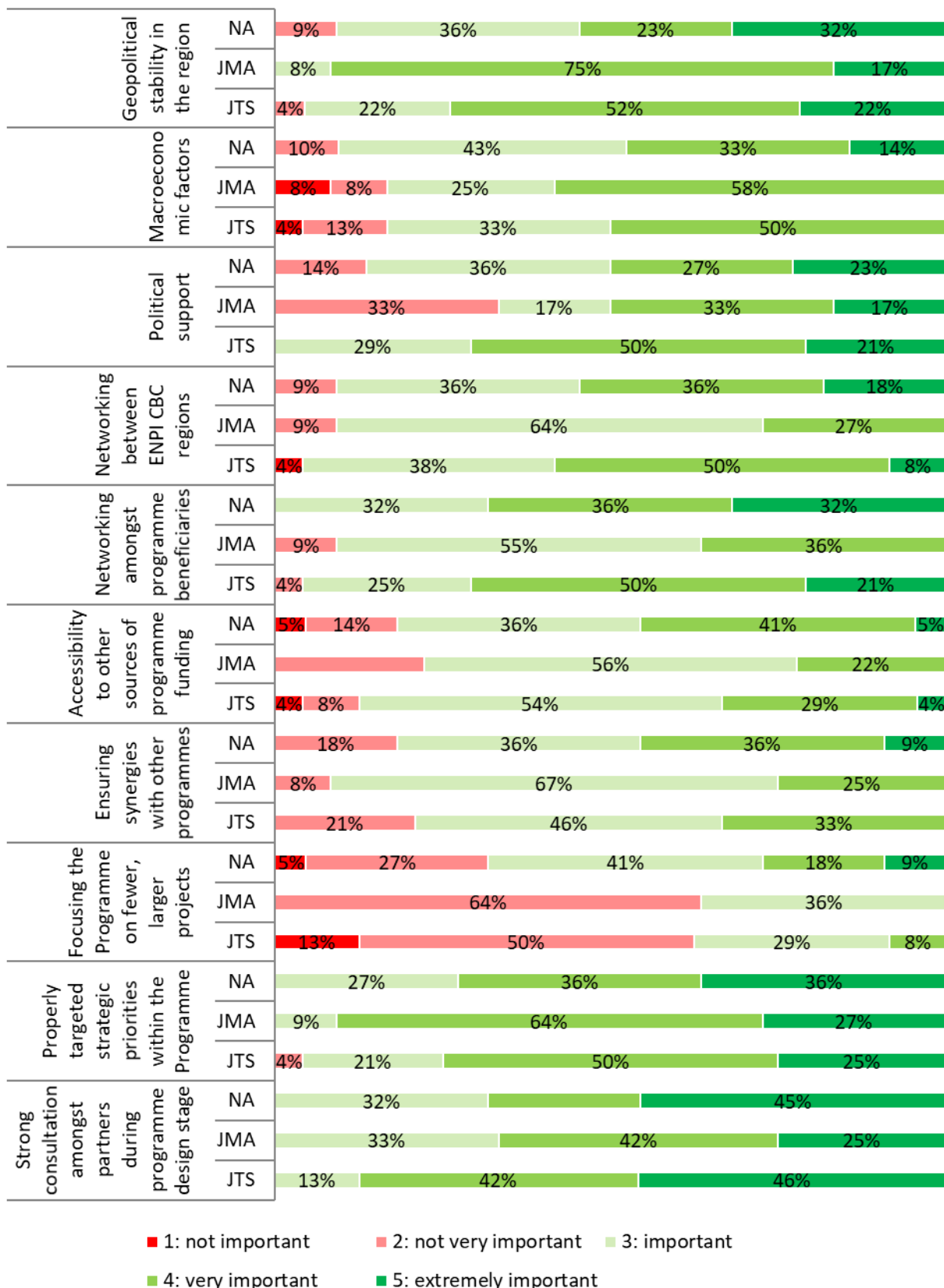


Figure 28: Survey on programme authorities: to what extent are the programme outcomes and impact likely to last beyond the lifetime of the Programme without additional external assistance?

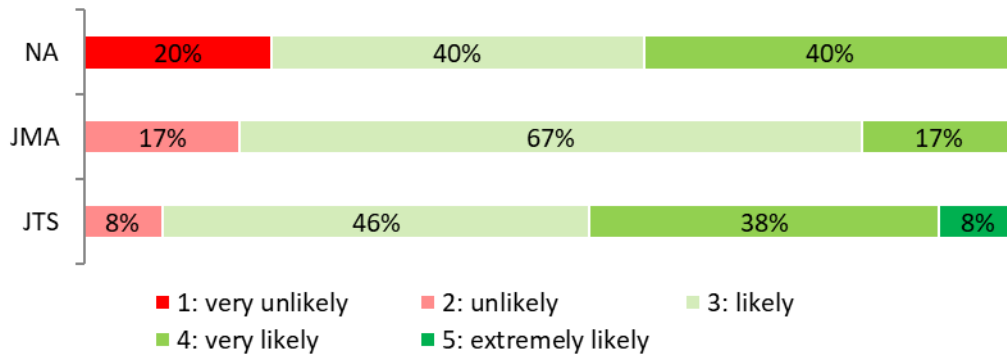


Figure 29: Survey on programme authorities: Which factors can improve long-term sustainability of programme outcomes and impact?

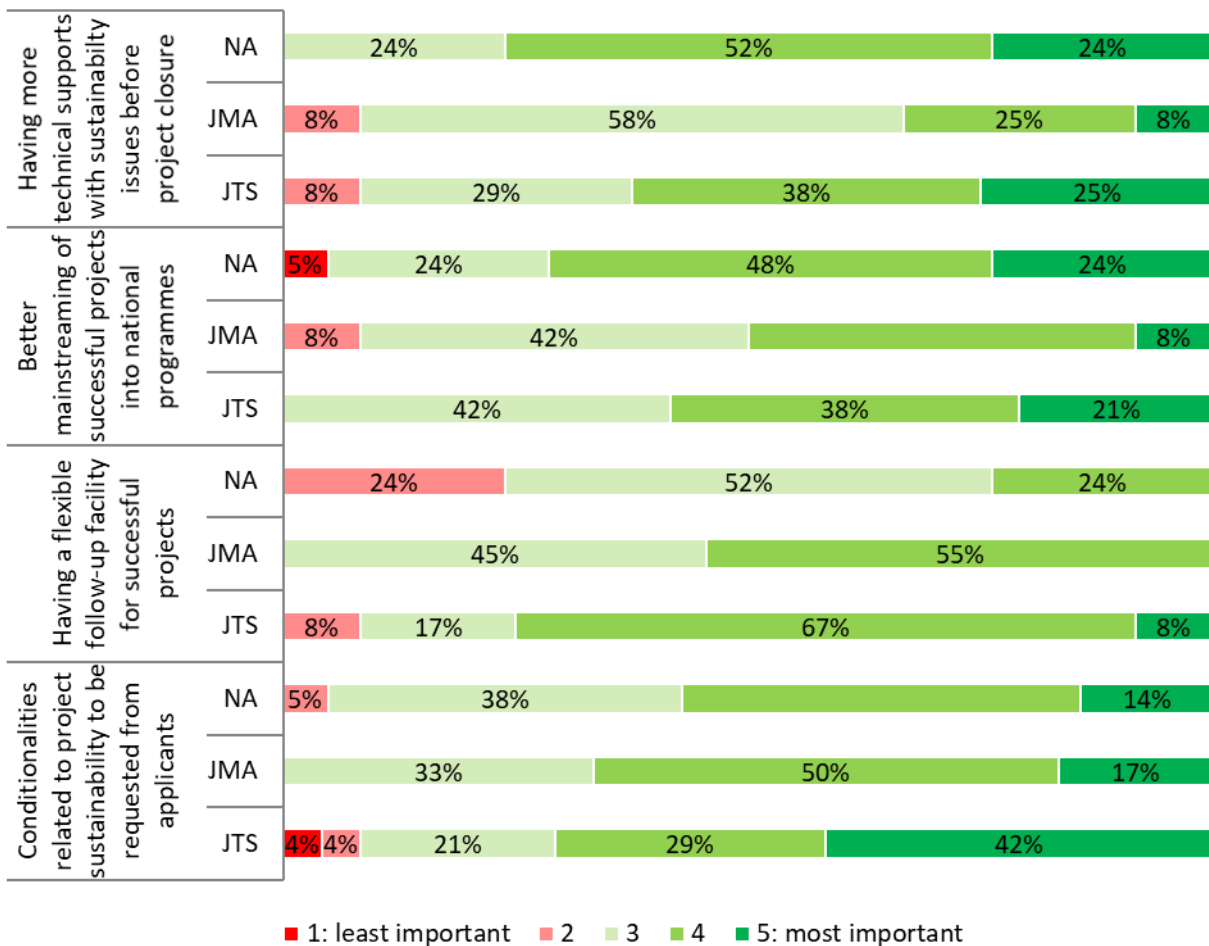


Figure 30: Survey on programme authorities: how do you rate the coherence and complementarity of ENPI CBC with other EU programmes or donor's programmes ?

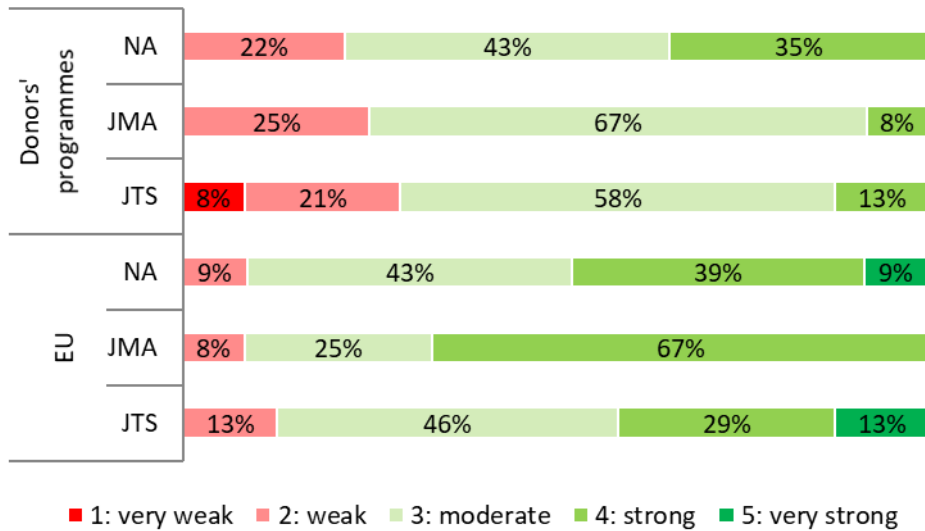


Figure 31: Survey on project partners: What do you consider is the added value of cross-border cooperation?

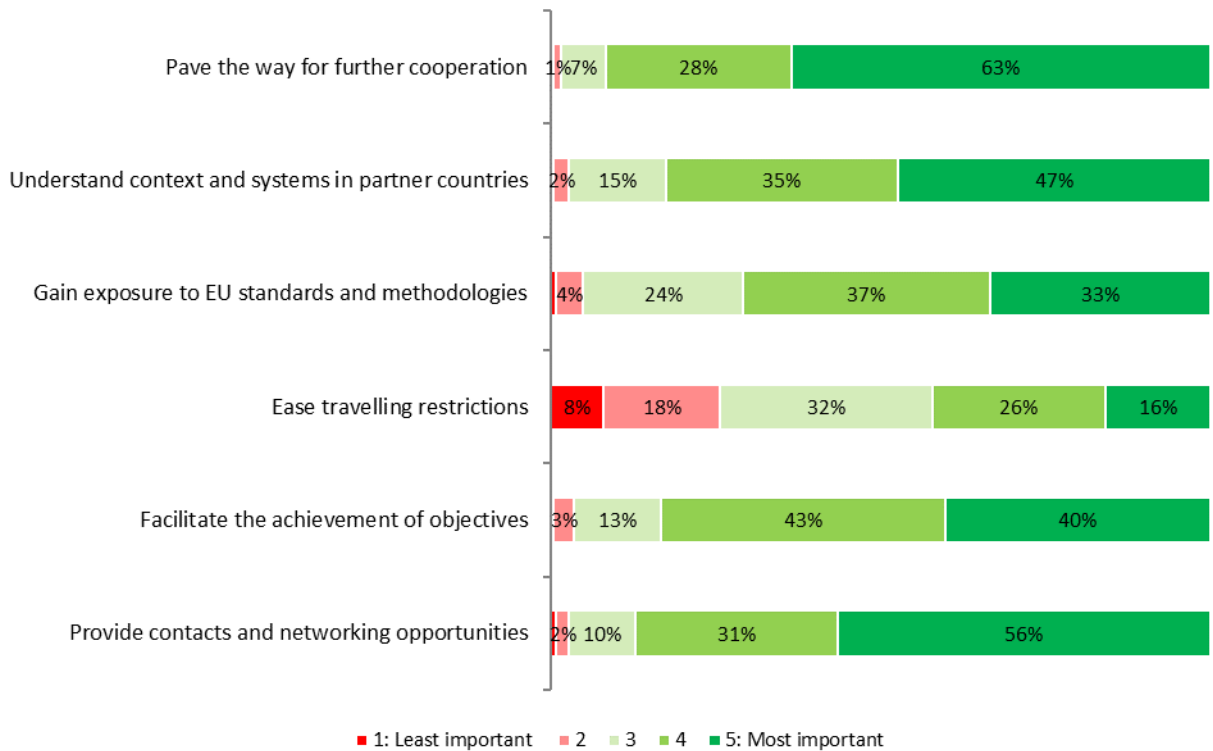


Figure 32: Survey on programme authorities: please indicate whether you agree with the following statements:

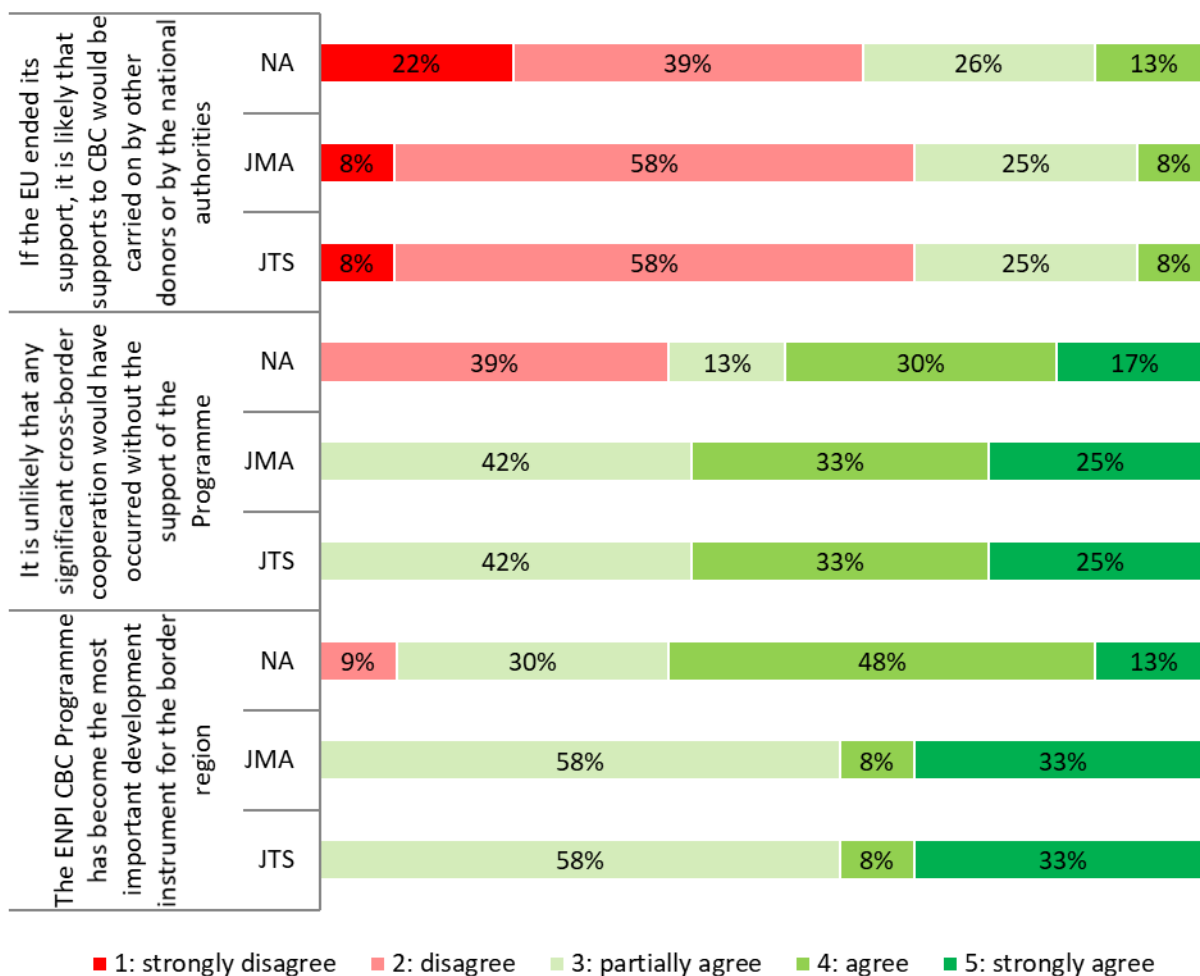


Figure 33: Survey on programme authorities: to what extent did ENI programmes take into account lessons from ENPI CBC?

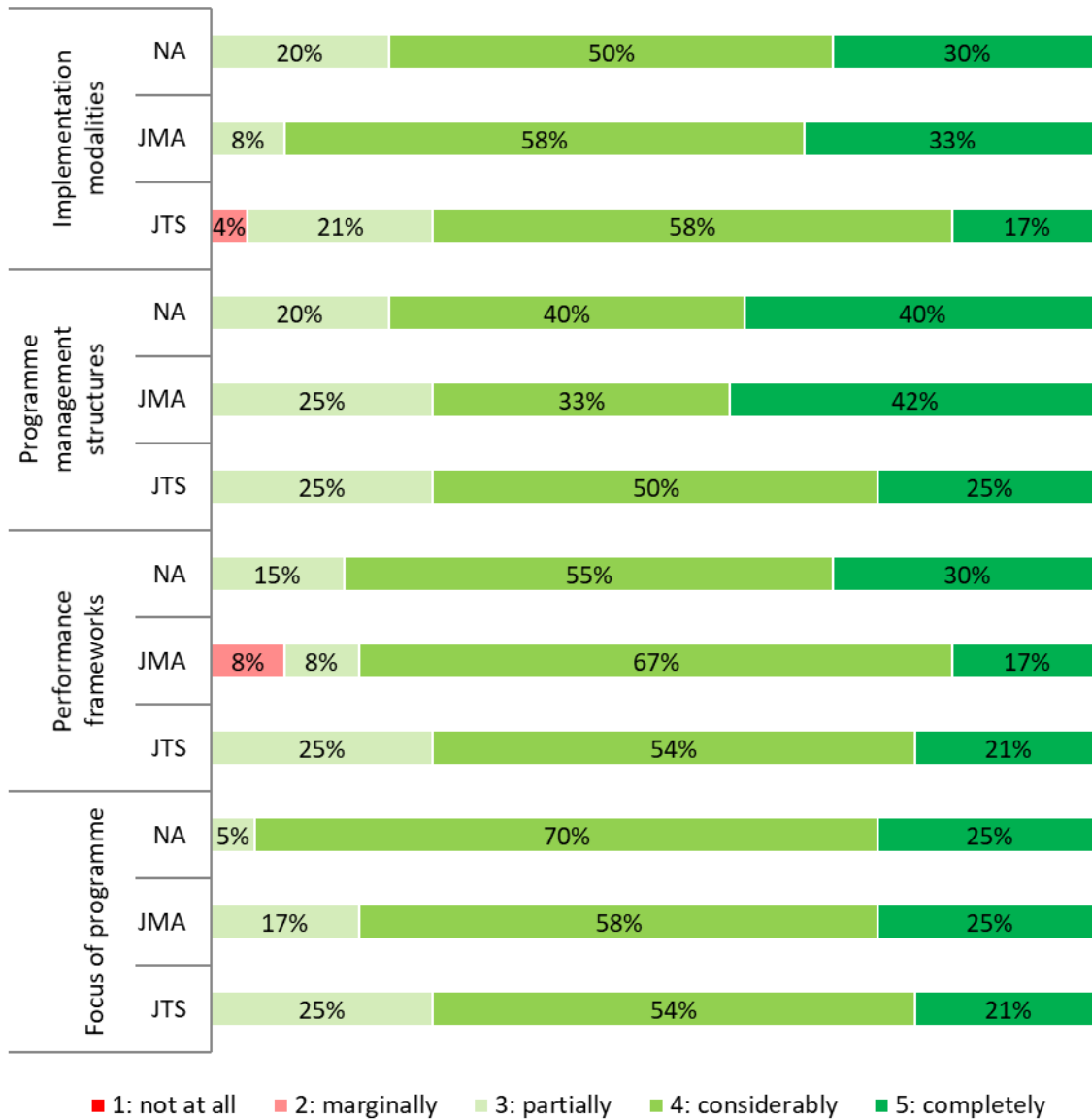


Figure 34: Survey to programme authorities: how do you rate RCBI support for Programme Management Structures?

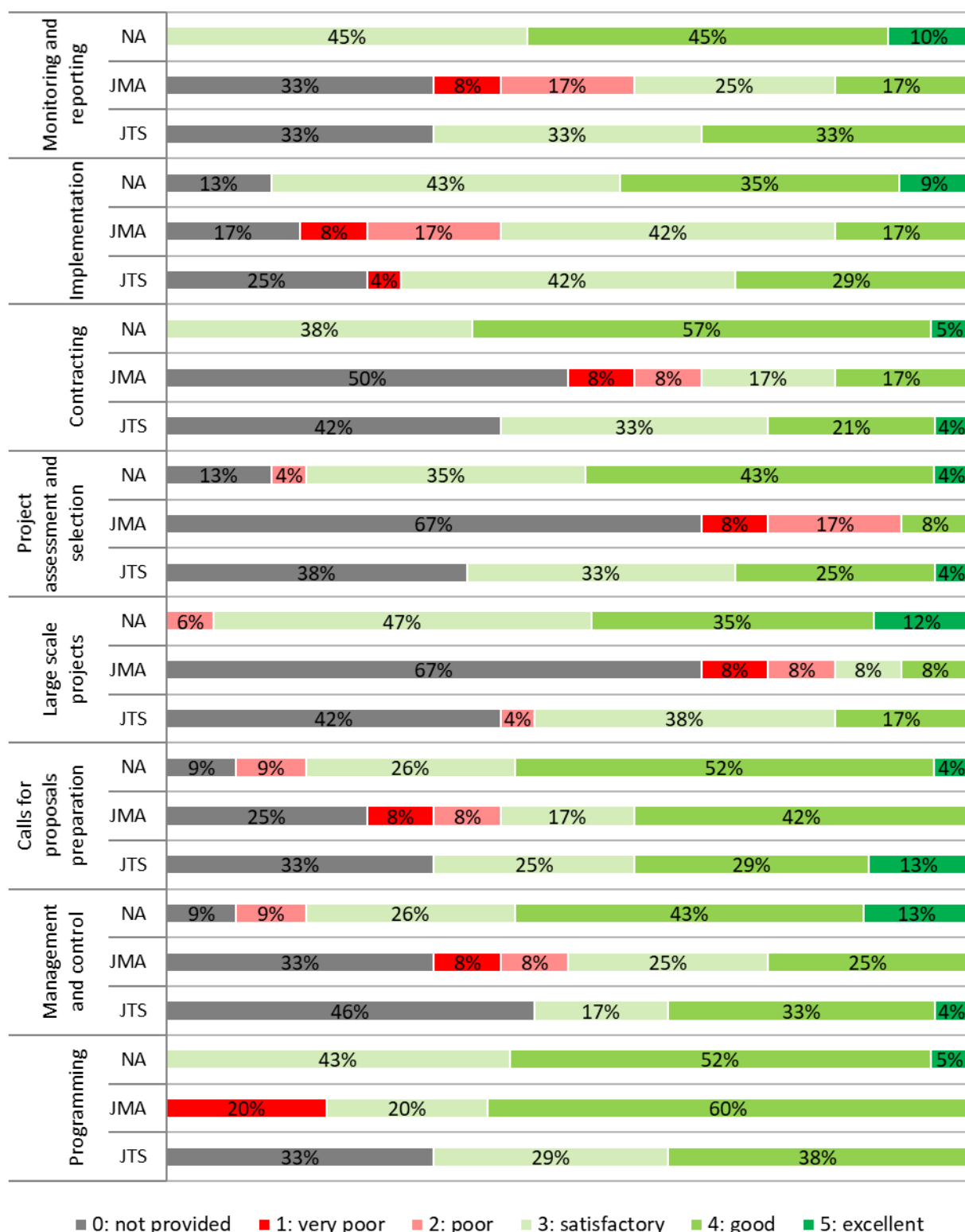
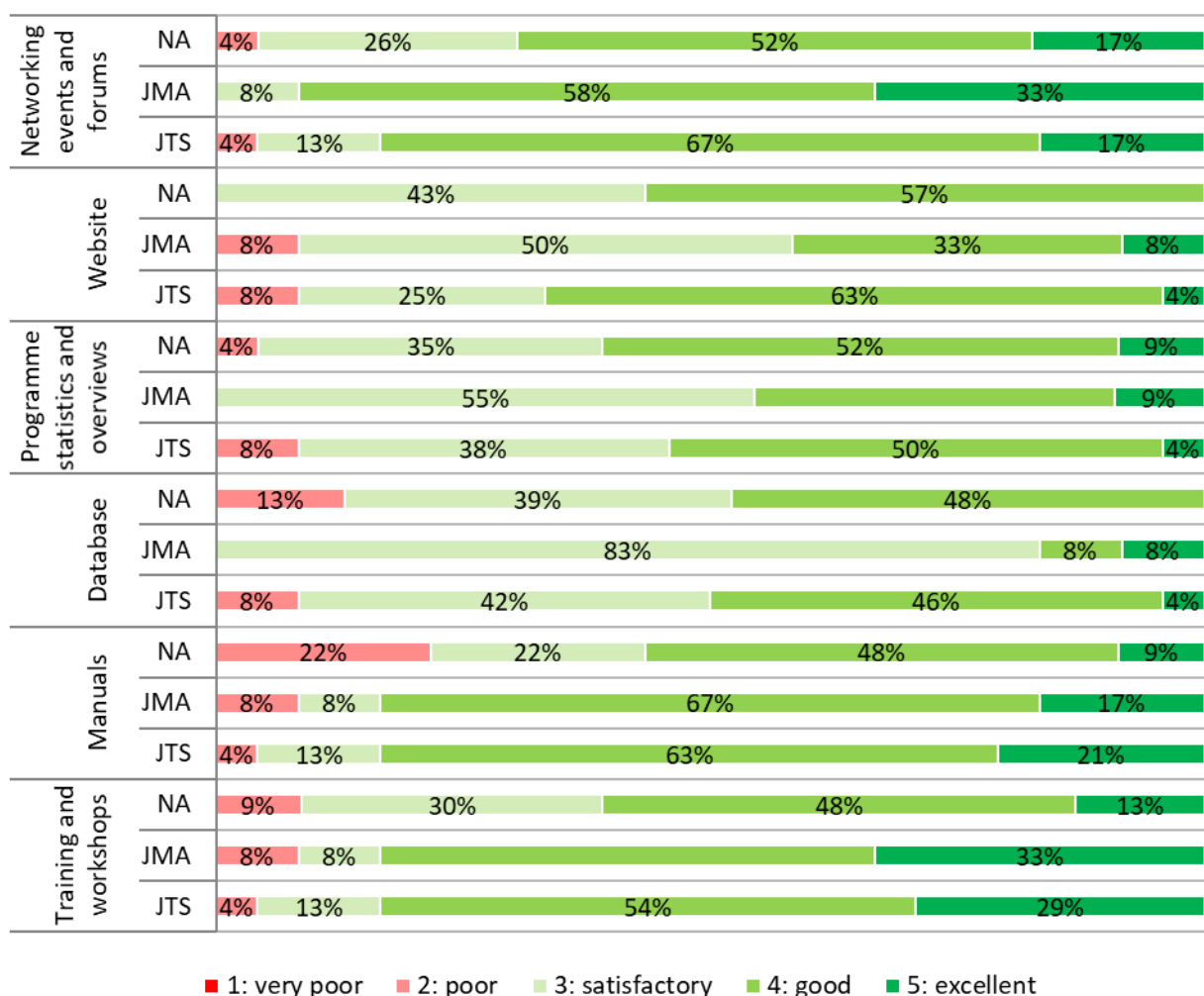


Figure 35: Survey to programme authorities: how do you rate the quality and value of INTERACT ENPI delivery tools?



Annex 10. Database analysis

1. Database themes and sectors

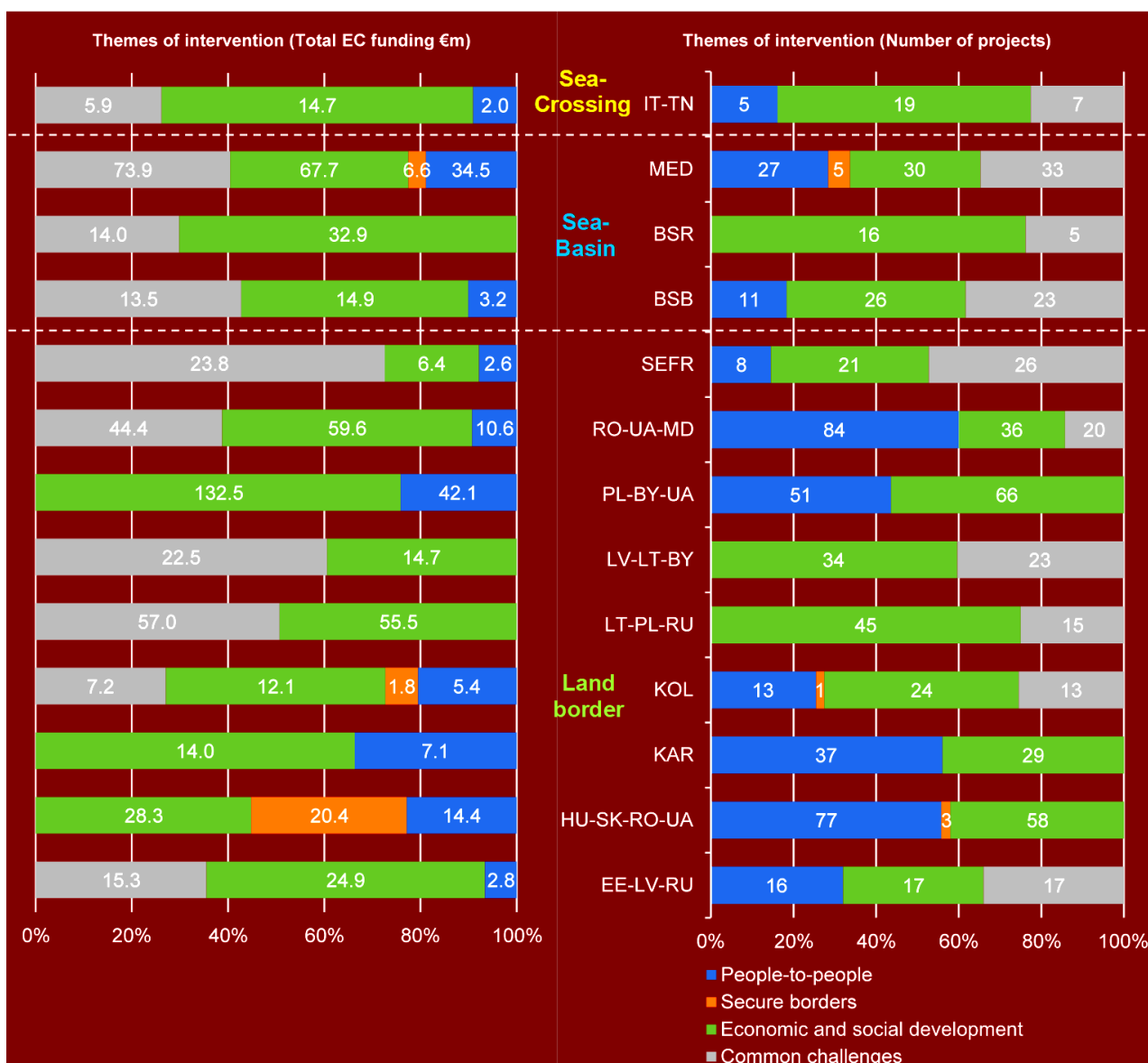
THEME	SECTOR	DESCRIPTION
Economic development	<i>Entrepreneurship and SME development</i>	Training and advice to SMEs with product development and marketing, promotion of entrepreneurship, B2B events, partnerships, networking and clustering, capacity building of business support organisations
	<i>IT & connectivity</i>	Investment into IT systems, broadband communications infrastructure, bridging digital divide in rural areas
	<i>Research, development and innovation</i>	Development of new technologies, Technology transfer actions between universities and industries
	<i>Tourism</i>	Joint tourism products, services and itineraries, investment into tourism infrastructure, sign-posting, promotion of natural and cultural assets, development of eco-tourism/tourism in rural areas, branding, strategy development, tourism destination management, networking and partnerships, training and skills development
	<i>Transport & energy infrastructures</i>	Road infrastructure, logistics, communication, energy infrastructure
	<i>Rural livelihoods and agriculture</i>	Advice to farmers and producers on modern production techniques and methods, market access, promotion of handicrafts and traditional and home produces, product branding, promotion of organic food production, food safety, irrigation systems, forestry, capacity building of agricultural associations and cooperatives, training and exchange of know-how
	<i>Governance</i>	Capacity building of regional and local authorities, promotion of e-government, design/implementation of urban development/local economic development strategies and measures, training in project management and EU programmes/funding
Environment	<i>Disaster and risk management</i>	Flood/fire prevention and forecasting, demining, capacity building of competent authorities, joint disaster-response simulations, networking and exchange of information, common approaches for risk management
	<i>Energy efficiency</i>	Promotion of renewable energies and energy efficiency, energy audits and implementation of energy saving measures in residential and public buildings, training and awareness raising, exchange of good practices
	<i>Nature preservation and promotion</i>	Preservation and promotion of fauna and flora, management of parks and protected areas, implementation of preservation measures on specific natural sites, capacity building of environmental protection bodies, control of soil pollution, data gathering and exchange of information and best practices
	<i>Solid waste management</i>	Waste collection, disposal and recycling of solid waste, capacity building, cooperation among private, public and civil society sector, cooperation on policy development, exchange of information
	<i>Water management</i>	Management of water resources, river basin/ sea water management, water supply and waste water management, investment into waste water infrastructure, policy planning, capacity building of municipalities and public utilities
	<i>Awareness raising, education and capacity building</i>	Raising awareness of the public about environmental issues, building the capacities of administration and civil society in environmental topics, promotion of dialogue on environment and sustainable development, promotion of EU environmental standards, exchange of information and know-how
Social development	<i>Children and youth</i>	Pre-school education, childcare and youth welfare, leisure and sports, youth promotion, training and education of young people, promotion of youth civic engagement,
	<i>Civil society development</i>	Strengthening the role of civil society in local development, promotion of cross-border cooperation among NGOs, exchange of experience and best practices
	<i>Cultural exchange</i>	Promotion of mutual understanding through joint cultural, educational and sporting events, exchange of students, artists and scholars, renewal of cultural links, seminars, construction of cultural/sport facilities
	<i>Education and training</i>	Formal and informal training, skills development, adult training, promotion of long-life training
	<i>Employment promotion</i>	Employment policy, capacity building of employment services, development of job services, training of the unemployed



Security	<i>Healthcare</i>	Health prevention (HIV, cardio-vascular diseases, cancers), health promotion, prenatal care, mental health, coordination of health practices
	<i>Social inclusion</i>	Protection and promotion of minorities and disabled people, inter-ethnic dialogue, inclusion of vulnerable groups, poverty reduction, development of community-based social services, partnerships and networking of social welfare organisations; promotion of gender equality, awareness-raising, capacity-building of women associations, support to women entrepreneurs
	<i>Border management</i>	Construction of cross-border point infrastructure, capacity building and training of border, immigration and foodstuff inspection services (customs, plant (products) inspection services, live animal and foodstuff inspection services and human health inspection services), exchange information and best practices
	<i>Prevention of and fight against organised crime</i>	Cooperation against terrorism, trafficking on human beings, child labour, drug trafficking, cybercrime, financial and economic crime, exchange information and best practices, capacity building of enforcement agencies

2. Database analysis

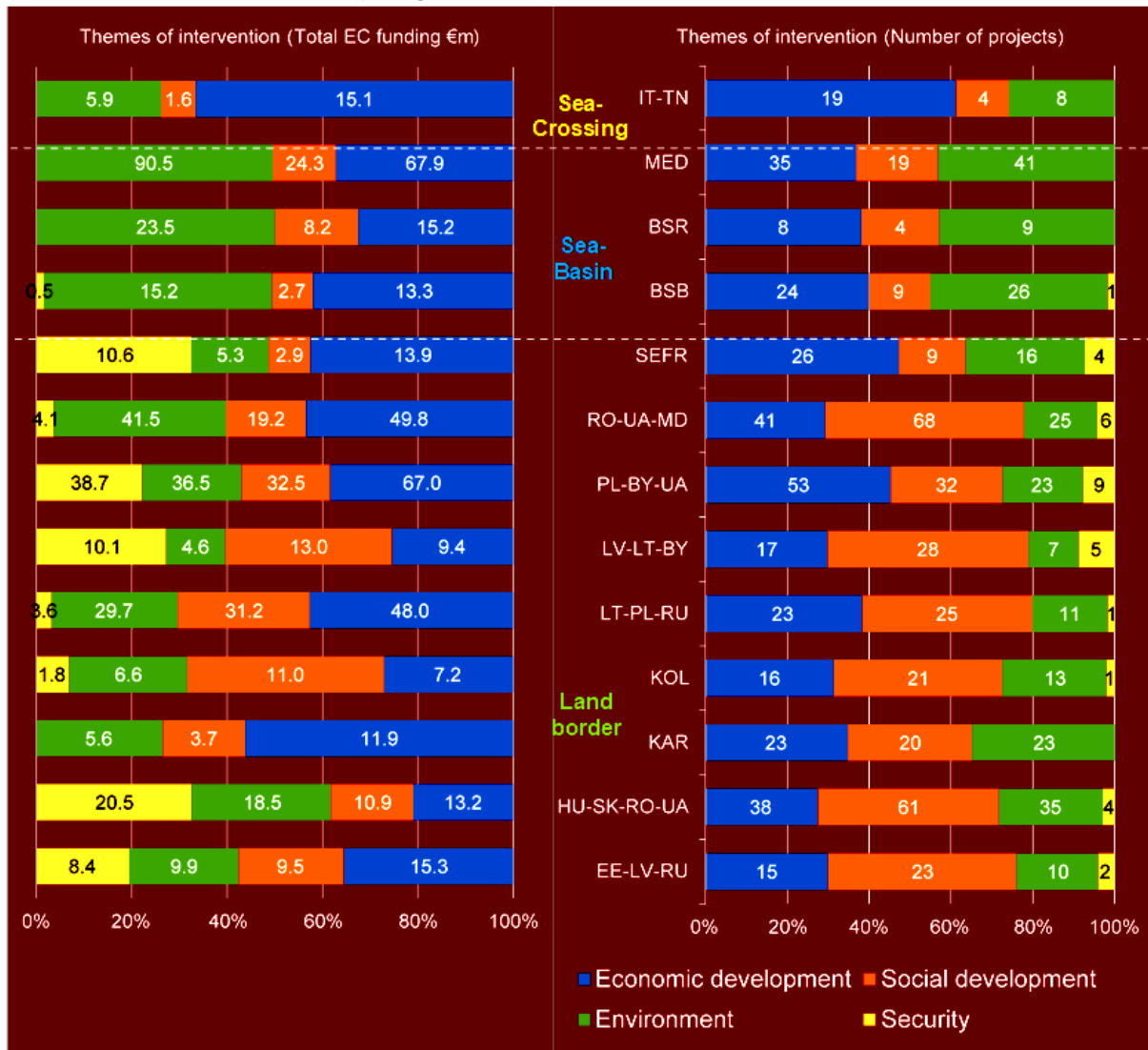
Overall objective strategy per programme



Source: JMA project data, April 2017 (see Annex)



Themes of intervention of programmes

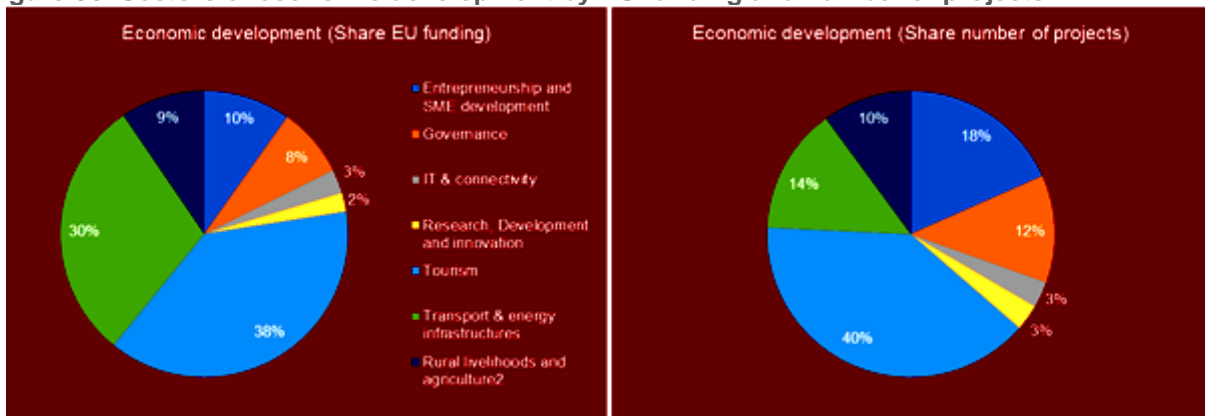


Source: JMA project data, April 2017 (see Annex)

Economic development

Overall

Figure 36: Sectors of economic development by EU funding and number of projects



Source: JMA project data, April 2017

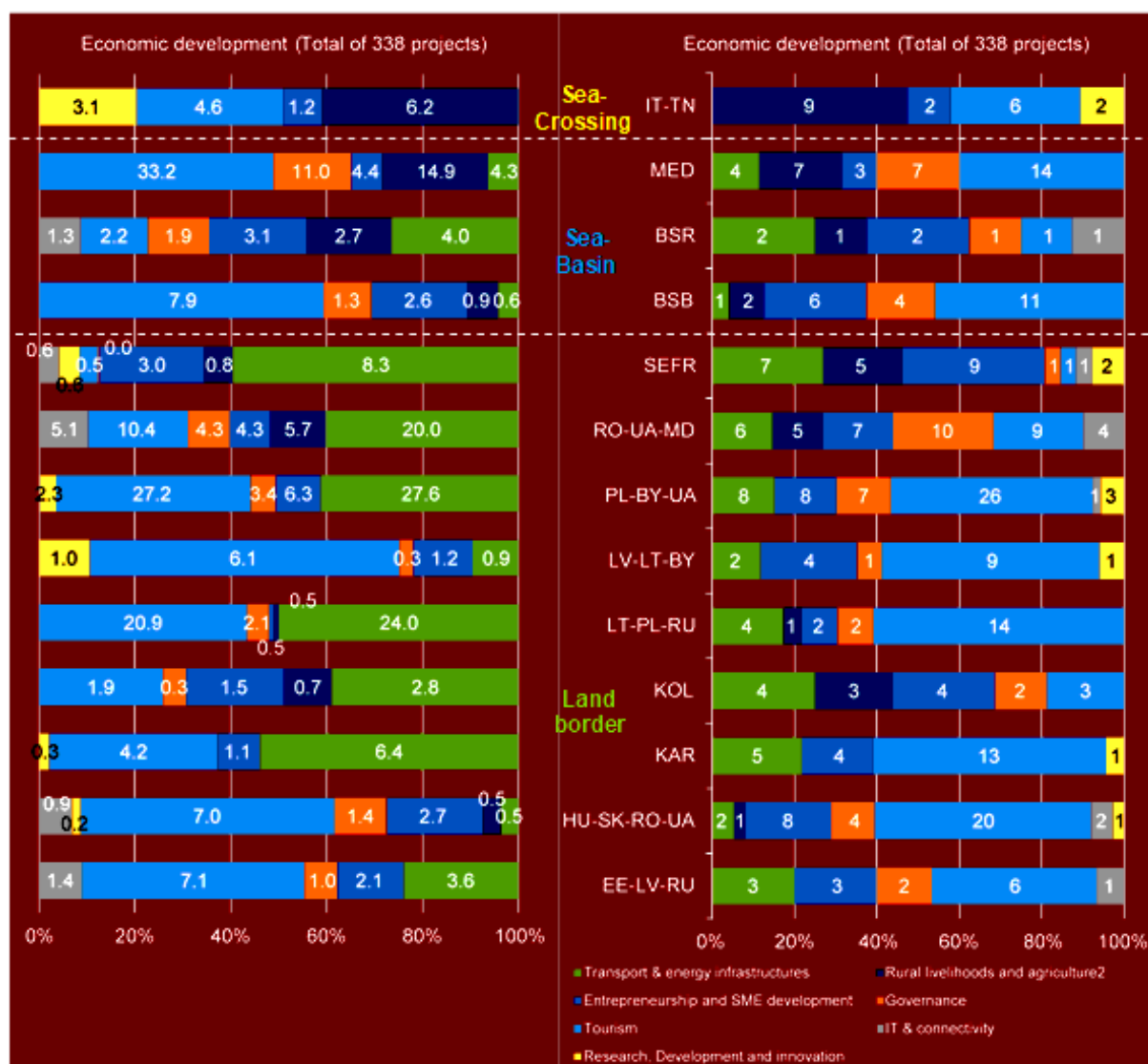


Regarding economic development, the projects funded under ENPI CBC programmes focused mainly on *tourism* (€132.7m. of EU funding and 133 projects). Other relevant sectors are *transport and energy* (€99.9m.), *entrepreneurship and SME* (€34.8m.), *rural livelihoods and agriculture* (€32.9m.) and *governance* (€27.7m.). The order is slightly different when analysing the number of projects: *entrepreneurship and SME* (62 projects) comes first, followed by *transport and energy* (48 projects), *governance* (41 projects) and *rural livelihoods and agriculture* (34 projects).

Per programme

The analysis at programme level (see 2 for additional information) reveals:

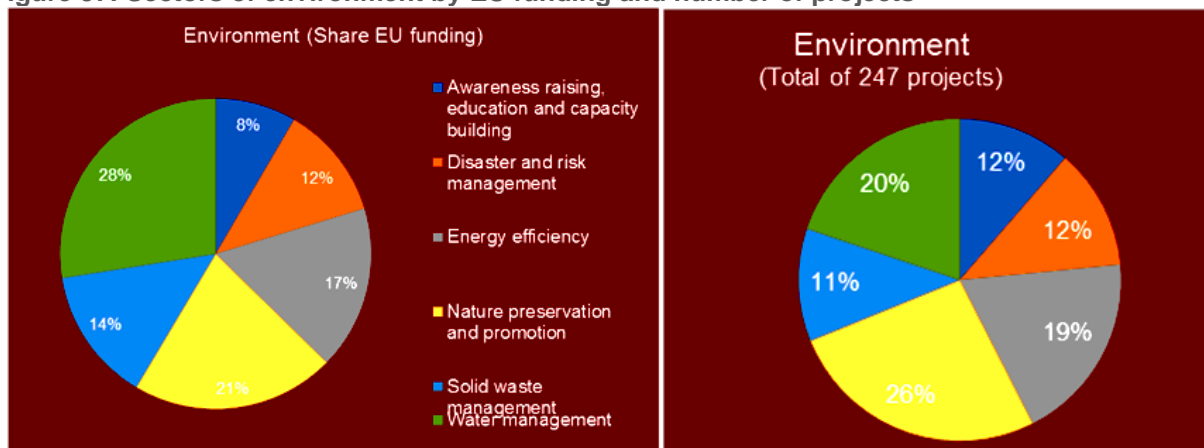
- In the sea-crossing programme IT-TN, there are more projects related to *rural livelihoods and agriculture* as compared to the other ENPI CBC programmes. No *IT & connectivity* projects are funded;
- The main sector of intervention in Sea basin programmes is *tourism*;
- For land border programmes, the budget is mainly dedicated to *tourism, transport and energy infrastructures*. Only LT-PL-RU and KOL programme did not fund *IT & connectivity or Research, development and innovation*;
- HU-SK-RO-UA is the only programme covering all economic development sectors.



Environment

Overall

Figure 37: Sectors of environment by EU funding and number of projects



Source: JMA project data, April 2017 (see Annex)

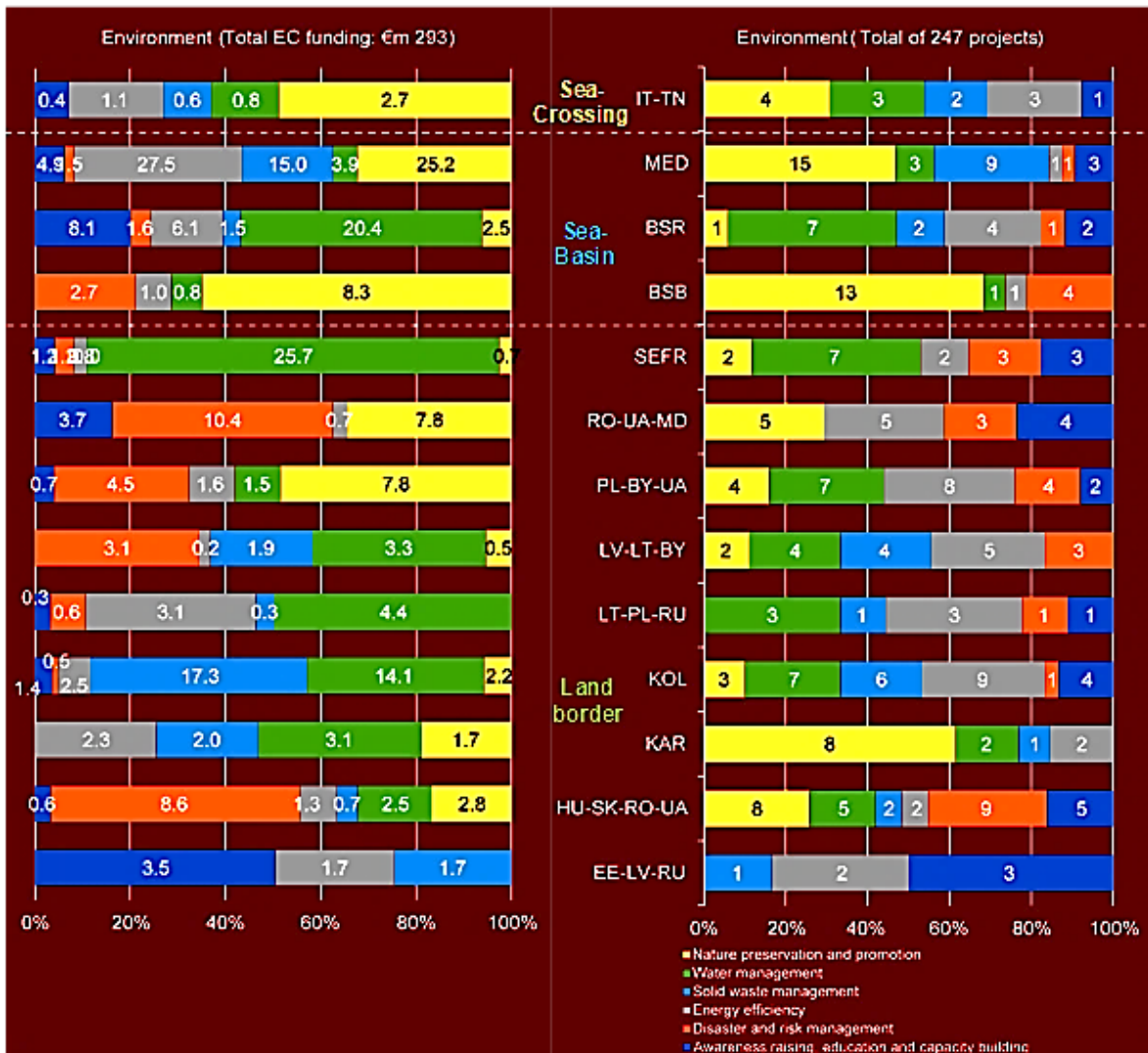
Interventions related to environment were funded under all programmes (in total accounting for more than 10% of the EU budget and more than 10% of projects). The two main sectors were *water management* (49 projects amounting to €80.6m.) and *nature preservation and promotion* (65 projects amounting to €62.2m.). Together, these two sectors corresponded to nearly 50% of EU funding allocated to environment. The other sectors are linked to *energy efficiency* (47 projects amounting to €50.0m.), *solid waste management* (28 projects sharing €41.0m.), *disaster and risk management* (30 projects sharing €34.8m.) and *awareness raising, education and capacity building* (28 projects amounting to €24.7m.).

Per programme

The analysis at programme level highlights the following key aspects:

- IT-TN and MED concentrated their financial resources on *nature preservation and promotion* and *energy efficiency*, while BSB focused only on *nature preservation and promotion*. BSR has invested mainly in *water management*;
- Land-border programmes are more heterogeneous in terms of the sectors of intervention. PL-BY-UA focused on *nature preservation and promotion*, while SEFR and LT-PL-RU concentrated on *water management*. RO-UA-MD and HU-SK-RO-UA concentrated their resources on *disaster and risk management* and KOL focused on *solid waste management*. In addition, it is worth noting that LV-LT-BY and KAR used the Programme to cover several sectors, i.e. *water management*, *solid waste management* and *disaster and risk management* (only for LV-LT-BY) and *energy efficiency* (KAR). Finally, EE-LV-RU had three sectors of intervention: *awareness raising education and capacity building*, *solid waste management* and *energy efficiency*.

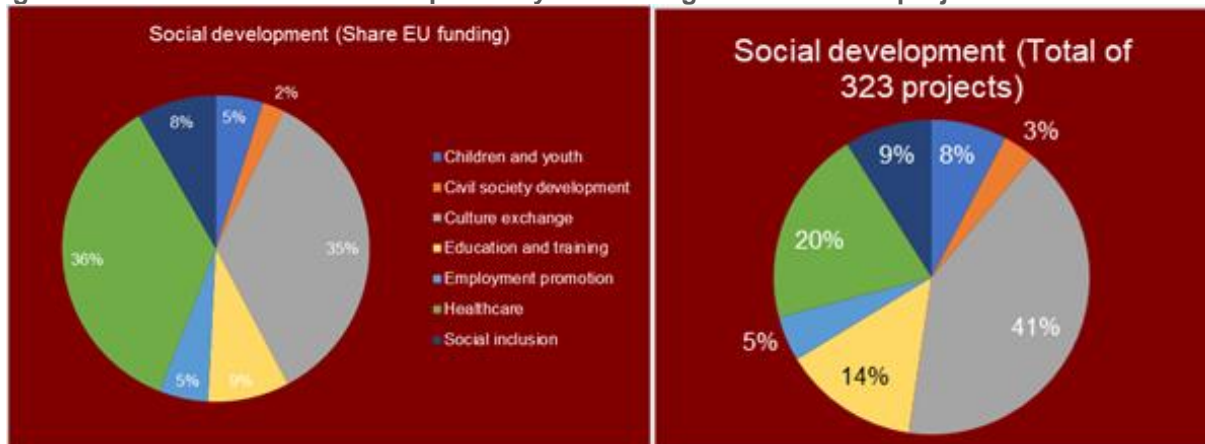




Social development

Overall

Figure 38: Sectors of social development by EU funding and number of projects



Source: JMA project data, April 2017

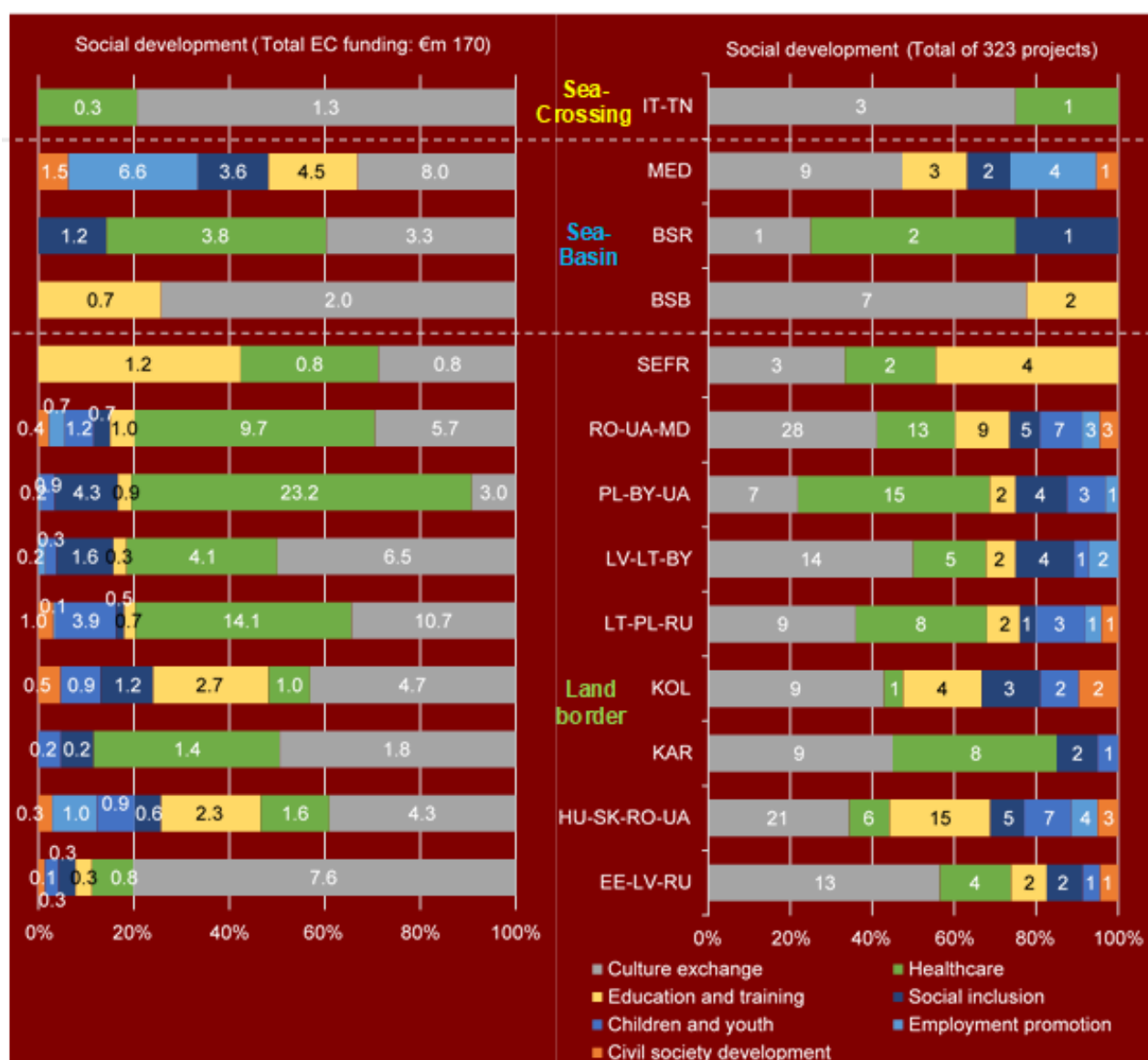


The two main sectors were *culture exchange* (133 projects accounting for €60.7m.) and *healthcare* (65 projects sharing € 60.9m.). Together, these sectors represent 70% of the EU funding and 61% of the projects in this field. *Education and training* ranked third overall (45 projects sharing €14.6m.). The other sectors, i.e. *social inclusion, children and youth* and *civil society development*, represented around 20% of total EU funding and 20% of the projects.

Per programme

At programme level, the situation can be summarised as follows:

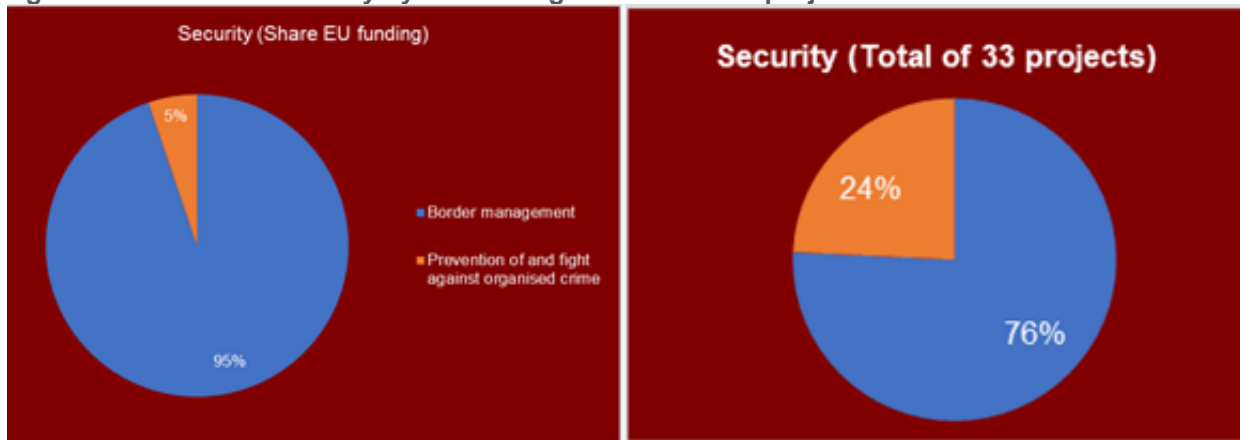
- The sea-crossing programme IT-TN focused only on *cultural exchange* and *healthcare* sectors;
- All sea basin programmes focused heavily on *culture exchange* (30% to 70% of EU funding and a similar proportion of projects). In addition, the MED programme covered several other sectors (*employment promotion, education and training, social inclusion* and *civil society development*), while BSR focused on *healthcare* and *social inclusion*. BSB had an additional focus on *education and training*;
- The land border programmes concentrated 80% of their resources on the three following sectors: *culture exchange, healthcare, and education and training*.



Security

Overall

Figure 39: Sectors of security by EU funding and number of projects



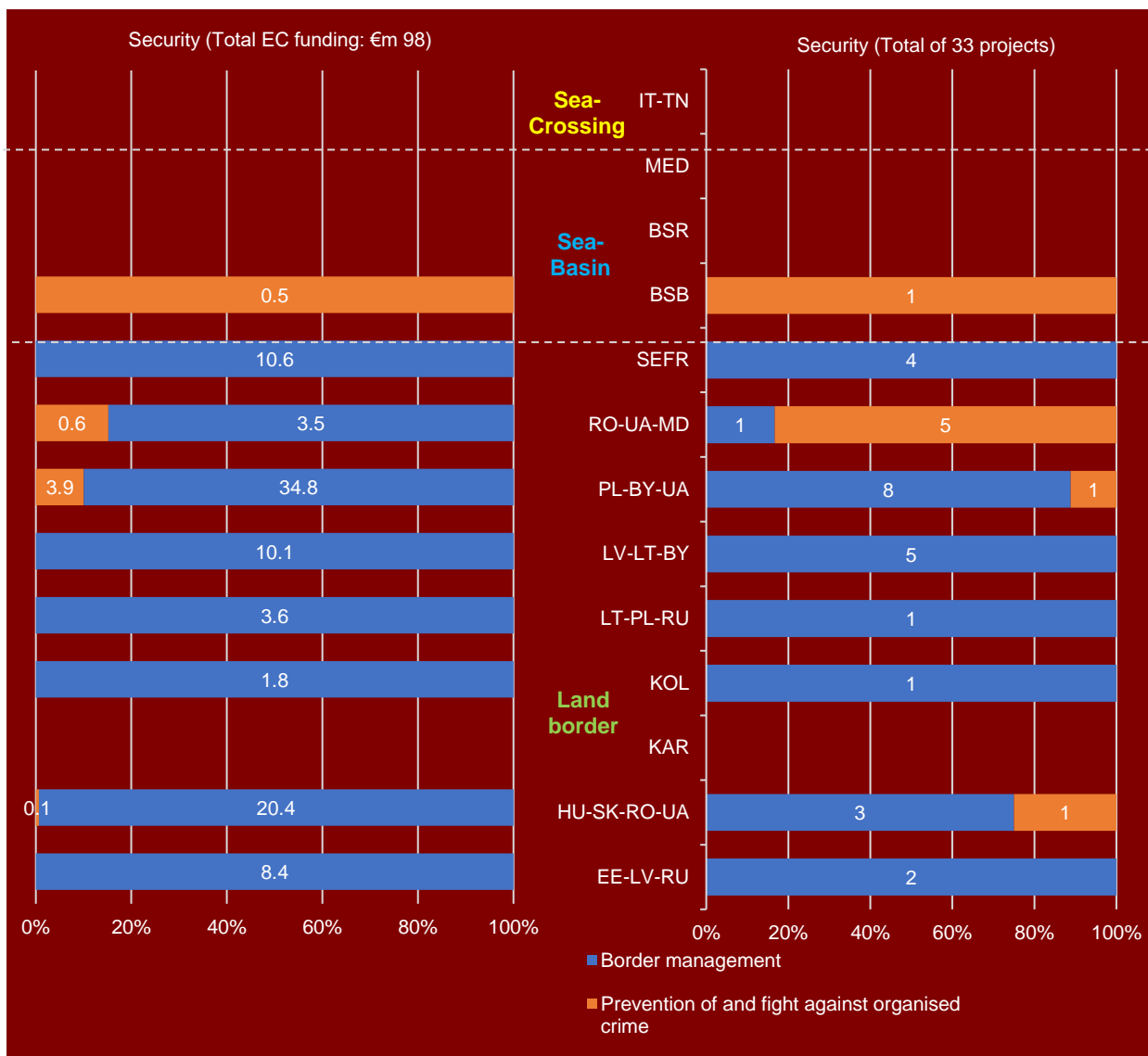
Source: JMA project data, April 2017

Security covered two sectors: *border management* and *prevention of and fight against organised crime*. The first sector included mostly border crossing infrastructure projects (mainly LSP), which accounted for 25 projects for a total EU amount of €93.3m. (representing almost 10% of the total EU funding of all CBC ENPI programmes). There were only 8 projects dealing with the *prevention of and fight against organised crime* (representing €5.1m.).

Per programme

IT-TN, MED, BSR and KAR did not have any projects related to security. Of the three sea-basin programmes, only BSB tackled security but only projects dealing with *prevention of and fight against organised crime*. Three land border programmes funded projects dealing with *prevention of and fight against organised crime* (i.e. RO-UA-MD, PL-BY-UA and HU-SK-RO-UA); while the others intervened on *border management* issues, mostly with border-crossing projects (LSPs).



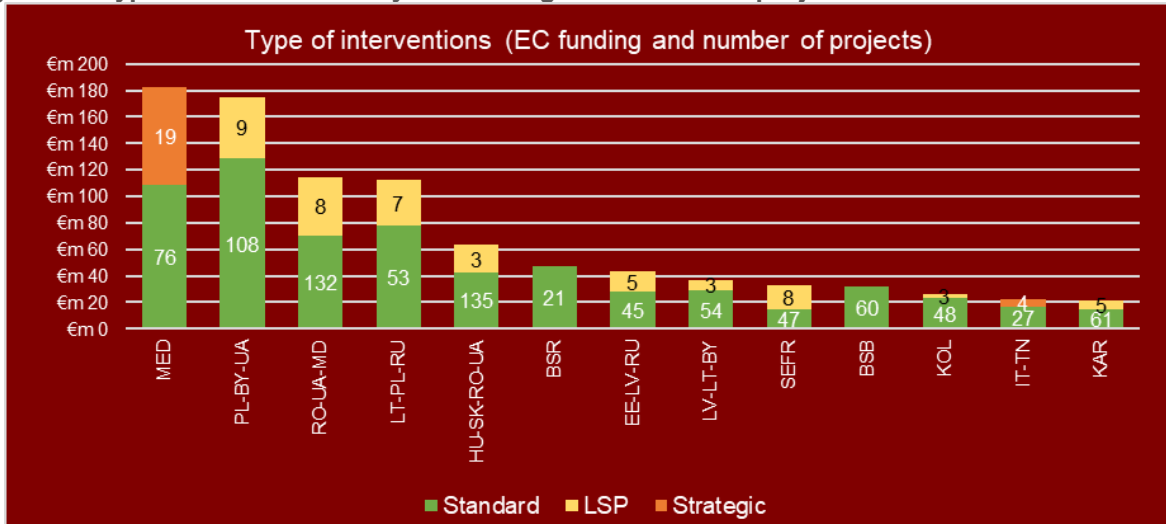


Large scale projects

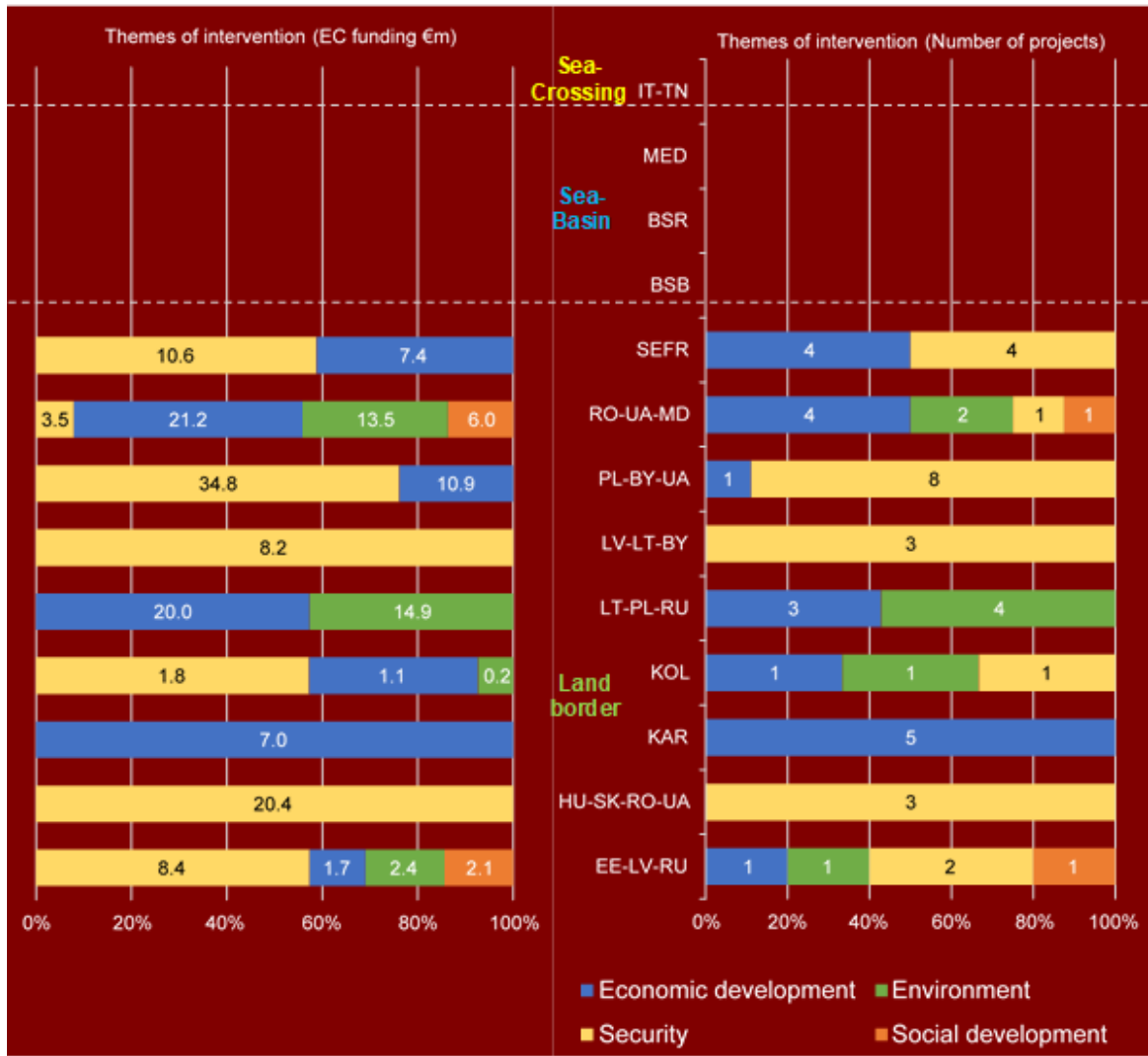
Nine land border programmes implemented LSP. By contrast, MED and IT-TN implemented strategic projects.



Figure 40: Type of interventions by EU funding and number of projects⁶⁶



Source: JMA project data, April 2017



⁶⁶ For BSR, only projects involving ENPI partner countries (i.e. Belarus) are taken into account

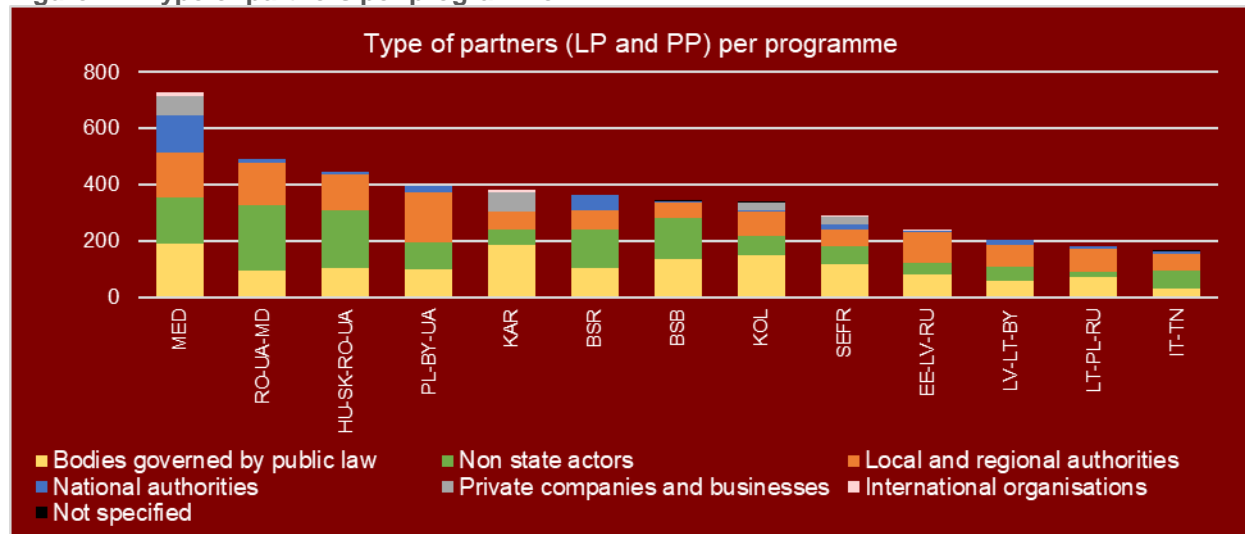


Type of partners

Regarding the distribution of organisations per programme

- *Non-governmental organisations* were more present in RO-UA-MD, HU-SK-RO-UA, BSR and BSB programmes;
- In KAR, KOL, MED and SEFR programmes, there was a significant proportion of *private companies and businesses*;
- In KAR programme, the category of *bodies governed by public law* was more numerous than in the other ENPI CBC Programmes.

Figure 41: Type of partners per programme



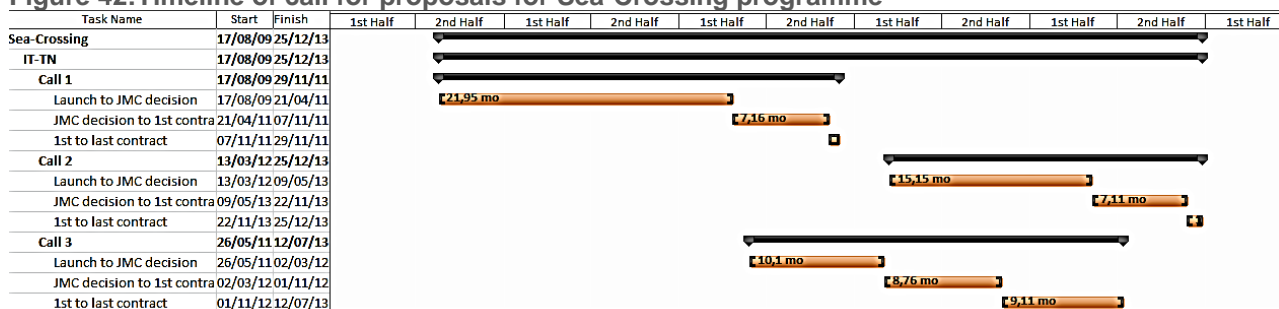
Source: JMA project data, April 2017

Timelines of calls for proposals

The time duration of IT-TN programme from the JMC decision to the signature of the last contract is:

- 2 years, 3 months and 12 days for the first call
- 1 year, 9 months and 12 days for the second call
- 2 years, 1 month and 16 days for the third call

Figure 42: Timeline of call for proposals for Sea-Crossing programme



The time duration of MED programme from the JMC decision to the signature of the last contract is:

- 3 years, 6 months and 1 day for the first call
- 1 year, 8 months and 26 days for the second call
- 2 years and 11 days for the third call

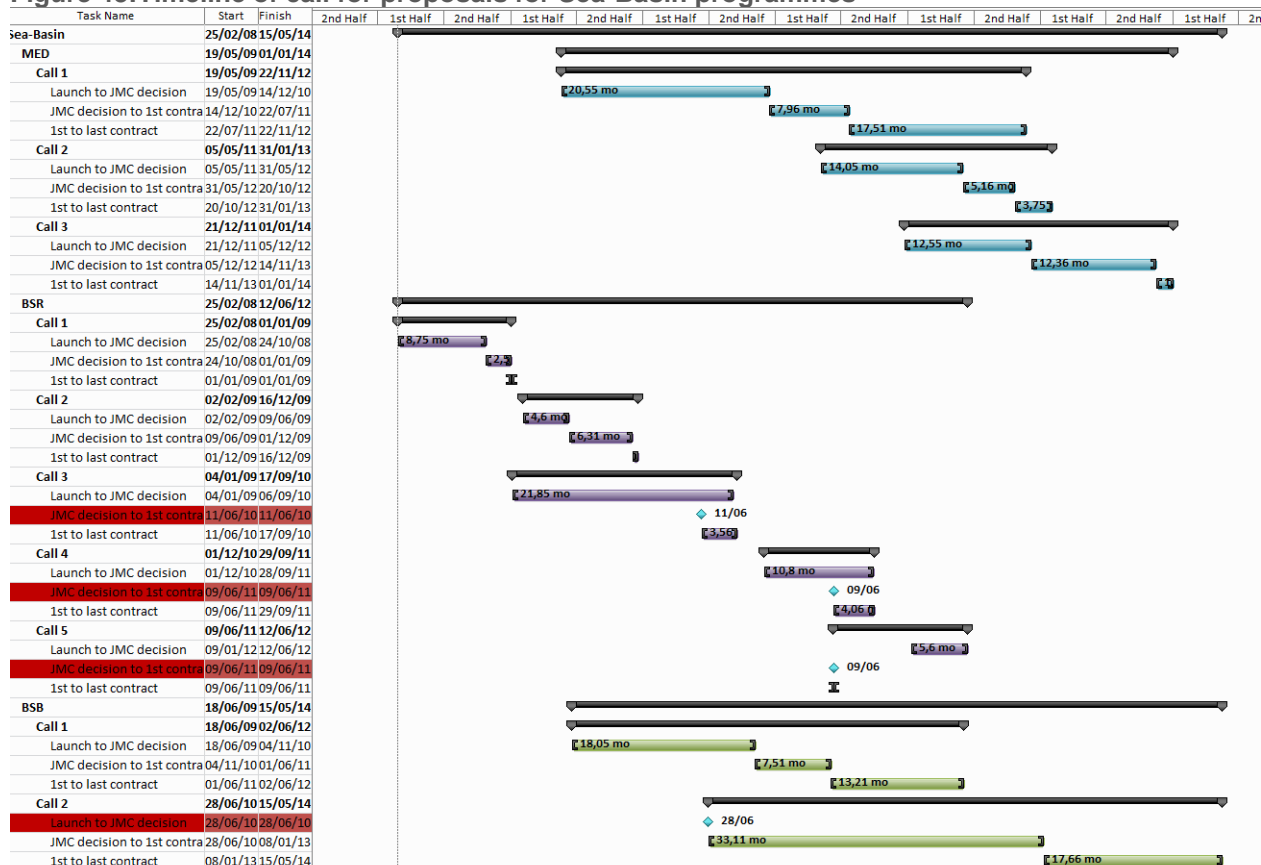
The time duration of BSR programme from the JMC decision to the signature of the last contract is:

- 10 months and 7 days for the first call
- 10 months and 14 days for the second call
- 1 year, 8 months and 13 days for the third call
- 9 months and 28 days for the fourth call
- N/A for the fifth call

The time duration of BSB programme from the JMC decision to the signature of the last contract is:

- 2 years, 11 months and 15 days for the first call
- 2 years, 10 months and 15 days for the second call

Figure 43: Timeline of call for proposals for Sea-Basin programmes



The time duration of SEFR programme from the JMC decision to the signature of the last contract is:

- 1 year, 5 months and 21 days for the first call
- 1 year, 2 months and 15 days for the second call
- 1 year, 5 months and 10 days for the third call



The time duration of RO-UA-MD programme from the JMC decision to the signature of the last contract is:

- 3 years, 1 month and 28 days for the first call
- 2 years, 1 month and 17 days for the second call

The time duration of PL-BY-UA programme from the JMC decision to the signature of the last contract is:

- 4 years, 1 month and 30 days for the first call
- 3 years, 5 months and 16 days for the second call
- 2 years, 1 month and 16 days for the third call

The time duration of LV-LT-BY programme from the JMC decision to the signature of the last contract is:

- 3 years, 8 months and 17 days for the first call
- 3 years, 1 month and 27 days for the second call

The time duration of LT-PL-RU programme from the JMC decision to the signature of the last contract is:

- 2 years, 11 months and 21 days for the first call

The time duration of KOL programme from the JMC decision to the signature of the last contract is:

- 1 year, 6 months and 17 days for the first call
- 1 year, 1 month and 19 days for the second call
- 1 year, 5 months and 11 days for the third call
- 1 year, 4 months and 7 days for the fourth call

The time duration of KAR programme from the JMC decision to the signature of the last contract is:

- 1 year, 3 months and 17 days for the first call
- 3 years, 1 month and 5 days for the second call
- 1 year, 9 months and 19 days for the third call
- 1 year, 1 month and 26 days for the fourth call
- 1 year, 3 months and 28 days for the fifth call
- 1 year, 3 months and 18 days for the sixth call

The time duration of HU-SK-RO-UA programme from the JMC decision to the signature of the last contract is:

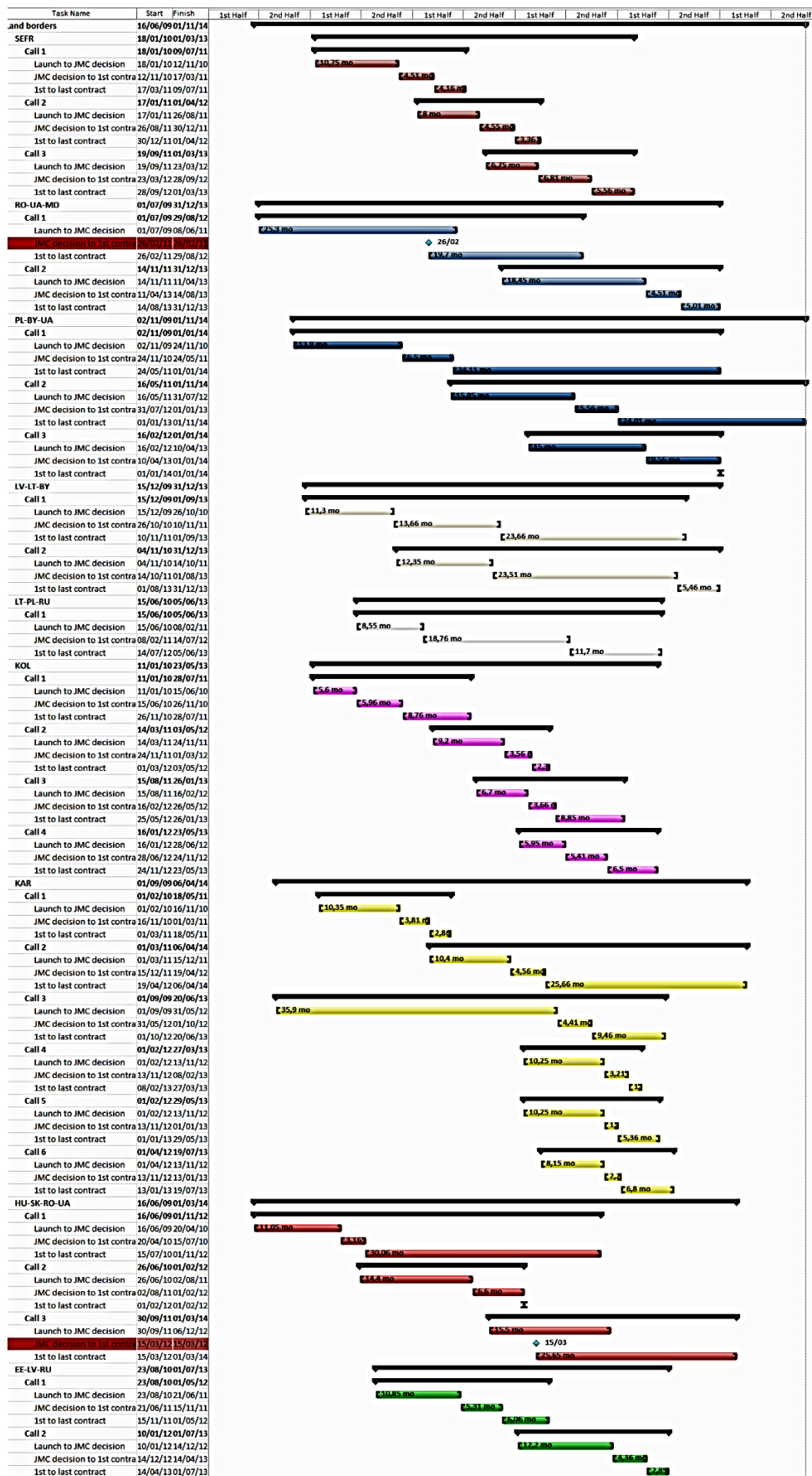
- 3 years, 4 months and 16 days for the first call
- 2 years, 7 months and 8 days for the second call
- 2 years and 5 months for the third call

The time duration of EE-LV-RU programme from the JMC decision to the signature of the last contract is:

- 1 year, 8 months and 8 days for the first call
- 1 year, 5 months and 21 days for the second call



Figure 44: Timeline of call for proposals of Land borders



Annex 11. Field phase methodology

1. AIM AND SCOPE OF THE FIELD PHASE

The aim of the field phase is threefold:

1. to capture the opinions and views from CBC stakeholders on the topics raised in the evaluation questions
2. to confirm or disconfirm the findings from the desk phase
3. to inform the case studies.

In line with the Inception Report, it is proposed to hold interviews with programme management structures, national authorities, project partners and other key stakeholders⁶⁷ on both sides of the border. The interviews will be based on semi-structured questionnaires which will be developed during the desk phase taking into account the evidence emerging from the previous evaluation activities (analysis of the project database, desk review and web surveys) and consulted with the ISG.

The table below shows how interviews will provide information about key aspects of the evaluation.

Stakeholders	Programme implementation	Project implementation	Project outcomes and impact	Programme outcomes and impact
1. JMA	X	X	X	X
2. JTS/Branch offices	X	X	X	
3. ENPI national authorities	X	X	X	X
4. EU project partners		X	X	
5. ENPI project partners		X	X	
6. Other key stakeholders			X	X

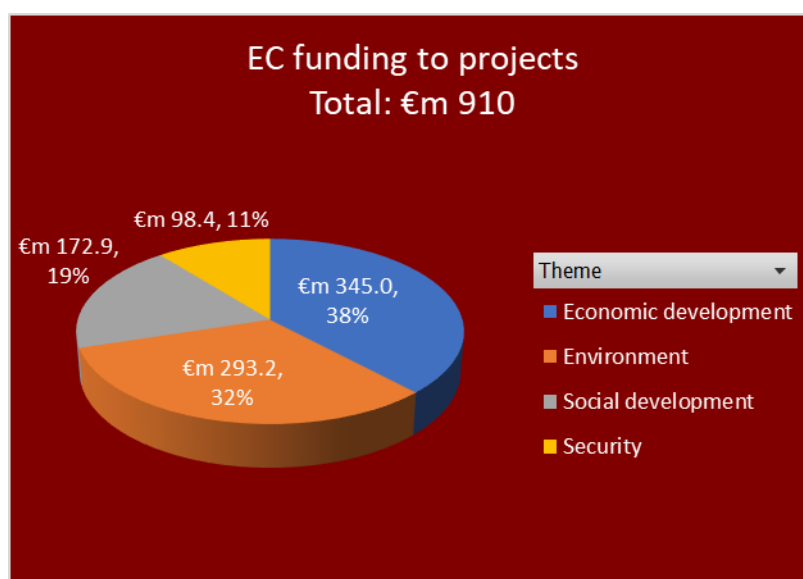
2. CASE STUDIES

a) Preliminary remark on project data

All information about projects is extracted from the evaluation database compiled from data provided by JMAs in April/May 2017. Projects have been organised according to four themes: economic development, environment, social development and security as shown in the figure overleaf. Projects were also assigned a specific sector under each theme based on their objectives, results and activities. In total, there are 941 projects for a total amount of EU funding contracted amounting to €m 910 as shown in the figure below.

⁶⁷ Other key stakeholders are any organisation not necessarily benefiting from the cooperation but playing an important role in policy-making/coordination/research in the sector of intervention e.g. Regional Tourist Board, research institute, etc.





Appendix 6 presents the detailed coverage of each theme and sector while Appendix 7 shows the distribution of projects in terms of contracted EU funding per programme and per sector.

b) Proposed selection

The case studies aim to understand how the programmes achieved results and delivered impact in line with their objectives and what was their contribution to stability, security and prosperity in the European neighbourhood.

It is proposed to link the case studies to the objectives of the ENPI CBC strategy for 2007-2013 from which programme objectives themselves are derived. Within these broad objectives, it is proposed to focus the case studies on selected sectors and border areas to make it possible to analyse problems and draw meaningful conclusions (see proposed methodology and outline in appendices 3 and 4). The selected sectors and programmes and the link to ENPI CBC strategy are presented in the table below.

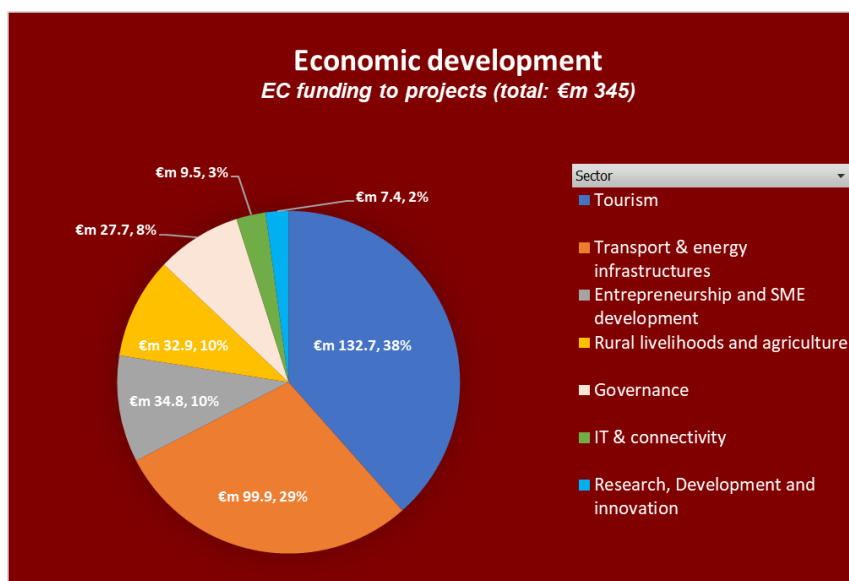
ENPI 2007-2013 CBC strategic objective	Focus	Programmes	Main evaluation question
Promoting economic and social development in border areas	Economic development (<i>Tourism</i>)	1. HU-SK-RO-UA 2. PL-BY-UA	Did ENPI CBC contribute to develop the economic potential of the tourism sector generating both outcomes and employment for the local population?
Promoting local, "people-to-people" cooperation			Did ENPI CBC foster long-term cross-border contacts and partnerships bringing the populations of border areas closer to each other?
Working together to address common challenges	Environment (<i>Nature preservation and promotion</i>)	1. MED 2. IT-TN 3. BSB	Did ENPI CBC contribute to solving cross-border challenges linked to the preservation and protection of natural resources
Ensuring efficient and secure borders	Security (<i>Border management</i>)	1. SEFR 2. EE-LV-RU	Did ENPI CBC contribute to more efficient and secure borders?



c) Rationale for selecting sectors

- Economic development

The economic development sector cover projects in the field of tourism, transport & energy, entrepreneurship & SME development, rural livelihoods and agriculture, governance, IT & connectivity and R&D&I⁶⁸. It should be noted that while they are categorised in the economic development sector in the evaluation database, tourism projects were funded both under socio-economic development and people-to-people priorities/measures. With more than €m 132 of EU funding, tourism projects represent 15% of the total contracted amount under CBC ENPI. They are the first type of projects in the economic development sector in terms of EU funding (38%) as shown below⁶⁹.



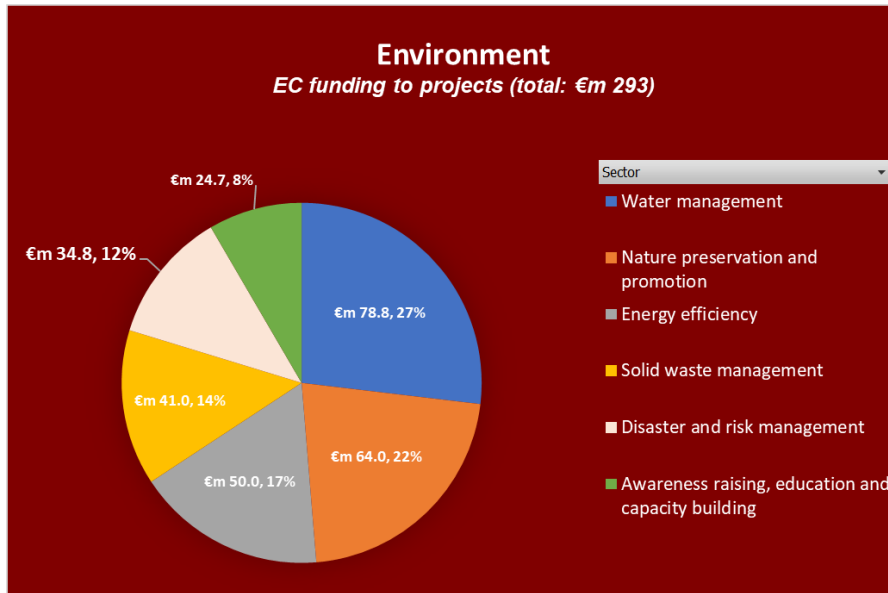
- Environment / Nature preservation and promotion

Environment was selected as the number one common challenge to be addressed through CBC. Environment features in all 13 programmes either as a specific objective or as a measure. In the evaluation database, environment projects include disaster and risk management, energy efficiency, nature preservation and promotion, solid waste management, water management, awareness raising, education and capacity building⁶⁸. Environmental projects account for almost one third of the total ENPI CBC contracted funding (€293m). It is proposed to focus the case study on nature preservation and promotion which is the second most important environment sectors with 22% of the total contracted EU funding to environmental projects but the first sector for the MED, IT-TN and BSB programmes (see below selection of programmes).

⁶⁸ See Appendix 6 for a detailed breakdown of type of projects per sector

⁶⁹ Project database compiled from JMA figures (April/May 2017). In total, EC funding to projects amounts to €m 910.

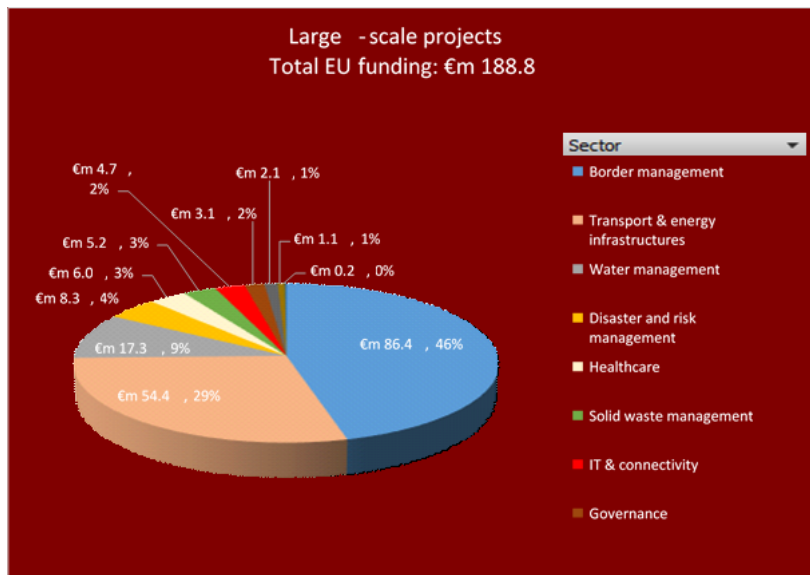




- Security

Projects dealing with border management and the prevention of and fight against organised crime are grouped in the evaluation database under the common theme of security⁷⁰ which is linked to the third ENPI CBC strategic objective (“efficient and secure border”). Together they accounted for € 98.4m out of which €5m for the prevention of and fight against organised crime and €93m for border management.

The objective of efficient and secure border featured much less in the strategic framework of programmes⁷⁰. However, 8 programmes⁷¹ funded border infrastructure projects⁷² for a total EU contribution of € 93m, representing 10% of the total EC contracted funding to projects. These projects represent almost half of all large-scale projects funded across the 13 programmes i.e. 20 out of 46 and 46% of total EU funding to LSP as shown in the figure below.



⁷⁰ “Efficient and secure border” appeared in only 2 programmes as a specific objective (HU-SK-RO-UA, SEFR) with two additional programmes included the objective as a measure (PL-BY-UA, LV-LT-BY). The remaining programmes did not make a reference to the objective in their strategic framework.

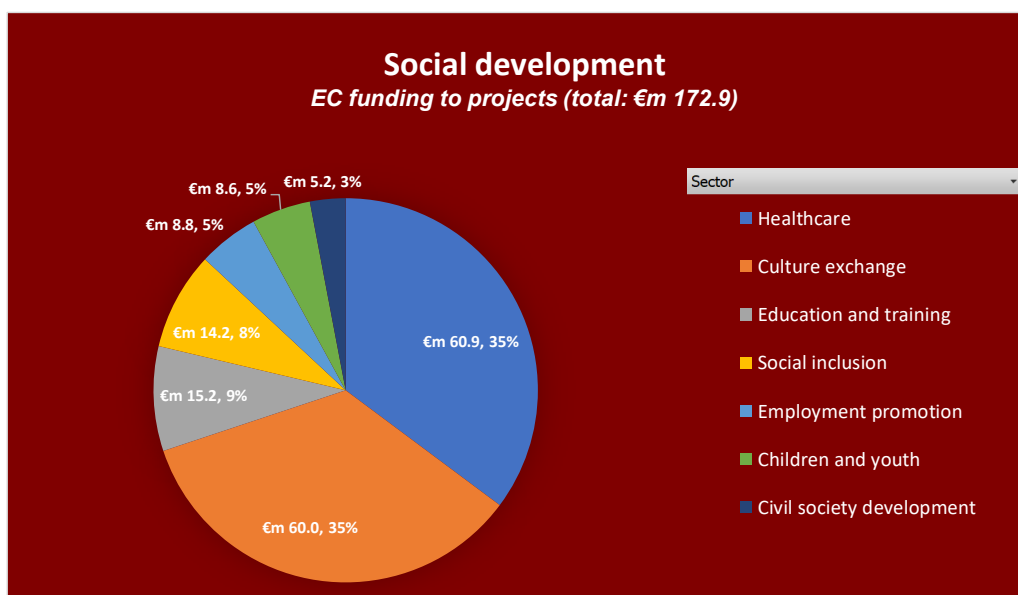
⁷¹ LT-PL-RU, LV-LT-BY, PL-BY-RU, HU-SK-RO-UA, RO-UA-MD, SEFR, EE-LV-RU, KOL

⁷² 23 projects including 20 LSP



- Social development (not selected for the case studies)

There were 323 projects in the social development sector representing 19% of total EC funding contracted as shown in the figure below. These projects were funded under various priorities and measures including socio-economic development, common challenges and people-to-people. Healthcare and cultural exchange projects represented 70% of the total. However, they account both for only 7% of the total EC funding contracted. Given this low proportion, it was decided not to focus the case studies on these sectors.



d) Rationale for selecting programmes

The programmes were selected to cover the entire geographical scope of ENPI CBC while including also the three types of programmes as shown in the table below:

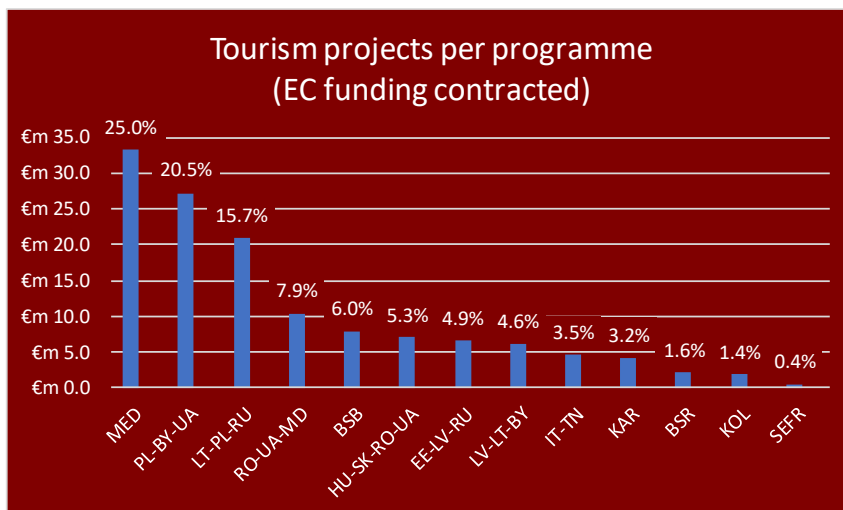
Case study	Programme	Type	Geographical focus
Tourism	HU-SK-RO-UA	Land	Central
	PL-BY-UA	Land	Central
Nature preservation & promotion	MED	Sea-basin	South
	IT-TN	Sea-crossing	South
	BSB	Sea-basin	East
Border management	SFRU	Land	North/East
	EE-LV-RU	Land	North/East

- Tourism

As explained above, for the case studies to be feasible and meaningful it is important to focus not only on a sector but also on a specific border. In the case of the tourism sector, it is proposed to focus the case study on the Carpathian Mountains which benefited from tourism projects funded under the HU-SK-RO-UA and PL-BY-UA programmes.

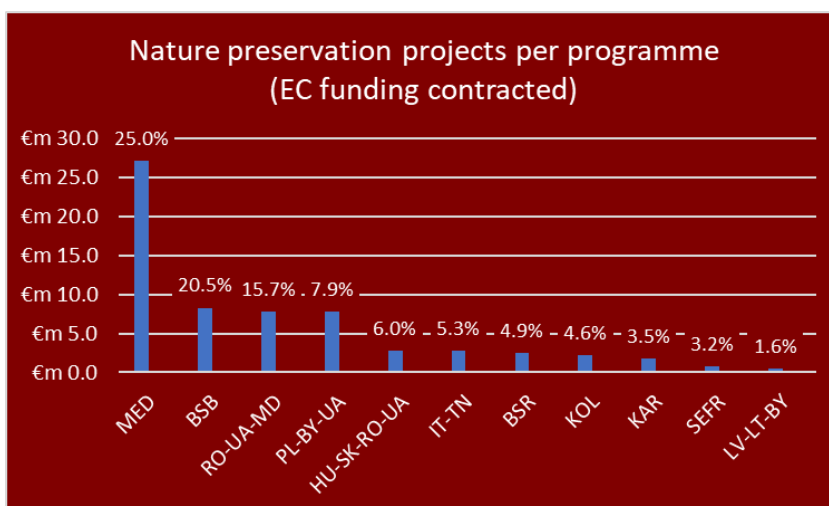
Together, tourism projects funded under these two programmes accounted for more than 25% of the total contracted EC funding to tourism projects across all programmes as shown in the figure below. Tourism projects represented more than 50% of EC funding contracted by PL-BY-UA and 46% by HU-SK-RO-UA.





- Nature preservation and promotion

Nature preservation and promotion is the first environment sector in terms of contracted EC funding for MED, IT-TN and BSB programmes. Together, the nature preservation and promotion projects from these three programmes accounted for approximately 50% of the total contracted EC funding to projects in this sector across all programmes as shown in the figure below.

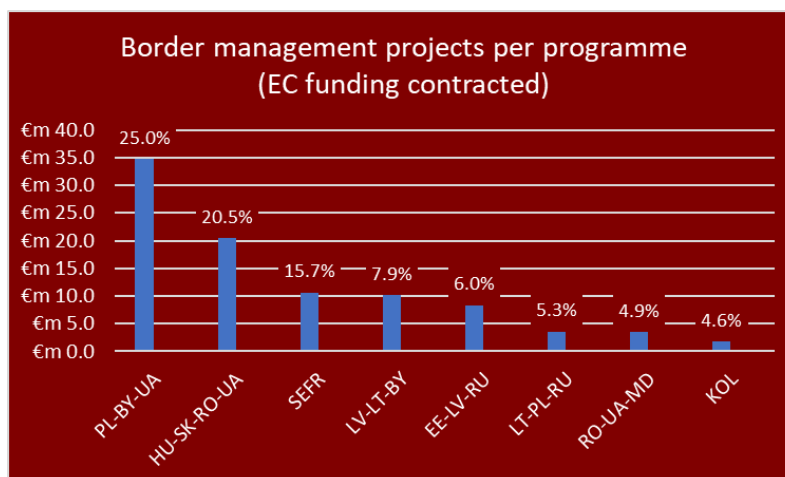


To ensure a sufficient focus, it proposed that the nature preservation and promotion case study covers only projects dealing with the management of sea resources which is a theme common to the MED, IT-TN and BSB programmes.

- Border management

It is proposed that the border management case study covers two programmes involving border crossing points with Russia i.e. SEFR and EE-LV-RU. These two programmes account for almost 22% of EC funding contracted to border management projects as shown in the figure below.





It should be noted that the case study will carry out an in-depth analysis of the impact and sustainability of the three SEFR border crossing projects which were reviewed rather than evaluated by the [Ex-Post Evaluation of the South-East Finland – Russia ENPI CBC 2007–2013 Programme](#)⁷³. A more detailed justification for the inclusion of the SEFR is provided under Appendix 8.

3. PROJECT SAMPLE

a) Proposed selection

The sample includes 16 projects across 7 different programmes. It includes 11 standard projects (S), four large scale projects (LSP) and one strategic project (ST). The total contracted value of sampled projects amounts to €24.4m⁷⁴. The list of project partners is provided in Appendix 1.

Sector	Project name	Type	Programme	Value
Tourism (<u>People-to-people</u> underlined)	Carpathian Tourist Road	S	HU-SK-RO-UA	€m 0.5
	Carpathian tourism road 2	S	HU-SK-RO-UA	€m 0.4
	<u>Discover Uzhhorod. The First Step in the Opening of Zakarpattya.</u>	<u>S</u>	<u>HU-SK-RO-UA</u>	<u>€m 0.1</u>
	„Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route”	S	PL-BY-UA	€m 0.3
	<u>Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl"</u>	<u>S</u>	<u>PL-BY-UA</u>	<u>€m 0.5</u>
	<u>Cross-border cooperation for health tourism of Polish-Ukrainian borderland</u>	<u>S</u>	<u>PL-BY-UA</u>	<u>€m 0.6</u>
Nature preservation and promotion (<u>management of sea resources</u>)	Sustainable methodologies for rehabilitation and valorisation of coastal shoreline	S	IT-TN	€m 0.7
	Safety and Quality of the products of Aquaculture: development of a common Tunisian-Sicilian method	S	IT-TN	€m 0.7

⁷³ The evaluation was carried out by the Finnish company Oxfordresearch in 2016. The report on the border crossing projects is one-page long (page 26).

⁷⁴ The database compiled from JMA data (April/May 2017) includes 941 projects across 13 programmes for a total contracted amount of €m 910 (EC funding)



	Risk Monitoring, Modelling and Mitigation of benthic Harmful Algal Blooms along Mediterranean coasts	S	MED	€m 2.0
	Integrated monitoring of jellyfish outbreaks under anthropogenic and climatic impacts in the Mediterranean Sea (coastal zones): trophic and socio-economic risks	ST	MED	€m 2.6
	Research and Restoration of the Essential Filters of the Sea	S	BSB	€m 0.6
	Strengthening the regional capacity to support the sustainable management of the Black Sea Fisheries	S	BSB	€m 0.4
Border management	Complex reconstruction of border crossing points in Invangorod and in Narva	LSP	EE-LV-RU	€m 2.4
	Imatra Border Crossing Development	LSP	SEFR	€m 5.6
	Reconstruction of the Automobile BCP Svetogorsk	LSP	SEFR	€m 3.8
	Development of the Imatra-Svetogorsk International Automobile Cross-Border Point and its approach roads (Completion of reconstruction of the bridge across the Storozhevaya river at the Vyborg-Svetogorsk road)	LSP	SEFR	€m 3.0
Total	16			€m 24.4

b) Rationale for the selection

The projects were selected based on the criteria used to define the scope of the case studies (see above) i.e.

- Tourism projects taking place in the Carpathian Mountains⁷⁵ from the CBC ENPI HU-SK-RO-UA and PL-BY-UA. The tourism sample includes three people-to-people projects (see underlined projects in the table above) and three projects funded under the socio-economic development priorities.
- Environment projects dealing with the management of sea resources under the IT-TN, MED and BSB including one strategic project
- Large-scale border crossing infrastructure projects funded under the SEFR and EE-LV-RU.

Prior to contacting project beneficiaries, the evaluation team will check with the respective JMAs whether the sample is not biased towards weaker or stronger projects. If necessary, the evaluation team will discuss with the ISG any change to the above sample.

For each project visited, the evaluation team will meet at least the lead partner and one (or more) partner(s)⁷⁶. Tentatively, the sample includes 50 project partners⁷⁷ out of which 25 from five ENPI countries (Russia, Ukraine, Lebanon, Georgia and Tunisia) and 25 from six EU countries (Bulgaria, Finland, Poland, Romania, Slovakia and Italy).

The case studies will also review related projects under the selected programmes which are not visited.

⁷⁵ All projects selected are situated in the Carpathian Euroregion, which was established in 1993 between Poland, Ukraine, Slovakia, Romania and Hungary.

⁷⁶ With the exception of border crossing project 888 whose lead partner is situated outside the field visit location (Moscow)

⁷⁷ See Appendix 1; Partners were selected taking into account travel time. If partners are not available at the proposed dates, interviews will be organised by phone.



Finally, it should be noted, that the selected sample for the field visits will also be used by evaluators as a source of information to answer the main evaluation questions (e.g. efficiency).

4. PROGRAMME MANAGEMENT STRUCTURES

a) Proposed selection

It is proposed to visit 5 JMAs, 4 JTSs/BOs and 1 national authority as shown in the table below:

Programme	Type	Programme allocation ⁷⁸	JMA	JTS/BO	National authorities (ENPI)
SEFR	Land	€m 36.1	Lappeenranta, Finland	St Petersburg, Russia	
HU-SK-RO-UA	Land	€m 68.6	Budapest, Hungary	Uzhgorod, Ukraine	
PL-BY-UA	Land	€m 186.2	Warsaw, Poland	Lviv, Ukraine	
LT-PL-RU	Land	€m 132.1		-	
MED	Sea Basin	€m 200			Tunis, Tunisia
IT-TN	Sea crossing	€m 25.1	Palermo, Italy	Tunis, Tunisia	Tunis, Tunisia
Total		€m 516			

b) Rationale for the selection

The sample of programme management structures to be visited during the field phase covers 6 ENPI CBC programmes out of which 2 from the south and 4 from the east. It includes the three types of ENPI CBC programmes (4 land border/ 1 sea basin/ 1 sea crossing) and composition (bilateral, trilateral and quadrilateral). It contrasts programmes with the largest allocations (MED and PL-BY-UA) with less endowed programmes (IT-TN, HU-SK-RO-UA and SEFR). In terms of value, the sample of programmes encompasses almost 60% of the total EC funding allocated to ENPI CBC.

c) Phone interviews

In addition to the programme management structures selected above for field visits, it is proposed to hold phone interviews with the following programme bodies as shown in the table below:

Management structures	ENPI CBC Programme	
JMA	MED	
	BSB	
	RO-UA-MD	
	LT-LV-BY	
	EE-LV-RU	
	BSR	
	KOL	
	KAR	
National authorities in ENPI countries	BY	PL-BY-UA/BSR/LT-LV-BY
	RU	EE-LV-RU/ SEFR/ LT-PL-RU/KOL/KAR

⁷⁸ Community funding, adopted programmes 2007-2013



UA	HU-SK-RO-UA/ PL-BY-UA/RO-UA-MD/BSB
MD	RO-UA-MD/ BSB
LB	MED
EG	MED
JO	MED
AM	BSB
GE	BSB

In total, all JMAs will be interviewed either during the field visits or through phone interviews. National authorities from ten partner countries will be interviewed by the evaluation including four countries in the South (TN, LB, EG, JO) and six in the East (BY, RU, UA, MD, AM, GE)⁷⁹.

5. ORGANISATION AND LOGISTICS

The field phase will take place during September and October 2017.

A tentative timetable is shown in Appendix 3 based on which meetings with stakeholders will be arranged during July/August⁸⁰. As soon as the field phase methodology is agreed upon, the evaluation team will get in touch with the respective JMAs to fix a meeting and obtain the contacts and project documentation from the sample (i.e. project proposal, grant contract, interim and final reports, etc.).

Grant beneficiaries will be proposed a specific day and time for the field visit. When a project involves several partners, a common meeting will be organised. In case it is not possible for some beneficiaries to meet the team at the proposed date/time, an alternative will be suggested to the extent possible. However, given that the timetable for the field phase is tight, the decision might be made to select another project if too many partners are unavailable with prior information provided to the ISG.

A short assessment report will be drafted by the expert at the end of each project visit summarising the main findings against the OECD/DAC criteria (see Appendix 5).

It is expected that field visits will be carried out in four separate trips lasting each about one week. Each trip will involve two experts⁸¹ and necessitate travels by plane and car to both sides of the border. Since the field visits do not always involve the same experts, some trips will be conducted in parallel.

The interviews with JMA/JTS and national authorities will be based on semi-structured questionnaires to be developed prior to the visits taking into account the evidence emerging from the previous evaluation activities (analysis of the project database, desk review and web surveys). A short report summarising the replies from the interviewees will be drafted after each interview.

⁷⁹ Contacts to the national authorities will be requested from the JMAs

⁸⁰ The timetable might be to include other key beneficiaries to be visited in the context of the case studies.

⁸¹ Tourism (PG + LD), Nature preservation and promotion (NB + FL), Border management (PB + PG)



6. APPENDICES

Appendix 1. List of partners to be visited or interviewed

N°	Programme	Project Partner	Lead Partner	Town	Country	Case study
766-1	EE-LV-RU	Border crossing point Ivangorod-Narva	No	Ivangorod	Russia	Border
887-1	SEFR	The Finnish Transport Agency	Yes	Helsinki	Finland	Border
887-3	SEFR	The Finnish Customs	No	Helsinki	Finland	Border
887-6	SEFR	The City of Imatra	No	Imatra	Finland	Border
887-7	SEFR	The Road Committee of the Leningrad Region	No	St. Petersburg	Russia	Border
888-2	SEFR	The City of Imatra	No	Imatra	Finland	Border
888-4	SEFR	Imatran Seudun Aluekehitys Oy	No	Imatra	Finland	Border
889-1	SEFR	The Road Committee of the Leningrad Region	Yes	St.Petersburg	Russia	Border
889-2	SEFR	The Finnish Transport Agency	No	Helsinki	Finland	Border
889-3	SEFR	State Institution of the Leningrad region "Road Administration of the Leningrad region"	No	St.Petersburg	Russia	Border
889-4	SEFR	Municipality "the City of Svetogorsk" of the Vyborg district of the Leningrad region	No	Svetogorsk, the Leningrad region	Russia	Border
241-1	BSB	Bulgarian Biodiversity Foundation	Yes	Kavarna	Bulgaria	Sea resources
241-3	BSB	ONG Mare Nostrum	No	Constanta	Romania	Sea resources
241-4	BSB	Ilia State University	No	Tbilissi	Georgia	Sea resources
242-1	BSB	National Institute for Marine Research and Development "Grigore Antipa"	Yes	Constanta	Romania	Sea resources
242-2	BSB	Institute of Fishing Resources	No	Varna	Bulgaria	Sea resources
242-3	BSB	Institute of Oceanology	No	Varna	Bulgaria	Sea resources
446-1	IT-TN	Institut National des Sciences & Technologies de la Mer – INSTM	Yes	Tunis	Tunisia	Sea resources
446-2	IT-TN	Interprofessional Groupe of Fishery Products – GIPP	No	Tunis	Tunisia	Sea resources
446-3	IT-TN	Institution of Research and High Agricultural Education – IRESA	No	Tunis	Tunisia	Sea resources
446-7	IT-TN	Experimental Zooprohylactic Institute of Sicily	No	Palermo	Italy	Sea resources
446-8	IT-TN	Sicilian Region - Department of interventions for fishing	No	Palermo	Italy	Sea resources
449-1	IT-TN	Chamber of Commerce and Crafts of Trapani	Yes	Trapani	Italy	Sea resources
449-2	IT-TN	CO.S.VA.P. - District productive of fisheries	No	Mazara del Vallo	Italy	Sea resources
449-3	IT-TN	Higher Institute of Fisheries and Aquaculture	No	Bizerte	Tunisia	Sea resources
449-4	IT-TN	Directorate General for Fisheries and Aquaculture	No	Tunis	Tunisia	Sea resources



449-5	IT-TN	Regional Federation of Hotels of Tunis	No	Tunis	Tunisia	Sea resources
567-1	MED	National Interuniversity Consortium for Marine Sciences	Yes	Roma	Italy	Sea resources
567-5	MED	National Council for Scientific Research (CNRS)	Yes	Beirut	Lebanon	Sea resources
567-6	MED	National Institute of Marines Sciences and Technologies (INSTM)	No	Carthage Salammbô	Tunisia	Sea resources
578-1	MED	National Interuniversity Consortium for Marine Sciences	Yes	Roma	Italy	Sea resources
578-2	MED	Faculty of Sciences of Bizerte	No	Zarzouna, Bizerte	Tunisia	Sea resources
578-4	MED	Tunisian National Institute of Agronomy	No	Cité Mmahrajène	Tunisia	Sea resources
136-1	PL-BY-UA	Państwowa Wyższa Szkoła Zawodowa w Krośnie	Yes	Krosno	Poland	Tourism
136-2	PL-BY-UA	Ivan Franko National University of Lviv	No	Lviv	Ukraine	Tourism
231-1	PL-BY-UA	Association of Carpathian Euroregion Poland	Yes	Rzeszów	Poland	Tourism
231-5	PL-BY-UA	Przemyśl Regional Development Agency	No	Przemyśl	Poland	Tourism
231-8	PL-BY-UA	Association of Local Self-Governments "Euroregion Carpathians - Ukraine"	No	Lviv	Ukraine	Tourism
232-1	PL-BY-UA	The Association for Development and Promotion of Podkarpackie Region "Pro Carpathia"	Yes	Rzeszów	Poland	Tourism
232-8	PL-BY-UA	European Dialogue	No	Lviv	Ukraine	Tourism
232-2	PL-BY-UA	Association of Self-Government „Carpathian Euroregion – Ukraine”	No	Stary Sambor	Ukraine	Tourism
321-1	HU-SK-RO-UA	Agency for the support of regional development Kosice	Yes	Kosice	Slovakia	Tourism
321-2	HU-SK-RO-UA	Agency of Regional Development and Cross Border Co-operation "Transcarpathia"	No	Uzhgorod	Ukraine	Tourism
321-3	HU-SK-RO-UA	Public organization "Regional Tourist Initiatives Foundation "Toueurocenter"	No	Uzhgorod	Ukraine	Tourism
321-4	HU-SK-RO-UA	«FORZA, Agency for sustainable development of the Caprathian region»	No	Uzhgorod	Ukraine	Tourism
344-1	HU-SK-RO-UA	Communal enterprise "Agency of Regional Development and Cross-Border Co-operation "Transcarpathia" of Zakarpattya Oblast Council"	Yes	Uzhgorod	Ukraine	Tourism
344-2	HU-SK-RO-UA	Agency for the support of regional development Kosice	No	Kosice	Slovakia	Tourism
344-3	HU-SK-RO-UA	EAST SLOVAK MUSEUM in Košice	No	Kosice	Slovakia	Tourism
420-1	HU-SK-RO-UA	Association of Students-Economists of Zakarpattya	Yes	Uzhgorod	Ukraine	Tourism



420-2	HU-SK-RO- UA	ISD Slovensko	No	Bardejov	Slovakia	Tourism
--------------	-----------------	---------------	----	----------	----------	---------

Appendix 2. Tentative timetable

A. Tourism

Working day	Country	Town	Partner N°	Stakeholder	Programme	Means of travel	Time to next destination	Km to next location
1	Home					Plane		
2	Poland	Warsaw		JMA	PL-BY-UA, LT-PL-RU	Plane		
3	Ukraine	Lviv		JTS	PL-BY-UA, LT-PL-RU	Car		
3		Lviv	136-2	Project partner	PL-BY-UA			
3		Lviv	231-8	Project partner	PL-BY-UA	Car		
4		Lviv	232-8	Project partner	PL-BY-UA	Car	02h10	97 km
4	Poland	Przemyśl	231-5	Project partner	PL-BY-UA	Car	01h20	94 km
5		Rzeszów	232-1	Lead partner	PL-BY-UA	Car		
5		Rzeszów	231-1	Lead partner	PL-BY-UA	Car	1h30	55 km
5		Krosno	136-1	Lead partner	PL-BY-UA	Car		
6						Plane back home		
1	Home					Plane		
1		Kosice				Car	2h20	100 km
2	Ukraine	Uzhgorod		JTS/BO				
2		Uzhgorod	321-3	Project partner	HU-SK-RO-UA	Car		
2		Uzhgorod	321-4	Project partner	HU-SK-RO-UA	Car		
2		Uzhgorod	321-2	Project partner	HU-SK-RO-UA			
2		Uzhgorod	344-1	Lead partner	HU-SK-RO-UA			
2		Uzhgorod	420-1	Lead partner	HU-SK-RO-UA		3h15	158 km
3		Stary Sambor	232-2	Project partner	PL-BY-UA	Car	4h30	200 km
4	Slovakia	Bardejov	420-2	Project partner	HU-SK-RO-UA	Car	1h40	78 km
5		Kosice	321-1	Lead partner	HU-SK-RO-UA	Car		
5		Kosice	344-2	Project partner	HU-SK-RO-UA			
5		Kosice	344-3	Project partner	HU-SK-RO-UA			
6		Kosice				Plane back home		



B. Nature preservation and promotion

Working day	Country	Town	Partner N°	Stakeholder	Programme	Means of travel	Time to next destination	Km to next location
1	Ancona					Train		
1		Roma	567-1	Lead partner	MED			
1		Roma	578-1	Lead partner	MED	Plane		
2	Tunisia	Tunis		JTS				
3		Tunis	446-1	Lead partner	IT-TN			
3		Tunis	446-2	Project partner	IT-TN			
3		Tunis	446-3	Project partner	IT-TN			
3		Tunis	449-4	Project partner	IT-TN			
4		Tunis	449-5	Project partner	IT-TN			
4		Carthage Salar	567-6	Project partner	MED			
4		Cité Mmahrajè	578-4	Project partner	MED	Car	1h	70 km
5		Zarzouna, Bizet	578-2	Project partner	MED			
5		Bizerte	449-3	Project partner	IT-TN	Ferry to Trapani		
6	Italy	Trapani	449-1	Lead partner	IT-TN	Car	1h40	50 km
6		Mazara del Val	449-2	Project partner	IT-TN	Car	2h	130 km
7		Palermo		JMA				
7		Palermo	446-8	Project partner	IT-TN			
7		Palermo	446-7	Project partner	IT-TN			
8		Palermo				Plane back home		
1	Ancona					Plane		
2	Romania	Constanta	241-3	Project partner	BSB			
2		Constanta	242-1	Lead partner	BSB	Car	2h	100 km
3	Bulgaria	Kavarna	241-1	Lead partner	BSB	Car	1h	60 km
3		Varna	242-2	Project partner	BSB			
4		Varna	242-3	Project partner	BSB			
5						Plane back home		

C. Border management

Working day	Country	Town	Sequence	Partner N°	Stakeholder	Programme	Means of travel	Time to next destination	Km to next location
1	Home						Plane		
2	Finland	Helsinki	33	889-2	Project partner	SEFR			
2		Helsinki	34	887-1	Lead partner	SEFR			
2		Helsinki	35	887-3	Project partner	SEFR	Car	3h10	231 km
3		Laappenranta			JMA	SFER	Car	1/2h	36 km
3		Imatra	36	887-6	Project partner	SEFR			
3		Imatra	37	888-2	Project partner	SEFR			
3		Imatra	38	888-4	Project partner	SEFR	Car	20min	10 km
3	Russia	Svetogorsk, the	39	889-4	Project partner	SEFR	Car	3h20	188 km
4		St.Petersburg	40	887-7	Project partner	SEFR			
4		St.Petersburg	41	889-1	Lead partner	SEFR			
4		St.Petersburg	42	889-3	Project partner	SEFR			
5		St.Petersburg			JTS/BO	SEFR	Car	3h	153 km
6	RU/EE	Ivangorod	43	766-1	Lead partner	EE-LV-RU	Car	3h	153 km
7		St Petersburg					Plane back home		



Appendix 3. Case study methodology

Case studies should provide a more in-depth picture of how programme intervention logic works at territorial level, identifying the external factors and the changes observed locally over the implementation period, recording the drivers for /obstacles to change (demography, economic development, administrative barriers, etc.) and contrasting the outcomes of ENPI CBC programmes to the needs analysed in each area.

The focus of case studies will be on the objectives, results and impact of programmes in selected sectors and programmes. Outcomes, impact and added-value will be assessed within the same case study, which will contrast what was foreseen in the programmes with what was achieved with the funding available i.e. to which extent the projects and the programme overall have contributed to solving the issues that the selected border areas were facing in the selected sectors?

Moreover, a key question is to understand the added value of cross-border cooperation (i.e. could the results/impact have been achieved by non-CBC assistance?) as well as complementarities and synergies with other initiatives, in particular EU macro-regional strategies and Interreg cooperation programmes.

Case study steps

Desk phase:

- Review programmes to understand and map their scope for the selected border/sector (i.e. which types of projects do they propose to fund?).
- Make an inventory of expected programme objectives, results and impact in the selected sector/border.
- Reconstruct the intervention logic for the selected sector/border based on the programmes.
- Perform a desk analysis to understand the issues that the border areas faced in the selected sector and contrast them with the programme strategies.
- Review the projects funded in each sector/border (drawing on project database) and summarise expected and achieved results/impact based on project documentation and reports (to be obtained from JMA).

Field phase:

- Interview project managers and final beneficiaries from the project sample.
- Evaluate the project sample based on theories of change and contribution analysis.
- Draw overall conclusions for the entire sample.

Synthesis phase:

- Contrast the observed CBC achievements in each sector/border with the needs identified through the desk analysis.
- Identify factors affecting the performance of CBC in selected sector/border.
- Make recommendations to enhance objectives, results and impacts through future programmes.



Appendix 4. Case study outline⁸²

1. Sector analysis

- Analysis of the selected sector and border area: Who were the stakeholders identified in the selected sector and border area? What were the needs of the stakeholders within the selected sector in the border area and the existing regional/local/national strategies to tackle those needs at the time of programming?
- Identification of desired changes as they were at the moment of programming (e.g. legal framework, institutions, HR capacities, technologies, networks, etc.)
- Analysis of CBC programme strategic framework for the selected sector (reconstruct the intervention logic / cause-and- effect logic leading from programme activities to expected outcomes and impact)
- Assessment of the relevance of the proposed strategies of the CBC programmes to the needs identified at the time of programming for the selected sector and border area included in the case study.

2. Project analysis

- Analysis of the selected CBC projects in terms of their contributions to the desired changes identified for the sector and border area in the previous section (e.g. legal framework, institutions, HR capacities, technologies, networks, etc.)

3. Synthesis and conclusions

- Assessment of CBC achievements for the selected sector and border area: *to what extent have the CBC projects contributed to the desired changes identified for the selected sector and border area? What is the CBC value added?*
- Identification of key factors affecting the outcomes /impact of CBC projects in the selected sector and border area
- Recommendations on effectiveness and impact of CBC (e.g. type of priorities and implementation modalities that CBC should envisage in future programmes)

STRUCTURE	METHODOLOGY	SOURCES	LENGTH
Sector analysis	<ul style="list-style-type: none"> • Contextual analysis • Reconstruction of the intervention logic for the selected sector • Theory of change 	<ul style="list-style-type: none"> • Programme documents • Other official documents (eg sector strategies) • Other documents (eg academic analyses) 	5 pages
Project analysis	<ul style="list-style-type: none"> • Contribution story (visited projects) 	<ul style="list-style-type: none"> • Projects' documentation, websites, ROM • Field visits 	10 pages
Synthesis conclusions and	<ul style="list-style-type: none"> • Recommendations (specific, justified and actionable) 	<ul style="list-style-type: none"> • Case study results 	3 pages

⁸² The specific structure and content of individual case studies may vary a little depending on the focus of the studies, the availability of data and the interests of the ISG



Appendix 5. Field visit report

Assessment Report

Project Name

Project Identification

Contract number:	
Name of lead partner:	
Location:	
Contract total:	
Contract amount EU:	
Paid amount EU:	
Co-financing:	
Paid co-financing:	
Contract start date:	
Contract end date:	
Contract duration:	

Partner x budget (to be requested from lead partner)

Name of partner:	
Location	
Contract amount EU:	
Paid amount EU:	
Co-financing:	
Paid co-financing:	

Reconstructed intervention logic

Overall objective	
Specific objective	
Outcomes	
•	
Activities	Outputs
	1.

I. Conceptual Design

Were the project proposal and logframe well drafted with well-articulated objectives, outcomes, outputs and activities? Is the project logic easy to understand? Were there clear OVIs (including baselines and targets)? Did the project have a strong cross-border dimension?

II. Relevance

How relevant was the project to the call for proposals' objectives? How relevant was the project to the needs and priorities of the beneficiaries/sector? Was the selection of the project justified?

III. Efficiency

Was the project well implemented? Were there major delays? If yes, for which reasons? Was the capacity of the beneficiaries adequate? Was the implementation really cross-border?

IV. Effectiveness

Has the project reached its expected outputs and outcomes? Was it cost-effective?

V. Impact



Has the project made a significant contribution to the socio-economic development of border areas? Has it resulted in the intensification of cross-border links and sustainable cross-border partnerships and/or removal of cross-border obstacles to sustainable socio-economic development? Did it lead to new projects and/or funding?

VI. Sustainability

Are the outputs and outcomes of the project still visible? Were there sufficient resources to ensure the sustainability of project's outputs and outcomes? Were there any follow-up projects or activities? Is the cooperation between partners enduring/likely to endure?

VII. Overall assessment

Summarise the strengths and weaknesses of the project in terms of implementation, results (outputs, outcomes, impact) and cross-border dimension.

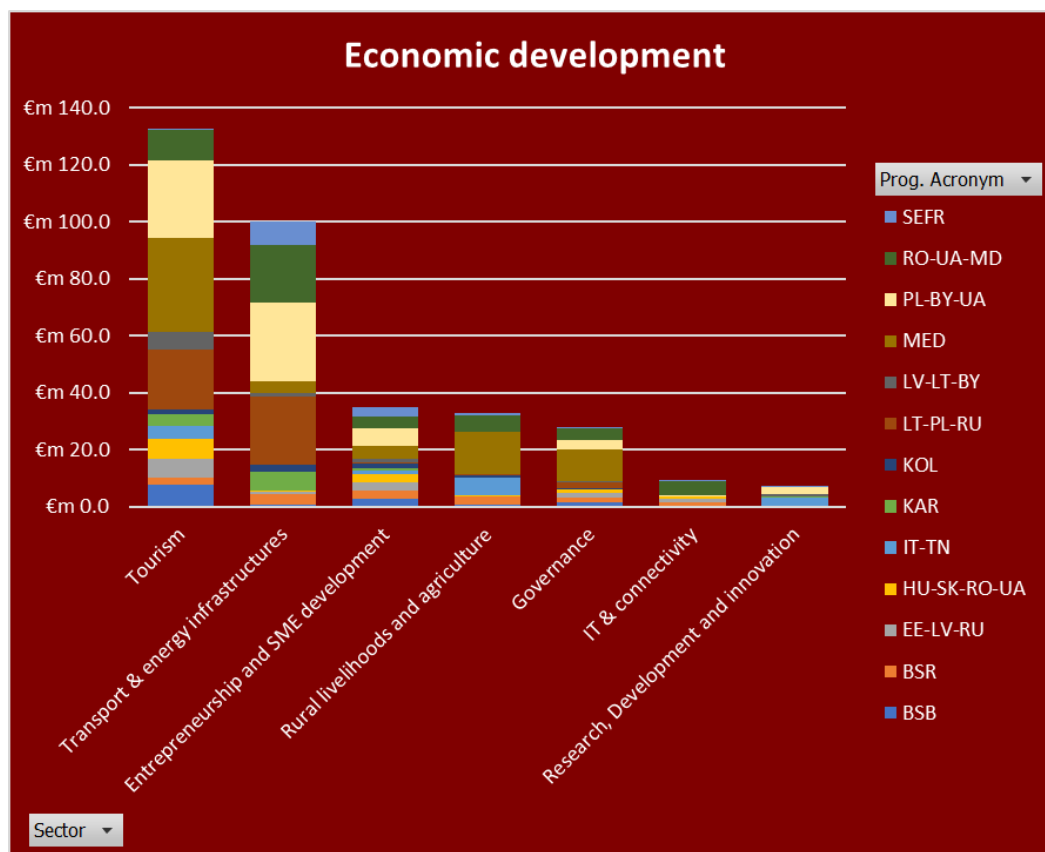
Appendix 6. Database themes and sectors

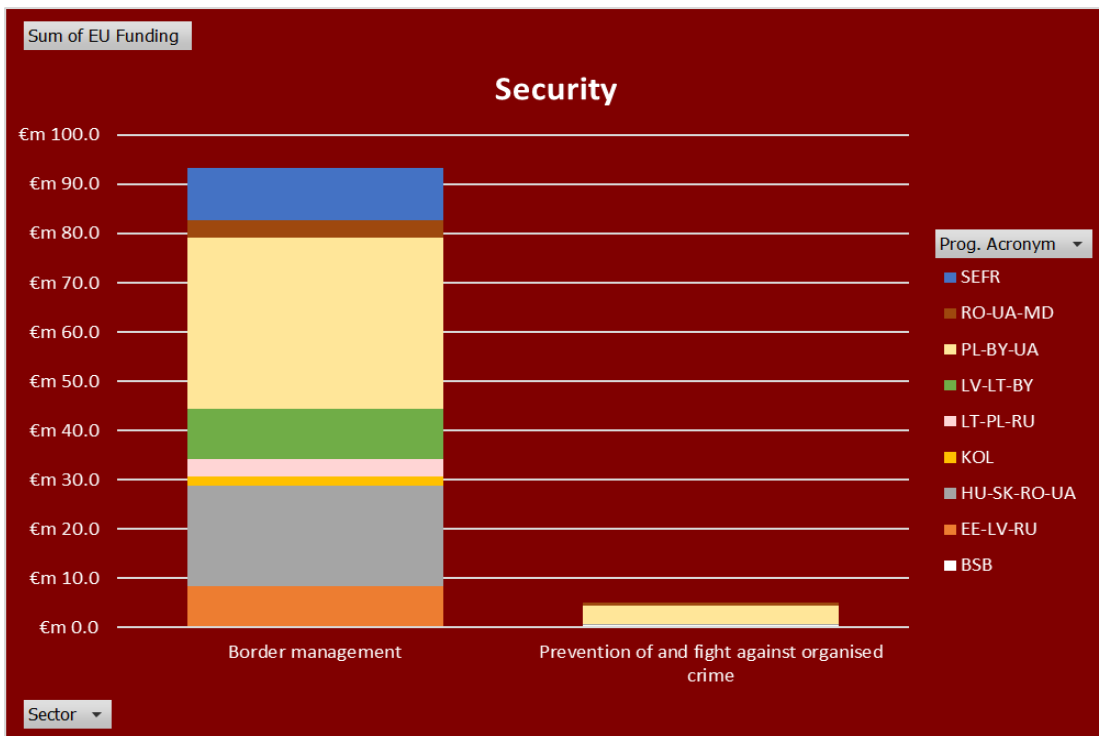
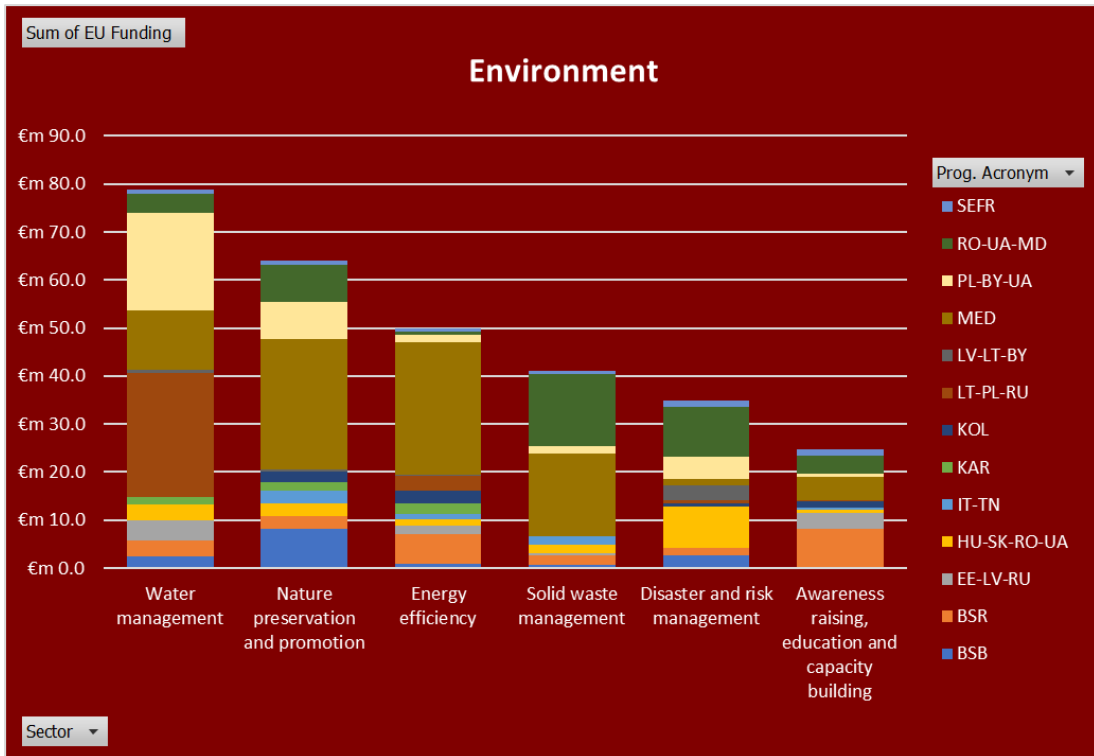
Theme	SECTOR	DESCRIPTION
Economic development	Entrepreneurship and SME development	Training and advice to SMEs with product development and marketing, promotion of entrepreneurship, B2B events, partnerships, networking and clustering, capacity building of business support organisations
	IT and connectivity	Investment into IT systems, broadband communications infrastructure, bridging digital divide in rural areas
	Research, development and innovation	Development of new technologies, Technology transfer actions between universities and industries
	Tourism	Joint tourism products, services and itineraries, investment into tourism infrastructure, sign-posting, promotion of natural and cultural assets, development of eco-tourism/tourism in rural areas, branding, strategy development, tourism destination management, networking and partnerships, training and skills development
	Transport & energy infrastructures	Road infrastructure, logistics, communication, energy infrastructure
	Rural livelihoods and agriculture	Advice to farmers and producers on modern production techniques and methods, market access, promotion of handicrafts and traditional and home produces, product branding, promotion of organic food production, food safety, irrigation systems, forestry, capacity building of agricultural associations and cooperatives, training and exchange of know-how
	Governance	Capacity building of regional and local authorities, promotion of e-government, design/implementation of urban development/local economic development strategies and measures, training in project management and EU programmes/funding
Environment	Disaster and risk management	Flood/fire prevention and forecasting, demining, capacity building of competent authorities, joint disaster-response simulations, networking and exchange of information, common approaches for risk management
	Energy efficiency	Promotion of renewable energies and energy efficiency, energy audits and implementation of energy saving measures in residential and public buildings, training and awareness raising, exchange of good practices
	Nature preservation and promotion	Preservation and promotion of fauna and flora, management of parks and protected areas, implementation of preservation measures on specific natural sites, capacity building of environmental protection bodies, control of soil pollution, data gathering and exchange of information and best practices
	Solid waste management	Waste collection, disposal and recycling of solid waste, capacity building, cooperation among private, public and civil society sector, cooperation on policy development, exchange of information
	Water management	Management of water resources, river basin/ sea water management, water supply and waste water management, investment into waste water infrastructure, policy planning, capacity building of municipalities and public utilities
	Awareness raising, education and capacity building	Raising awareness of the public about environmental issues, building the capacities of administration and civil society in environmental topics, promotion of dialogue on environment and sustainable development,

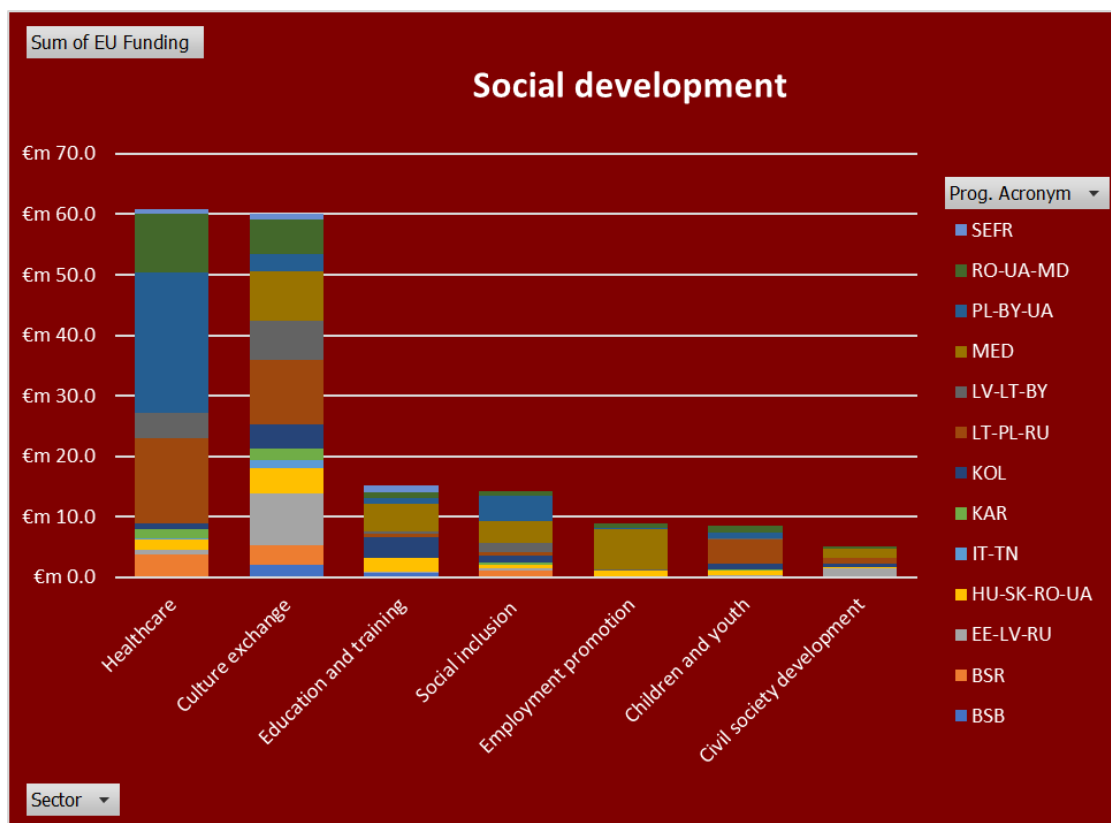


		promotion of EU environmental standards, exchange of information and know-how
Social development	Children and youth	Pre-school education, childcare and youth welfare, leisure and sports, youth promotion, training and education of young people, promotion of youth civic engagement,
	Civil society development	Strengthening the role of civil society in local development, promotion of cross-border cooperation among NGOs, exchange of experience and best practices
	Cultural exchange	Promotion of mutual understanding through joint cultural, educational and sporting events, exchange of students, artists and scholars, renewal of cultural links, seminars, construction of cultural/sport facilities
	Education and training	Formal and informal training, skills development, adult training, promotion of long-life training
	Employment promotion	Employment policy, capacity building of employment services, development of job services, training of the unemployed
	Healthcare	Health prevention (HIV, cardio-vascular diseases, cancers), health promotion, prenatal care, mental health, coordination of health practices
	Social inclusion	Protection and promotion of minorities and disabled people, inter-ethnic dialogue, inclusion of vulnerable groups, poverty reduction, development of community-based social services, partnerships and networking of social welfare organisations; promotion of gender equality, awareness-raising, capacity-building of women associations, support to women entrepreneurs
Security	Border management	Construction of cross-border point infrastructure, capacity building and training of border, immigration and foodstuff inspection services (customs, plant (products) inspection services, live animal and foodstuff inspection services and human health inspection services), exchange information and best practices
	Prevention of and fight against organised crime	Cooperation against terrorism, trafficking on human beings, child labour, drug trafficking, cybercrime, financial and economic crime, exchange information and best practices, capacity building of enforcement agencies

Appendix 7. ENPI CBC projects per programme and per sector







Appendix 8. Justification for selecting SEFR programme for the case study on border management.

- 1) When taken together with the other projects selected for the field phase, the three SEFR projects will allow the case study to focus on a sector (border management) and a Programme (SEFR) that will add geographical and thematic balance to the list of projects proposed.
- 2) The projects are interesting in the sense that they represent a "cluster" of projects, each of which had similar aims (and which were implemented in fact on both sides of the border at the same time). The case study will compare the impacts/value for money of projects that seem to be linked in this way with those that are more standalone in nature.
- 3) There is an interesting geopolitical element to projects, in particular the complex political relationships between Russia and its EU neighbours. The interesting element about SEFR projects is that the key protagonists are state bodies (regional authorities, border management authorities, transport authorities, etc.), some of which are involved in state/border security. The case study will look at the way in which the interactions between these agencies are managed to see whether this might have a wider application for all of Russia's EU neighbours.
- 4) SEFR projects are also particularly interesting in the sense that both sides may have slightly different motivations for being involved (Russia has significant customs management issues, whereas Finland is interested in tourism and business trade involved). This case study may shed some light on how countries/partners with different interests find common projects to fund and implement.



- 5) The nature of the three projects is that there should be quite a lot of quantitative data available (about the number of people crossing, the average time taken to cross, cargo data, etc.). With such data, it should be possible to provide some realistic estimations of the economic value of these projects. This may not be so easy in many other cases.
- 6) The issue of Russian funding is also an interesting issue that can be explored by an analysis of this cluster of projects. A more general question on the relevance, desirability and modalities of co-financing might be gleaned from this review.
- 7) Although the three projects were part of the ex-post evaluation of the SEFR programme, the ex-post evaluation report allocates only one page to its conclusions on Border Crossing projects and does not contain any of the answers to the key evaluation questions envisaged for the case study (either at the level of the projects or the level of the programme). From this point of view, the ex-post evaluation can only be seen as supplementary information (in the same way that the implementation reports, ROM reports).



Annex 12. Interviews and meetings held

Date	Time	Location	Organisation	Programme/Project	Name and function of participants
06/07/2017		Belgium, Brussels	DG NEAR	BSB, all	<ul style="list-style-type: none"> Former Head of BSB Former KE INTERACT ENPI DG NEAR A4
22/06/2017	14:00 – 16:00	Phone interview	Tesim	INTERACT ENPI	<ul style="list-style-type: none"> Carlos Bolanos, former INTERACT ENPI TL, Tesim TL
23/06/2017		Phone interview		RCBI	<ul style="list-style-type: none"> Veronica Van, former RCBI TL
23/06/2017		Phone interview		RCBI	<ul style="list-style-type: none"> Anca Andreescu, former RCBI programme manager
04/09/2017	09:00-11:00	Warsaw, Poland	JMA, Ministry of Economic Development of Poland, Territorial Cooperation Department	PL-BY-UA / LT-LV-RU	<ul style="list-style-type: none"> Rafal Balinski, Director Malgorzata Chetko, Head of Unit Ewa Termanska Chyzy, Programme manager
			JTS, Centre of European projects	PL-BY-UA	<ul style="list-style-type: none"> Pawel Slowikowski, Head of JTS Tomasz Jedrzejewski, Deputy Head JTS
04/09/2017		Rome, Italy	CONISMA, Consorzio Nazionale Interuniversitario per le Scienze del Mare	MED M-3 Habs - Risk Monitoring, Modelling and Mitigation of Benthic Harmful Algal Blooms along Mediterranean coasts	<ul style="list-style-type: none"> Ms Mariachiara Chiantore, project coordinator Ms Maddalena Laggini, European projects manager
04/09/2017		Rome, Italy	CONISMA, Consorzio Nazionale Interuniversitario per le Scienze del Mare	MED Jelly Risk - Enhancing management approach and mitigation measures against jellyfish proliferations impacts	<ul style="list-style-type: none"> Mr Stefano Piraino, project coordinator Ms Maddalena Laggini, European projects manager
05/09/2017		Tunis, Tunisia	National Authority Ministry of Development, Investment and International Cooperation	Italy-Tunisia	<ul style="list-style-type: none"> Mr Ben Mimoun, Director-General Ms Lamia Sandid, Deputy Director
05/09/2017	09:00 - 11:00	Lviv, Ukraine	Association of self-governments "Euroregion Carpathians Ukraine"	PL-BY-UA Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl"	<ul style="list-style-type: none"> Halyna Lytvyn, director
05/09/2017	11:30-13:30	Lviv, Ukraine	Ivan Franko National University of Lviv	PL-BY-UA Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route	<ul style="list-style-type: none"> Yuriy Zinko, Senior Lecturer



05/09/2017	15:00-17:00	Lviv, Ukraine	JTS Branch office in Lviv	PL-BY-UA	<ul style="list-style-type: none"> • Olga Parasotska, Head • Vasyl Khimyak, Senior expert • Olena Zubrytska, Senior expert
06/09/2017		Tunis, Tunisia	INSTM, Institut National des Sciences et Technologies de la Mer	Italy-Tunisia BiovecQ – Biotechnologie Marine Vecteur d'Innovation et de Qualité	<ul style="list-style-type: none"> • Ms Saloua Sadok, researcher, project coordinator • Ms Sonia Gharbi, Groupement interprofessionnel des produits de la pêche (GIPP), project partner
06/09/2017		Tunis, Tunisia	BiotechPole Sidi Thabet	Italy-Tunisia BiovecQ – Biotechnologie Marine Vecteur d'Innovation et de Qualité	<ul style="list-style-type: none"> • Mr. Hammadi Ayadi, General Director • Ms Balkiss Bouhaouala-Zahar, Institut Pasteur, partner • Ms. Rym Benkhalifa, Institut Pasteur, partner •
06/09/2017		Tunis, Tunisia	IRESA, Institut de la Recherche et de l'enseignement supérieur agricoles	Italy-Tunisia BiovecQ – Biotechnologie Marine Vecteur d'Innovation et de Qualité	<ul style="list-style-type: none"> • Mr Elies Hamza, President of IRESA •
06/09/2017	09:00 - 11:00	Lviv, Ukraine	European Dialogue Society	PL-BY-UA Cross-border cooperation for health tourism of Polish-Ukrainian borderland	<ul style="list-style-type: none"> • Igor Kaspruk, Executive Director • Oleh Yaskiv, Chairman of the board
06/09/2017	15:00 – 17:00	Przemyśl, Poland	Przemyśl Regional Development Agency	PL-BY-UA Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl"	<ul style="list-style-type: none"> • Oksana Petrynych – Association of the Carpathian Euroregion Poland, Specialist for development projects • Marta Osiecka – Association of the Carpathian Euroregion Poland, Chief Accountant • Agnieszka Pieniążek – MP1, Association for Development and Promotion of Subcarpathian Voivodeship "Pro Carpathia", Chairman of the Board • Robert Sudoł – MP3, 6, 8, Przemyśl regional development agency, Specialist for training • Stanisława Bańcarz – MP7, Polish Association of Country Lovers named after M. Orlovych in Przemyśl (PTTK in Przemyśl), employee, guide • Olena Shynarowska – MP10, Center for Educational Initiatives
07/09/2017		Bizerte, Tunisia	University of Bizerte, Faculty of Science	MED Jelly Risk - Enhancing management approach and	<ul style="list-style-type: none"> • Mr Néjib Daly Yahia, professor, marine biology expert



				mitigation measures against jellyfish proliferations impacts	<ul style="list-style-type: none"> Ms Sonia Gueroun, PhD student, marine biology expert
07/09/2017		Bizerte, Tunisia	Club Bleu Artisanal (CBA)	Italy-Tunisia CBA – Club Bleu Artisanal Creation of a cross-border club for the promotion of artisanal fisheries products	<ul style="list-style-type: none"> Mr. Sofiane Dhifallah, Regional Hotel Federation, project responsible Yassine Skandrani, Director of CBA Dhekra Hayouni, Director-General for Fishery and Aquaculture in the Ministry of Agriculture, coordinator
07/09/2017	09:00 – 11:00	Rzeszów, Poland	The Association for Development and Promotion of Podkarpackie Region “Pro Carpathia”	PL-BY-UA Cross-border cooperation for health tourism of Polish-Ukrainian borderland	<ul style="list-style-type: none"> Dr. Agnieszka Pieniążek
07/09/2017	14:00 – 16:00	Rzeszów, Poland	Association of Carpathian Euroregion Poland	PL-BY-UA Promotion of a common historical and cultural heritage of Poland and Ukraine – “Fortress of Przemyśl”	<ul style="list-style-type: none"> Ms. Oksana Petrynych
08/09/2017	09:00 – 11:00	Krosno, Poland	Państwowa Wyższa Szkoła Zawodowa w Krośnie	PL-BY-UA “Geo-Carpathians” - Creating a Polish-Ukrainian Tourist Route	<ul style="list-style-type: none"> Ms Izabela Steliga-Lepucka, Development Unit
08/09/2017		Carthage, Tunisia	INSTM, Institut National des Sciences et Technologies de la Mer	MED M-3 Habs - Risk Monitoring, Modelling and Mitigation of Benthic Harmful Algal Blooms along Mediterranean coasts	<ul style="list-style-type: none"> Ms. Souad Turki, Planktologist
08/09/2017		Mahrajène, Tunisia	National Agronomy Institute	MED Jelly Risk - Enhancing management approach and mitigation measures against jellyfish proliferations impacts	<ul style="list-style-type: none"> Ms Ons Kefi-Daly Yahia, associate professor
11/09/2017		Mazara del Vallo, Italy	CO.S.V.A.P. - Sicilian Consortium for Fishing development – Fishing production district	Italy-Tunisia CBA – Club Bleu Artisanal Creation of a cross-border club for the promotion of artisanal fisheries products	<ul style="list-style-type: none"> Ms Cristina Safina, project coordinator
12/09/2017		Palermo, Italy	IZS – Istituto Zooprofilattico Sperimentale / Experimental zoo-prophylactic institute	Italy-Tunisia BiovecQ - Biotechnologie Marine Vecteur d’Innovation et de Qualité	<ul style="list-style-type: none"> Mr Calogero di Bella, scientific responsible Ms Daniela Lo Monaco, health manager, biologist
12/09/2017		Palermo, Italy	JMA – Region of Sicily (Italy)	Italy-Tunisia programme	<ul style="list-style-type: none"> Mr Vincenzo Petruso, JMA Director Mr Bartolo Vienna, Programme Manager



					•
20/09/2017	14:00 - 16:00	Budapest, Hungary	JMA/JTS	HU-SK-RO-UA	<ul style="list-style-type: none"> • Aron Szakacs, JTS, Director • Adam Kamensky, JTS, Programme manager • Viktoria Anna Toth, JMA, Prime Minister's Office, Head of Unit
21/09/2017	14:00 – 15:00	Phone interview	IOBAS, Institute of Oceanology, Bulgarian Academy of Science	Black Sea Basin SRCSSMBSF - Strengthening the Regional Capacity to Support the Sustainable Management of the Black Sea Fisheries	<ul style="list-style-type: none"> • Ms Marina Panayotova, researcher
22/09/2017	12:00 – 13:00	Phone interview	Chamber of Commerce of Trapani (Italy)	Italy-Tunisia CBA – Club Bleu Artisanal Creation of a cross-border club for the promotion of artisanal fisheries products	<ul style="list-style-type: none"> • Ms Emanuela Valiante, project coordinator
25/09/2017	13:00 – 15:00	Chalivtsi, Ukraine	AZES - Association of Students-Economists of Zakarpattya	HUSKROUA Discover Uzhhorod. The First Step in the Opening of Zakarpattya	<ul style="list-style-type: none"> • Ruslana Kolomiyets, Project Coordinator • Ms. Timofeyeva, Project manager
25/09/2017		Uzhgorod, Ukraine	Uzhgorod City Council	HUSKROUA PL-BY-UA	<ul style="list-style-type: none"> • Aleksandr Bilak, Deputy City Mayor
25/09/2017	16:00 – 18:00	Uzhgorod, Ukraine	«FORZA, Agency for sustainable development of the Caprathian region» Uzhgorod Regional Development Agency	HUSKROUA Carpathian Tourist Road	<ul style="list-style-type: none"> • Lesya Loyko, Director • Mykhailo Dankanych, Director
25/09/2017		Bucarest, Romania	JMA	Black Sea Basin programme	<ul style="list-style-type: none"> • Ms Iulia Hertzog, Director, Head of JMA • MS Laura Bobarnac, Deputy Head of JMA
26/09/2017		Constanta, Romania	NIMRD, National Institute for Marine Research and Development “Grigore Antipa”	Black Sea Basin SRCSSMPSF - Strengthening the Regional Capacity to Support the Sustainable Management of the Black Sea Fisheries	<ul style="list-style-type: none"> • Dr. Eng. Simion Nicolaev, General Director of NIMRD G.Antipa, SRCSSMBSF Project Leader • Dr. Eng. Gheorghe Radu, Scientific Coordinator • Dr. Eng. Laurenta Alexandrov, Technical-Administrative Coordinator • Ms. Ionela Morosan, Financial Coordinator • Dr. Eng. Valodia Maximov, Head of the Living Marine Resources Department, Member of the team



					<ul style="list-style-type: none"> • Dr. Eng. Eugen Anton, Deputy Head of the Living Marine Resources Department, Member of the team • Dr. Ilhan Aydin from Trabzon, Central Fisheries Research Institute.
26/09/2017		Constanta, Romania	Mare Nostrum (NGO)	Black Sea Basin REEFS - Research and Restoration of the Essential Filters of the Sea	<ul style="list-style-type: none"> • Ms Mihaela Candea, Executive director
27/09/2017		Kavarna (Bulgaria)	Bulgarian Biodiversity Foundation	Black Sea Basin REEFS - Research and Restoration of the Essential Filters of the Sea	<ul style="list-style-type: none"> • Mr Petko Tzvetkov, Coordinator at the Bulgarian Biodiversity Foundation
26/09/2017	13:00 – 15:00	Košice, Slovakia	Slovakian Agency for Regional Development	HUSKROUA Carpathian Tourist Road Carpathian Tourist Road 2	<ul style="list-style-type: none"> • Jaroslav Tesliar, Director • Josef Sulak, Deputy Director
			East Slovak Museum Košice	HUSKROUA Carpathian Tourist Road 2	<ul style="list-style-type: none"> • Josef Polak, Head of the East Slovak Museum • Adriana Sebesova, Department of culture and tourism, Kosice region
27/09/2017	10:00 - 12:00	Phone Interview	ISD Slovensko	HUSKROUA Discover Uzhhorod. The First Step in the Opening of Zakarpattya	<ul style="list-style-type: none"> • Vlastimil Hudák, Director
02/10/2017	16:00 – 17:00	Phone interview	JMA – Region of Sardegna (Italy)	MED	<ul style="list-style-type: none"> • Mr Luca Palazzo, programme expert
02/10/2017	9:00 – 11:00	Helsinki, Finland	Finnish Transport Agency Finnish Customs	SEFR Imatra BCP Railway BCP	<ul style="list-style-type: none"> • Jyri Mustonen, FTA, Coordinator of International Affairs • Sari Kotonen, FTA, EU Coordinator • Ville Tormala, Finnish Customs, Coordinator
03/10/2017	8:30 - 10:30	Lappeenranta, Finland	JMA	SEFR	<ul style="list-style-type: none"> • Paivi Ilves, Head of JMA • Sari Loisa, Communication Officer • Tuula Heino, Financial Officer • Kimmo Turunen, Controller
03/10/2017	12.00	Svetogorsk, Russia	Administration of Svetogorsk	SEFR	<ul style="list-style-type: none"> • Mr Sergey Vladimirovich Davydov, Head of Administration of Svetogorsk
04/10/2017	9.00- 11.00	St Petersburg, Russia	Road Committee of the Leningrad Region	SEFR	<ul style="list-style-type: none"> Members of Committee for Road Transport, Leningrad Oblast • Leonid Fillipovich Ospichuk, • Andrei Valerivich Skazhutin,



					<ul style="list-style-type: none"> • Oleg Takhirovich Minagulov, • Sergei Evgenevich Alekseev,
04/10/2017	12.30-18.00	Pushkin, Russia	Russian National Authority for all CBC Programmes with the Russian Federation	SEFR	<ul style="list-style-type: none"> • Svetlana Bibichkova, Federal Ministry of Economy;
04/10/2017	12.30-18.00	Pushkin, Russia	Department of External Affairs of Leningrad Oblast	SEFR	<ul style="list-style-type: none"> • Konstantin Leonidovich Zagainov, Department of External Affairs of Leningrad Oblast
04/10/2017	12.30-18.00	Pushkin, Russia	EU Delegation to Russia	SEFR	<ul style="list-style-type: none"> • Lena Karnovich, EU Delegation Moscow
04/10/2017	12.30-18.00	Pushkin, Russia	JTS	ENPI CBC EE-LV-RU	<ul style="list-style-type: none"> • Unda Ozolina, Head of JTS of Estonia-Russia CBC Programme
04/10/2017	12.30-18.00	Pushkin, Russia		TESIM	<ul style="list-style-type: none"> • Edmunds Snikeris, TESIM project
04/10/2017	9:00 – 11:00	Riga, Latvia	JMA/JTS Branch Office	BSR	<ul style="list-style-type: none"> • Elena Kolosova, Project Officer Interreg Baltic Sea Region Joint Secretariat
04/10/2017	13:00 – 14:00	Riga, Latvia	JTS	EE-LV-RU	<ul style="list-style-type: none"> • Dace Krupenko, Former Acting Head
04/10/2017	15:00 – 17:00	Riga, Latvia	JMA	EE-LV-RU	<ul style="list-style-type: none"> • Iruma Kravala, Development Investment Department, Director • Agnese Marnauza, Latvia-Russia programme Division (JTS), Head of Division • Ilze Skrebele-Stikane, Latvia-Russia programme Division (JTS), Senior Expert
05/10/2017	11:00 – 13:00	Vilnius, Lithuania	JMA/JTS	LT-LV-RU	<ul style="list-style-type: none"> • Aukse Bernadisiene, JTS, Director • Aiste Zukauske, Head of Lithuania and Russia Cooperation Programme Division • Birutė Markevičiūtė, Head of Latvia, Lithuania, Belarus CBC programme unit • Gediminas Česonis, Head of MA, Ministry of Interior of the Republic of Lithuania
04/10/2017	10:00 – 11:00	Phone interview	Karadeniz Technical University, Faculty of Marine Science (Trabzon, Turkey)	Black Sea Basin REEFS - Research and Restoration of the Essential Filters of the Sea	<ul style="list-style-type: none"> • Mr Ertug Duzgunes, Head of the Fisheries Management Section
12/10/2017	15:30 – 16:30	Phone interview	NA Jordan	MED	<ul style="list-style-type: none"> • Mr Emad Shana'ah, Head of EU partnership and programmes division, Ministry of International Cooperation
13/10/2017	10:00 – 11:00	Skype interview	JMA	Kolarctic	<ul style="list-style-type: none"> • Ms Paivi Ekdahl, Development Director



13/10/2017	11:30 – 12:45	Skype interview	JTS	EE-LV-RU (and INTERACT ENPI / TESIM)	<ul style="list-style-type: none"> Ms Iveta Puzo, former JTS manager and INTERACT ENPI expert, current TESIM expert
13/10/2017	14:00 – 15:00	Skype interview	NA Moldova	BSB	<ul style="list-style-type: none"> Ms Mariana Puntea, Head of Contact Point
13/10/2017	14:00 – 15:00	Videoconference interview	NA Finland	SEFR, Kolarctic, Karelia	<ul style="list-style-type: none"> Mr Petri Haapalainen, Ministerial adviser
13/10/2017	15:30 – 16:30	Videoconference interview	JMA	Karelia	<ul style="list-style-type: none"> Mr Marko Ruokangas, Programme Director
16/10/2017	10:30 – 12:00	Skype interview	JMA	RO-UA-MD	<ul style="list-style-type: none"> Ms Julia Hertzog, Head of MA Ms Daniela Popescu, Programme manager
16/10/2017	12:00 – 13:00	Skype interview	NA Estonia	EE-LV-RU	<ul style="list-style-type: none"> Ms Margarita Golovko, Head of the European Territorial Cooperation Unit, Ministry of Finance
16/10/2017	14:00 – 15:00	Skype interview	NA Turkey	BSB, Turkey-Bulgaria (IPA)	<ul style="list-style-type: none"> Ms Sebnem Sözer, CBC coordinator, Ministry of Foreign Affairs
16/10/2017	15:00 – 16:00	Skype interview	NA Georgia	BSB	<ul style="list-style-type: none"> Mr David Bujashvili, Deputy Head of the EU assistance coordination department
17/10/2017	10:00 – 11:00	Skype interview	Turku Interact Point	INTERACT ENPI	<ul style="list-style-type: none"> Ms Satu Hietanen, current programme manager of Interact Point Turku, former manager of INTERACT ENPI
17/10/2017	11:30 – 12:30	Phone interview	JTS	LT-PL-RU	<ul style="list-style-type: none"> Ms Yulia Petrovich, programme manager Ms Marina Kislyak, programme expert
17/10/2017	14:00 – 16:00	Phone interview		INTERACT ENPI	<ul style="list-style-type: none"> Carlos Bolanos, former INTERACT ENPI TL, Tesim TL
17/10/2017	17:00 – 18:00	Skype interview	NA Lebanon	MED	<ul style="list-style-type: none"> Ms Lamia Chamas, Programme Manager, Presidency of the Council of Ministers
19/10/2017	14:00 – 15:00	Phone interview	NA Egypt	MED	<ul style="list-style-type: none"> Ms Marwa Salah, Head of Contact Point, Ministry of International Cooperation
07/11/2017	14:00 – 15:00	Brussels	DG NEAR, C1		<ul style="list-style-type: none"> Matthieu Bousquet, Head of Unit
08/11/2017	10:00 – 11:30	Brussels	EEAS		<ul style="list-style-type: none"> Marco D'Abbraccio (MENA South 5) Luca Bianconi (EURCA East 3) Aaretti Sittonen (EURCA East 1) Pierre Deusy (EURCA East 2)
08/11/2017	12:00 – 13:30	Brussels	DG NEAR, C1		<ul style="list-style-type: none"> Bodil Personn, former Head of Sector
08/11/2017	15:30 – 16:30	Brussels	DG REGIO		<ul style="list-style-type: none"> Alexander Somoza



09/11/2017	11:30 – 12:30	Brussels	DG NEAR, D5		<ul style="list-style-type: none"> Colin Wolfe, Head of Unit
09/11/2017	15:30 – 16:30	Brussels	DG NEAR, B2		<ul style="list-style-type: none"> Irène Mingasson, Head of Unit
10/11/2017	10:00 – 11:30	Brussels	Committee of Regions		<ul style="list-style-type: none"> Slaven Klobucar, Administrator
10/11/2017	11:30 – 12:15	Brussels	DG NEAR, B4		<ul style="list-style-type: none"> Sarah Rinaldi
13/11/2017		Skype interview	Inter-Mediterranean Commission		<ul style="list-style-type: none"> Davide Strangis, Executive Secretary
13/11/2017		Phone interview	DG MARE		<ul style="list-style-type: none"> Luca Marangoni, Policy Officer, Sea Basin strategies
16/11/2017		Phone interview	EFTA		<ul style="list-style-type: none"> Tamas Polgar , Country Officer
23/11/2017		Phone interview	DG MARE		<ul style="list-style-type: none"> Mr Stanislav Stoyanov, Policy Officer, Sea Basin strategies (BSB)



Annex 13. Evaluation milestones

Phase	Month	Evaluation Milestone	Date
INCEPTION	Feb-17 – Mar-17	<ul style="list-style-type: none"> - Kick-off meeting / ISG 1 - Submission of Inception Report - ISG 2 - ISG approval Inception Report 	<ul style="list-style-type: none"> - 08/02/17 - 20/03/17 - 07/04/17 - 21/04/17
DESK	Apr-17 – Jul-17	<ul style="list-style-type: none"> - Case study methodology - Field visit methodology - ISG 3 - ISG approval field visit methodology - Submission of draft desk report - ISG 4 	<ul style="list-style-type: none"> - 17/05/17 - 15/06/17 - 06/07/17 - 14/07/17 - 31/07/17 - 24/08/17
FIELD	Jul-17 – Oct-17	<ul style="list-style-type: none"> - Field trips 	<ul style="list-style-type: none"> - Sep – Oct/17
SYNTHESIS	Oct-17 – Nov-17	<ul style="list-style-type: none"> - Submission of preliminary findings and recommendations - ISG 5 / interviews in Brussels - ENI CBC Conference Tallinn - Comments on preliminary findings and recommendations 	<ul style="list-style-type: none"> - 30/10/17 - 07-10/11/17 - 28-29/11/17 - 13/12/17
DISSEMINATION	Dec-17 – Jan-18	<ul style="list-style-type: none"> - Draft Final Report submitted to EC - ISG 6 - Final Report approved by EC 	<ul style="list-style-type: none"> - 27/12/17 - 17/01/18 - End of Jan-18



Annex 14. Documents consulted during the evaluation

Joint Operational Programmes

- ENPI CBC BSB Programme 2007-2013, Nov 2007;
- ENPI CBC BSR Programme 2007-2013, Final approved version 3.0 as of 05 January 2012 CCI No. 2007CB163PO020;
- ENPI CBC EE-LV-RU Programme 2007-2013;
- ENPI CBC SE FI-RU Programme Document 2007-2013, endorsed by EU Commission 12/19/2008, Addendum no 1, 12/3/2010, Addendum no 2, 12/17/2010
- ENPI CBC HU-SK-RO-UA Programme 2007-2013, adopted 23 September 2008;
- ENPI CBC IT-TN programme 2007-2013, adopted 28 November 2008;
- ENPI CBC KAR Programme document 2007-2013, dated 21.09.2008;
- ENPI CBC KOL Programme 2007-2013, approved 19/12/2008 C(2008)8453, Addendum approved 03/09/2010, Addendum approved 02/12/2013;
- ENPI CBC LT-PL-RU Programme 2007-2013, adopted by the EC 17.12.2008, amended 07.03.2011;
- ENPI CBC LV-LT-BY Programme 2007-2013, Final draft November 2008;
- ENPI CBC MSB 2007-2013 Programme, approved by the EC Decision No. C(2008)4242 dated 14.08.2008;
- ENPI CBC PL-BY-UA Programme 2007-2013, approved by EC decision No. K(2008)6411 dated 06.11.2008;
- ENPI CBC RO-UA-MD Programme 2007-2013, dated July 2008;
- ENI CBC BSB Programme 2014-2020, dated 30.06.2015, revised Nov 2015;
- ENI CBC BSR Programme 2014-2020; decision date 09/12.2015;
- ENI CBC EE-RU Programme 2014-2020;
- ENI CBC SE FI-RU Programme 2014-2020, endorsed by the European Commission on 18 December 2015 C(2015);
- ENI CBC HU-SK-RO-UA, amended on 23 November 2016;
- ENI CBC IT-TN Programme 2014-2020, approved by EC decision No. C(2015)9131 on 17/12/2015;
- ENI CBC KAR Programme 2014-2020;
- ENI CBC KOL Programme 2014-2020, approved by the EC 18.12.2015 C(2015)9190;
- ENI CBC LT-RU Programme 2014-2020, 4th draft;
- ENI CBC LV-LT-BY Programme 2014-2020, approved by the EC 17.12.2015 C(2015)
- ENI CBC MSB Programme 2014-2020, adopted by the European Commission on 17 December 2015 Decision No.C(2015) 9133, including the modified Annex B Financial tables (approved on 19 December 2015);
- ENI CBC PL-BY-UA Programme 2014-2020, Final version approve by EC Decision No. C(2015)9138) dated 17 December 2015.
- ENI CBC PL-RU Programme 2014-2020, Draft dated 29.04.2016;
- ENI CBC RO-MD Programme 2014-2010, dated December 2015;
- ENI CBC RO-UA Programme 2014-2020.

Guidelines for Applicants

- ENPI CBC BSB, Calls for proposals 1 (Jun 2009) and 2 (Jun 2011);
- ENPI CBC BSR Calls for proposals 1 (Feb 2008), 2 (Feb 2009), 3 (Jan 2009), 4 (Dec 2010), 5 (Jan 2012);
- ENPI CBC EE-LV-RU Calls for proposals 1 (Aug 2010), 2 (Jan 2012);
- ENPI CBC HU-SK-RO-UA Calls for proposals 1 (Jun 2009), 2 (June 2010), 3 (Sept 2011);
- ENPI CBC IT-TN Calls for proposals 1 (Aug 2008), 2 (Mar 2012), 3 (May 2011);
- ENPI CBC KAR Calls for proposals 1 (Feb 2010), 2 (Mar 2011), 3 (Sep 2011), 4 (Feb 2012), 5 (Feb 2012), 6 Apr 2012);
- ENPI CBC KOL Calls for proposals 1 (Jan 2010), 2 (Mar 2011), 3 (Aug 2011), 4 (Jan 2012);
- ENPI CBC LT-PL-RU Call for proposals 1 (Jun 2010);
- ENPI CBC LV-LT-BY Calls for proposals 1 (Dec 2009), 2 (Nov 2010);
- ENPI CBC MED Calls for Proposals 1(May 2009), 2 (May 2011), 3 (Dec 2011);
- ENPI CBC PL-BY-UA Calls for proposals 1 (Dec 2009), 2 (May 2011), 3 (Feb 2012);
- ENPI CBC RO-UA-MD Calls for proposals 1 (Jul 2009), 2 (Nov 2011);
- ENPI CBC SEFR Calls for proposals 1 (Jan 2010), 2 (Jan 2011), 3 (Sep 2011).



Annual implementation reports (AIR)⁸³

- AIR ENPI CBC BSB, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016;
- AIR ENPI CBC BSR 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014;
- AIR ENPI CBC EE-LV-RU 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC HU-SK-RO-UA 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC IT-TN 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016;
- AIR ENPI CBC KAR 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC KOL 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC LV-LT-BY 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC LT-PL-RU 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC MED 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC PL-BY-UA 2009, 2010, 2011, 2012, 2013, 2014, 2015;
- AIR ENPI CBC RO-UA-MD 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016;
- AIR ENPI CBC SEFR 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016;

ROM reports

- ROM ENPI CBC BSB, Jan-13, Sep-13, Apr-15
- ROM ENPI CBC EE-LV-RU, 2012, 2013, 2014;
- ROM ENPI CBC HU-SK-RO-UA, 2012, 2013, 2014;
- ROM ENPI CBC INTERACT, Nov 2011;
- ROM- ENPI CBC IT-TN, Sep 2012, Sep 2013, Nov 2014;
- ROM ENPI CBC KAR, Jun 2012, June 2013, Sep 2014;
- ROM ENPI CBC KOL, Nov 2011, Jul 2014;
- ROM ENPI CBC LV-LT-BY, 2012, 2013, 2014;
- ROM ENPI CBC LT-PL-RU, Jul 2013, Feb-Mar 2015;
- ROM ENPI CBC MED 2012, 2013, 2014;
- ROM ENPI CBC PL-BY-UA, 2012, 2013, 2015;
- ROM ENPI CBC RCBI, Dec 2011,
- ROM ENPI CBC RO-UA-MD, Nov 2012, Oct 2013, Mar 2015;
- ROM ENPI CBC SERF, 2011, 2012, 2013, 2015;
- Monitoring of the implementation of the Cross Border Cooperation programmes under the 2007-2013 European Neighbourhood and Partnership Instrument (ENPI), Final report, dated 31 May 2015.

Programme external evaluations⁸⁴

- ENPI CBC BSR, Strategic evaluation, Deabaltika, 2011
- ANALYSIS OF PROJECTS IN 2007-2013 and SETTING BASELINES AND TARGETS FOR THE INDICATORS 2014-2020, Final report, Ramboll, dated July 2015;
- ENPI CBC BSR, Evaluation Study on Use of Outcomes Produced in the Baltic Sea Region INTERREG III B Neighbourhood Programme, Final report, dated Oct 2008;
- Mid-Term Evaluation of ENPI CBC Programmes 2007-2013, Final report, dated Jan 2013;
- Evaluation of Six Project funded under the Three Cross-border Cooperation Programmes which benefit Belarusian Institutions, Final report, dated June 2016;
- Evaluation of the Kolarctic ENPI CBC Programme 2007-2013, dated March 2016;
- Ex-post evaluation of actions co-financed by the Cross-Border Cooperation Programme Poland - Belarus - Ukraine 2007-2013;
- Brief conclusions on the responses to the Questionnaire for the Beneficiary and Project partners of Estonia-Latvia-Russia cross border cooperation Programme within European Neighbourhood and Partnership instrument 2007-2013 (ESTLATRUS);
- Ex-Post Evaluation of the South-East Finland –Russia ENPICBC 2007–2013 Programme;
- RAPPORTO DI VALUTAZIONE EX-POST PROGRAMMA DI COOPERAZIONE TERRITORIALE TRANSFRONTALIERA A ITALIA-TUNISIA 2007-2013;
- CBC MID-TERM REVIEW (2014-2020 PROGRAMMING DOCUMENT) –FINDINGS AND PROPOSED WAY FORWARD;
- ENI CBC PROGRAMMES – MID TERM REVIEW - Analysis of the answers received to the questionnaire sent to Managing Authorities.

Programme final reports⁸⁵

⁸³ Covering the years 2009 to 2015 (+ 2016 for BSB, IT-TN, KOL, RO-UA-MD, SEFR)

⁸⁴ BSR, KAR, SEFR, KOL, IT-TN, PL-BY-UA

⁸⁵ BSR, KAR, SEFR (draft), KOL (draft), EE-LV-RU (draft), LT-PL-RU (only draft financial part),



- ENPI CBC BSR, Final report,
- ENPI CBC EE-LV-RU, Final Report, 2017;
- ENPI CBC KAR, Annual Report 2016 and Programme closure, dated Dec 2016;
- ENPI CBC KOL, Annual Report 2016 and Programme closure, dated Jun 2017;
- ENPI CBC LT-PL-RU, Final report, June 2017.

EC audits

- Audit sur la Coopération Transfrontalière, Rapport Final, Audit interne, DEVCO, 2013
- On-the-sport verification of the JMA for the CBC programme HU-SK-RO-UA, DG NEAR, 2014

RCBI and INTERACT ENPI reports and outputs

- ENPI CBC INTERACT, Final report, 2011;
- ENPI CBC INTERACT Phase II, Progress report, June 2015;
- ENPI CBC INTERACT Phase II, Inception report, March 2012;
- ENPI CBC INTERACT Phase I, Inception report, Jan 2009;
- ENPI CBC INTERACT: A comprehensive guide to the successful management and implementation of ENPI CBC project;
- ENPI CBC INTERACT: Guides to national requirements for implementation of ENPI CBC projects in Moldova, Tunisia, Egypt, Belarus, Israel, Lebanon, Ukraine, Jordan;
- ENPI CBC RCBI: Evaluation of Partner Country Involvement in the Management and Implementation of the ENPI CBC Programmes and Further Partner Country Needs, Nov 2009;
- ENPI CBC RCBI: Guide on secondary procurement procedures;
- ENPI CBC RCBI: Assessment of the 'State of Play' in the Management and Implementation of the ENPI CBC Programmes 2007-2013, Oct 2009;
- ENPI CBC RCBI: State of Play: Partner country involvement in the management and implementation of ENPI CBC programme, June 2012;
- ENPI CBC RCBI Phase I, Final report (Dec 2006), Interim report (April 2006), Inception report (July 2005);
- ENPI CBC RCBI Phase II: 11th progress and project completion report (Aug 2012);
- TESIM Materials (Progress reports, ENI CBC Programming Guide 2014, Study on the utilisation, Survey on mapping and implementation of Large scale Projects in ENPI CBC programmes of monitoring indicators in ENPI CBC programmes 2007-2013–2020, etc)

ENPI/ENI strategic framework

- EU/JORDAN ENP ACTION PLAN, 2013
- EU / AZERBAIJAN ACTION PLAN
- EU / ARMENIA ACTION PLAN
- EU/EGYPT ACTION PLAN
- EU/Ukraine Association Agenda to prepare and facilitate the implementation of the Association Agreement;
- EU/GEORGIA ACTION PLAN;
- EU/ISRAEL ACTION PLAN;
- EU/MOLDOVA ACTION PLAN;
- EU/Lebanon Action Plan;
- PROJET DE PLAN D'ACTION MAROC POUR LA MISE EN OEUVRE DU STATUT AVANCE (2013-2017);
- EU/PALESTINIAN AUTHORITY ACTION PLAN;
- EU/TUNISIA ACTION PLAN;
- Egypt Country Strategy Paper 2007-2013;
- Georgia Country Strategy Paper 2007-2013;
- Moldova Country Strategy Paper 2007-2013;
- Morocco Country Strategy Paper 2007-2013;
- Algeria Country Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;
- Israel Strategy Paper 2007-2013 & Indicative Programme 2007-2010;
- Jordan - Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;
- Lebanese Republic Country Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;
- Syrian Arab Republic Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;
- Russian Federation - Country Strategy Paper 2007-2013;
- Ukraine Country Strategy Paper 2007-2013;
- Belarus Country Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;
- Tunisia Strategy Paper 2007-2013 & National Indicative Programme 2007-2010;



- ENP Strategy Paper, 2004;
- ENPI INTER-REGIONAL PROGRAMME: REVISED STRATEGY PAPER 2007-2013 & INDICATIVE PROGRAMME 2011-2013;
- CBC Multi-annual Indicative Programme 2011-2013;
- ENPI REGIONAL EAST PROGRAMME STRATEGY PAPER 2010-2013 & INDICATIVE PROGRAMME 2010-2013;
- REGIONAL STRATEGY PAPER (2007-2013) AND REGIONAL INDICATIVE PROGRAMME (2007-2010) FOR THE EURO-MEDITERRANEAN PARTNERSHIP;
- ENPI CBC Strategy Paper 2007-2013 and Indicative Programme 2007-2010;
- Programming document for EU support to ENI Cross-Border Cooperation (2014-2020);
- Strategic Priorities 2014-2020 and Multi-annual Indicative Programme 2014-2017- European Neighbourhood-wide measures;
- A New Response to a Changing Neighbourhood- A review of European Neighbourhood Policy, May 2011;
- Implementation of the European Neighbourhood Policy in 2011 -Regional Report: Eastern Partnership;
- Review of the implementation of European Neighbourhood Policy in 2014;
- Review of the implementation of European Neighbourhood Policy in 2015.

ENPI/ENI regulations

- REGULATION (EU) No 236/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 laying down common rules and procedures for the implementation of the Union's instruments for financing external action
- Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities;
- REGULATION (EU) No 232/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 establishing a European Neighbourhood Instrument;
- COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument;
- COMMISSION REGULATION (EC) No 951/2007 of 9 August 2007 laying down implementing rules for cross-border cooperation programmes financed under
- Regulation (EC) No 1638/2006 of the European Parliament and of the Council laying down general provisions establishing a European Neighbourhood and Partnership Instrument;
- REGULATION (EC) No 1638/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 24 October 2006 laying down general provisions establishing a European Neighbourhood and Partnership Instrument;
- Regulation (EU) No 1301/2013 of the European Parliament and of the Council of 17 December 2013 on the European Regional Development Fund and on specific provisions concerning the Investment for growth and jobs goal and repealing Regulation (EC) No 1080/2006;
- Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund

Results and indicators

- List of Common Output Indicators for ENI CBC 2014-2020;
- DG NEAR Guidelines on linking planning/programming, monitoring and evaluation, July 2016;
- ENPI CBC INTERACT State of play of ENPI CBC programmes, report;
- ENPI CBC programmes state of play at 30 April 2014;
- ENPI CBC INTERACT, 7th Progress report;
- DG NEAR Management Plan 2016;
- Better Regulation Guidelines, SWD(2015) 111 final;
- EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013;
- Handouts: Managing for results: linking planning/programming, monitoring and evaluation
- RESULTS INDICATORS 2014+: REPORT ON PILOT TESTS IN 23 REGIONS/OPS A CROSS 15 MS OF THE EU, DG REGIO B.2 D(2012).



Other evaluations and studies

- Assessing European Neighbourhood Policy-Perspectives from the Literature, Study commissioned by the Policy and Operations Evaluation Department of the Ministry of Foreign Affairs of the Netherlands, 2017;
- Boosting Growth and Cohesion in EU Boarder Regions, Sep 2017;
- The development of cross-border cooperation in an EU macroregion – a case study of the Baltic Sea Region, Tomasz Studzieniecki (Tomasz Studzieniecki / Procedia Economics and Finance 39 (2016) 235 – 241);
- Collecting solid evidence to assess the needs to be addressed by Interreg cross-border cooperation programmes (2015CE160AT044), Final report;
- European Territorial Review: Territorial Cooperation for the future of Europe, ESPON contribution to the debate on Cohesion Policy post-2020, Sep 2017;
- Territorial Cooperation in Europe-A Historical Perspective, by Birte Wassenberg and Bernard Reitel, in cooperation with Jean and Jean Peyrony Rubió;
- ENPI CBC RCBI- State of Play: Partner country involvement in the management and implementation of ENPI CBC programmes, Final report and Annexes, Jun 2012;
- Global Peace Index 2016, by Institute for Economics and Peace;
- The rise of the Euroregion. A bird's eye perspective on European cross-border co-operation, Markus Perkmann, Department of Sociology at Lancaster University;
- ENI CBC INTERACT Programme: State Aid and European Territorial Cooperation – Questions and Answers, April 2015;
- Whose partnership? Regional participatory arrangements in CBC programming on the Finnish–Russian border⁸⁶, by Matti Fritsch, Sarolta Németh, Minna Piipponen & Gleb Yarovoy;
- Brief conclusions on the responses to the Questionnaire for the Beneficiary and Project partners of Estonia-Latvia-Russia cross border cooperation Programme within European Neighborhood and Partnership instrument 2007-2013 (ESTLATRUS);
- Rethinking the European Neighbourhood Policy, by Laure Delcour;
- RESEARCH FOR REGI COMMITTEE - REVIEW OF ADOPTED EUROPEAN TERRITORIAL COOPERATION PROGRAMMES, July 2016;
- ENPI CBC INTERACT, State of play of ENPI CBC programmes HSRU ENPI CBC JMC meeting, Vama, Romania, 30 September 2014;
- State aid in cross-border cooperation projects, report was written by Jürgen Pucher and Christine Hamža (METIS GmbH), 2016;
- ENI CBC, 2017 CBC MID-TERM REVIEW (2014-2020 PROGRAMMING DOCUMENT) – FINDINGS AND PROPOSED WAY FORWARD;
- Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)- Case study: Baltic Sea Region programme, dated Jun 2016;
- Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)- Case study: Interreg IVA North, dated June 2016;
- Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)- Case study: Hungary-Slovakia Cross-border Cooperation Programme 2007-2013, dated Jun 2016;
- Programme opérationnel 2007-2013 «Interreg IV A Nord» entre la Finlande, la Suède et la Norvège, MEMO/08/414.

Visibility and publicity materials

- ENPI CBC SEFR, booklet;
- Information leaflet: Working across borders: Interview with Bodil Persson;
- ENPI CBC KOL Fiftyone magazine;
- ENPI CBC MED, A SELECTION OF ENPI CBC MED PROJECTS PEOPLE OOPERATING ACROSS BORDERS MEDITERRANEAN STORIES- Cultural Heritage, Economic Growth and Territorial Development, Environmental Sustainability, Human Capital);
- ENPI Overview of Activities and Results;
- Round table «Local challenges in the Mediterranean», Barcelona, 3 March 2016, presentation by Anna Repullo i Grau, DG REGIO, Unit D1 'Competence Centre Macro-

⁸⁶ <http://www.tandfonline.com/doi/abs/10.1080/09654313.2015.1096916?journalCode=ceps20>



- 'Regions and European Territorial Cooperation', European Commission.

Other programmes and initiatives

- Union for Mediterranean (UfM), Annual report 2016;
- UfM-Institutional-Leaflet-2017-EN_Web
- The Union for the Mediterranean: an action -driven organisation with a common ambition;
- JOINT STAFF WORKING DOCUMENT Black Sea Synergy: review of a regional cooperation initiative, SWD(2015) 6 final;
- SUMMARY ENI East Regional Action Programme 2016 and 2017, Part I, to be financed from the general budget of the European Union;
- COMMISSION IMPLEMENTING DECISION of 22.11.2013 on the ENPI East Regional Action Programme 2013 Part II to be financed from the general budget of the European Union, C(2013) 8293 final.



Annex 15. Comments received from CBC stakeholders and actions taken

1.1 Comments from TESIM, BSB, EE-RU, HU-SK-RO-UA, Turkish NA, Armenian NA

Nº	Pg. 87	Comment scope	Comment text	Action taken (Y/N)	Remark
1	6	<i>a high participation from partner countries</i>	TESIM: The regulatory requirement of partners from Partner countries in each project is one of the main reasons regardless of the political and economic environment	N	The complexity of the regulatory requirements is mentioned under Finding 4
2	7	<i>figure acronyms</i>	TESIM: The figure is difficult to read. Moreover, the acronyms of the programmes should be added to the list of acronyms at the beginning of the document. Otherwise, they are not understandable outside the ENPI CBC community.	Y	Acronyms are presented in the introductory section of the report and in the glossary
3	7	<i>State contribution and co-financing</i>	TESIM: Finland needs to be added to footnote 3 and Latvia needs to be in footnote 4, not 3	Y	Footnote corrected
4	7	<i>State contribution and co-financing</i>	BSB: Also in the case of BSB some participating countries covered part of the co-financing budget of the project beneficiaries and partners.	Y	Footnote corrected
5	7	<i>State contribution and co-financing</i>	TESIM: Also Italy, Greece, Hungary, Slovakia and Romania added state funding to the projects	Y	Footnote corrected
6	7	<i>the 13 programmes</i>	TESIM: Should it be indicated 13 out of 15. The two bilateral Spain-Morocco were not submitted to EC	Y	Text amended, and footnote added
7	8	<i>breakdown per programme</i>	BSB: The distribution per priority of the 60 projects financed by BSB programme (initially there were 62 projects, 2 projects being terminated) is as follows: Priority 1 - economic and social – 26 Priority 2 – environment – 23 Priority 3 – culture – 11. The approx. amounts contracted for the 60 projects are as follows (ENPI+IPA+cofinancing): Priority 1 – 16,6 mil Priority 2 – 15,1 mil Priority 3 – 3,5 mil.	N	The figure shows the breakdown of projects is based on the classification adopted by the evaluators not the priorities of calls for proposals. This is necessary to compare programmes between themselves.

⁸⁷ Page number refers to the version of findings and recommendations disseminated to the participants of the CBC Conference, Tallinn, November 2017



8	8	<i>Figure 3 Breakdown per programme</i>	TESIM: Maybe it is possible to add the colour coding of themes so it is immediately clear what is green, blue, etc? (and there is no need to go back to previous page)? Also, it appears that different principle of the order of the programmes is used than in other figures? Maybe same principle as in Figure 1 or Figure 4 should be used (from biggest to smallest programme) ?	Y	Figures placed on the same page to facilitate their interpretation
9	8	<i>participation in calls for proposals has been very high</i>	TESIM: An indication of the number of proposals submitted would allow for a comparison with the projects financed and would better prove this assertion	Y	Figures added
10	8	<i>A lack of experience</i>	TESIM: This may be the main reason, but not the only one. Another important reason might have been the administrative burden and legal difficulties in partner countries to become LP, such as difficulties in opening bank accounts in Euro or the difficulty in sending money abroad.	Y	Text amended
11	8	<i>created major uncertainties</i>	TESIM: There were some delays in both programmes, especially in IT-TN, but no major difficulty resulted from the Arab spring, except the exclusion of Syrian partners from the projects of the 1st call in MED (already mentioned in the footnote)	Y	Word “major” removed
12	9	<i>disrupted</i>	TESIM: “Disrupt” might not be the right word. It created additional problems and delays, but programmes were able to continue. The only major disruption was for the partners in Crimea and Donetsk	N	The projects visited in Western Ukraine during the field phase were clearly disrupted e.g. activities were postponed, officials from Poland were not allowed to travel to Ukraine
13	9	<i>Finland</i>	EE-RU: As well Estonia as a Member State supported the exclusion of the CBC from sanctions.	Y	Text amended
14	9	<i>in general</i>	TESIM: It cannot be said of all programmes, in particular JTS in BSB and MSB	Y	Text amended
15	10	<i>BSR</i>	TESIM: BSR is an INTERREG programme with an external component, not a ENI CBC programme, even if it is included in the Strategy Paper	Y	Text amended
16	10	<i>Belarus has lost interest.</i>	TESIM: The footnote is in contradiction with the signature of the Financing Agreement for LLB and PBU programmes. The reasons for not participating in BSR should not be mixed with Belarus commitment to “pure” ENI CBC programmes. The footnote seems to refer to all programmes	Y	Text amended
17	10	<i>Morocco or Algeria</i>	TESIM: It is clear for us that Morocco and Algeria will not participate. Turkey is also a key player in the MED area not participating. A mention to the impossibility for the participation of Syria and Libya might be included	Y	Text amended
18	10	<i>complex legal and regulatory frameworks</i>	TESIM: This may not be considered as the only reason and perhaps, not even the main one. The lack of experience or the political instability had also an important impact on effectiveness.	Y	Text amended. Political instability is mentioned under Finding 3.



19	10	<i>Evidence</i>	TESIM: There is a contradiction between this sentence and the statement in the following page: "there is no reliable evidence in order to prove the good performance and it is difficult to construct a comprehensive picture of programme effectiveness (...)"	Y	Text amended
20	10	<i>case studies</i>	TURKEY: There should be more of them. It should be questioned how representative are the selected case projects?	N	The evaluation took also into account ROM and evaluation reports. However, only examples from the case studies are mentioned because they were only projects visited by the evaluators.
21	11	<i>Environment</i>	TESIM: These two projects were not financed under the priority "environment", but under Innovation and research (Biovecq) and Development and integration of economic systems (Club Bleu)	Y	Footnote added to explain that the projects were classified as environment projects in the evaluation database although there were funded under different priorities
22	11	<i>Targets</i>	TESIM: LT-PL-RU cannot be mentioned as a good example as the programme was unable to launch its 2nd call for proposals and had to reallocate the unused funds to other programmes. If the programme exceeded its indicators, this is a sign of initial targets wrongly set	Y	Text amended
23	12	<i>Use of RCBI</i>	BSB: Comment for footnote 15: Also the wide eligible area of the programme compared with the allocated funding should be mentioned as reason here.	Y	Footnote amended
24	12	<i>website</i>	TESIM: There was no INTERACT ENPI web-site, but a page in the general INTERACT's web-site	Y	Text amended
25	13	<i>or national authorities</i>	TESIM: There were big delays in the Guides on National Requirements prepared by RCBI due to the late or non-response by the concerned national authorities.	Y	Text amended
26	14	<i>KOL</i>	TESIM: It is not exact. Kolarctic 2000-2006 existed as a sub-programme of INTERREG III A North	Y	Text amended
27	14	<i>UA, EE</i>	TESIM: Text in footnote 19 corresponds to RO-UA-MD. There seems to be two footnotes 20	Y	Footnote corrected
28	14	<i>In the case of BSB and MED, the national authorities played a much more active role than in land border programmes, acting de facto as programme branch offices and often assisting applicants and beneficiaries with very specific management issues</i>	TESIM: It may be mentioned that the impossibility to set up BO in all countries obliged to this reinforced role of NAs	Y	Footnote added
29	14	<i>In the case of BSB and MED, the national authorities played a much more active role than in land border programmes, acting de facto as</i>	TURKEY: It might be mentioned the role of Turkish NA in BSB programme since the NA was also responsible for monitoring of the projects as well as giving technical support to the beneficiaries. We provided the details to the team during the skype interview.	Y	Text added



		<i>programme branch offices and often assisting applicants and beneficiaries with very specific management issues</i>			
30	14	<i>The support from the programme authorities was good and effective, although certain partners considered necessary to increase staff in the Tunisian contact point, in particular having two people working full time only on financial and administrative tasks. The role of the National Authority in Tunisia was also considered very important to facilitate the contact among partners</i>	TURKEY: Turkish NA should also be mentioned as Tunisia	N	The case-study boxes are providing examples of visited projects to illustrate the finding
31	14	<i>The support from the programme authorities was good and effective, although certain partners considered necessary to increase staff in the Tunisian contact point, in particular having two people working full time only on financial and administrative tasks. The role of the National Authority in Tunisia was also considered very important to facilitate the contact among partners.</i>	TESIM: Was this remark made by a beneficiary? It might be clarified	Y	Text amended
32	15	<i>however more mixed</i>	TESIM: 75% of absorption, which may finalise close to 80% is a big success in programmes such as BSB or MED. Moreover, this calculation does not take into account the effect of the currency fluctuation in partner countries, which lost value in front of Euro, affecting the amount reported. E.g. UAH lost 64% of its value in 2017, compared to 2009, while TND lost 37%. Therefore, the stakeholders from partner countries had an additional difficulty in complying the contracted amount, even if they spent all the budget in local currency. In any case, the disbursement rates are excellent for new programmes implemented in non-EU countries in often complex geo-political situations.	Y	Text amended
33	15	<i>spending rates</i>	BSB: It is not mentioned how the spending rate is calculated. In case spent amounts mean authorized amounts, then for BSB programme the ratio authorized amounts / allocated amounts would be approx. 68% (at 31 December 2016).	Y	Footnote added to explain how disbursement and spending are calculated. According to data provided in April 2017 by JMA, BSB spending rate stood at 62% outside TA.



34	16	<i>Extension</i>	TESIM: Not exactly like that. These programmes were extended until end of 2016, like MED or IT-TN, but LSP might be exceptionally extended if some conditions were met.	Y	Footnote added
35	16	<i>The end of the execution period was postponed by one year for two programmes and by two years for three programmes.</i>	BSB: The execution period of the BSB programme was extended from 31 December 2016 to 31 December 2018.	Y	Text corrected
36	17	<i>EC</i>	TESIM: The complexity was often the consequence of how the programme structures interpreted or put in practice EC rules, which are commonly used by EU Delegations with much less difficulties. Rules cannot be blamed without mentioning their use by the MA/JTSS	Y	Text amended
37	17	<i>Requests for clarifications</i>	TESIM: Some programmes blocked payments because of little formalities or very minor clarifications, which should not have blocked pre-financing payments.	Y	Text amended
38	17	<i>sometimes</i>	TESIM: This was not the only practice used. It is not true for all projects and organisations involved	Y	Text amended
39	17	<i>In programmes involving Russia and Finland, sometimes the Finnish partners had to make payments to the Russian contractors on behalf of the Russian partner, as the latter was unable to open an EUR account.</i>	EE-RU: In the case of ESTLATRUS, this problem was only in the BCP project.	Y	Footnote added
40	17	<i>Different procurement procedures applied depending on whether EU or co-financing money was being used to purchase goods or supplies</i>	This is specific for Belarus and Ukraine only	Y	Text amended
41	18	<i>PRAG</i>	TESIM: These procedures are usually time-consuming in all EU funds, especially in similar one, like INTERREG. Again, let's not blame the rule, which does not significantly differ from other EU-funded initiatives.	Y	Text corrected
42	19	<i>east</i>	TESIM: In our opinion, the question is not East or South, is land border or sea basin/border. Clear cross-border LSP as impossible in BSB, IT-TN or MED. In any case, we assume that programmes with Russia are included, as there was a big interest there	Y	Text amended
43	19	<i>based on strong strategic and cost</i>	EE-RU: In case of ESTLASTUS all LSPs are considered strategic projects. That was the reason why EE allocated 9 MEUR for the LSPs. In BCP in Narva/Ivangorod EE allocated additional 1 MEUR during the project implementation in order for the BCP to meet the expectations and needs of the border crossing administrations, local citizens, tourists, cargo and logistic organisations.	N	The comment does not concern specifically EE-LV-RU. The selection of BCP projects was not always based on strategy (also from an EU perspective e.g. links to Ten-T networks) and prior cost benefit analyses.
44	19	<i>strategic projects</i>	EE-RU: Can you please define what do you mean by strategic project? For our programme ESTLASTUS all LSPs were strategic projects.	N	The definition is given further in the text: "To be strategic, the projects must fulfil several criteria such as



					minimum budget size, focus on priority sectors or themes, regional significance and impact, coherence with national and regional strategic frameworks, partnership of competent authorities and actors"
45	19	<i>Ukraine</i>	TESIM: And Moldova	Y	Text added
46	20	<i>EC allowed programmes to devote a higher share of allocation to this type of project than originally foreseen.</i>	TESIM: It wasn't a higher share of EU funds, but indeed of programme funds based on higher contributions from national co-financing to the programme – maybe it would be worth specifying this?	Y	Text amended
47	20	<i>where each partner carries out a part of the activities of the joint project on its own territory</i>	TESIM: We inserted the definition of "integrated project" in article 41 of ENPI CBC IR	Y	Text amended
48	20	<i>is also likely to be terminated due to irregularities during the procurement process.</i>	TESIM: Not correct, according to latest information. I would not mention the potential irregularities. There has been no payment, but the contract seems to be OK, according to the info provided in the last JMC in October 2017.	N	This information originates from the interview with the MA in October 2017.
49	20	<i>by Russian authorities because of compliance issues with national standards</i>	EE-RU: RU and EE opened pedestrian BCP on 1/11/2017, this info should be updated	Y	Text removed
50	20	<i>Unsurprisingly, these failures put plans for future cooperation in this area into question. Based on this negative experience, one can also question whether CBC is best suited for funding border crossing infrastructure.</i>	EE-RU: Please elaborate the position. EE cannot agree with this conclusion since in our opinion this cooperation was successful and very important for all counterparts. For instance, EE and RU are planning to continue with BCP LIPs in the south of EE because of the good partnerships, created contacts and trust between the authorities. In addition, both states allocated in the previous period additional funds and are planning to the same in the current period. Therefore we disagree with this statement that the experience was negative. This conclusion do not cover the experiences and lessons learnt.	Y	The finding is not directed only to EE-RU programmes. However, the example of the pedestrian BCP Ivangorod/Narva was removed (see above) and the sentence was rephrased: <i>Unsurprisingly, these failures may fragilised plans for future cooperation in this area and put into question the suitability of CBC as a funding mechanism for border crossing infrastructure.</i>
51	21	<i>ability</i>	TESIM: There was no impossibility to travel. JMC were organised and TESIM experts carried out missions without any problem or risk	Y	Replaced by willingness as suggested
52	21	<i>Terror threats are now factored in as a major risk into project logframe matrices.</i>	TESIM: It is impossible to know. Which is the evidence? No proposal with Tunisian partners has been submitted yet. And what about terror attacks in EU countries or Turkey?	Y	The statement was made by the national authorities in Tunisia interviewed in October. However, the sentence was removed as it can only be verified after the submission of new projects as rightly mentioned in the comment.
53	22	<i>ENPI CBC programmes had weak intervention logics, with unclear causal</i>	TESIM: this sentence may be understood as a criticism to EC, who approved the programmes	N	It is nonetheless a fact.



		<i>relationship between objectives, priorities and measures</i>			
54	22	<i>The three programmes involving Finland set up a common electronic monitoring system (EMOS) as a management tool</i>	TESIM: Why not mentioning also the monitoring system of MED programme?	N	Some mixed views were expressed about the MED monitoring system during the interviews
55	23	<i>There was no system in place that would have allowed the exercise to be performed on a regular basis through automatic data transfer</i>	TESIM: It might be mentioned that KEEP will allow for a more automatized way in the current period	N	The evaluation is about ENPI period
56	24	<i>living standards across</i>	EE-RU: In order to measure these things longer period is needed.	N	We agree that measuring socio-economic impact requires time. However, the point is that the amounts involved by the programmes are too modest to produce a major impact beyond the local level
57	24	<i>devastating</i>	TESIM: too strong word, specially for the countries who actively participated in the programmes	Y	Replaced by dramatic
58	25	<i>Jordan (and Palestine).</i>	TESIM: why is Palestine between brackets?	Y	Brackets removed
59	25	<i>deteriorating geo-political environment</i>	TESIM: This is a sensitive sentence	N	It is nonetheless a fact
60	26	<i>However, the broadly-formulated programme objectives and priorities of calls diminished the overall impact.</i>	TESIM: At the same time, it has to be taken into account that this was the 1st generation of most programmes. Thus, it can be seen as a valuable learning exercise	N	The finding is about the impact of the programmes. The learning value of CBC is mentioned under Findings 3 and 21.
61	27	<i>border area</i>	TESIM: Which border area? It is a sea-crossing border	Y	Replaced by targeted areas
62	28	<i>given that sustainability accounts for very few points in the standard PRAG evaluation grid that the management structures were obliged to use, according to the ENPI regulation</i>	TESIM: Sustainability is 15% of scoring under Prag evaluation grid, which is not "very few" (is as much as for budget!). Programmes could in any case adapt the scorings and the formulation of criteria of the evaluation grid - which they often did (in particular to integrate the CBC and partnership aspects).	Y	The section on sustainability in the evaluation grid usually break downs into impact (5 points), multiplier effects (5 points) and financial, institutional and policy sustainability (5 points). However, the sentence was rephrased to put the stress on the difficulty for assessors of assessing sustainability (the applicants' statement on sustainability can only be taken on face value)
63	29	<i>UfM label but there was no mechanism to make this possible.</i>	TESIM: The results in urban planning of the project USUDS (MED programme) resulted in a successful labelling of a UfM project in Sfax (Tunisia). Anyhow, there is a mismatch between the moment where results of the projects in ENPI MED were achieved and the time needed for labelling in the UfM. The mechanism is there, but it has to be at the initiative of the beneficiary	Y	Text amended and footnote added

64	30	<i>Managing authorities had limited incentive to connect with the rest of the Neighbourhood Policy and there was little scope for DG NEAR DEVCO to steer the implementation of programmes once they were agreed beyond the participation of DG NEAR DEVCO Programme Managers in joint monitoring committees.</i>	TESIM: is this finding applicable also to ENI CBC?	N	Yes
65	33	<i>EU member states</i>	TESIM: and EU in general	Y	Text amended
66	35	<i>The ENPI requirement to apply PRAG rules to calls for proposals provides greater flexibility to link programme and project performance frameworks</i>	TESIM: we assume there is a word missing, as the sense should be exactly the contrary	Y	Text corrected
67	35	<i>makes it mandatory</i>	TESIM: Not compulsory, according to article 78 of ENI CBC IR	N	This is arguable. Art.78.3 says: "The Managing Authority shall carry out result-oriented programme and project monitoring in addition to the day-to-day monitoring".
68	36	<i>can customise Cohesion Policy thematic priorities</i>	TESIM: We do not understand why ENP should "customize" the thematic priorities of Cohesion Policy. Some of these priorities might not respond to the needs of the territories	Y	Replaced by territorial cooperation priorities
69	37	<i>Where a macro-regional strategy is agreed and operational (e.g. Baltic Sea, Danube), this should provide the direction for appropriate CBC interventions.</i>	TESIM: We would suggest to "soften" this recommendation. Macro-regional strategies are EU-driven strategies, while CBC priorities are defined by participating countries/regions. This is an essential element of ownership of the programme, as underlined notably in Finding 1. So while macro-regional strategies should be duly taken into account, it should not be the sole basis for providing the direction for CBC interventions. Consultations with regional stakeholders (e.g. also at local authorities/NGO levels) while defining the programme strategy would still appear also as important elements of ensuring this ownership and that the programme answers regional needs.	Y	Sentence rephrased
70	37	<i>cross-border challenges that are explicitly related to the sea</i>	TESIM: We do not agree at all. The main challenges in sea basin regions are not the ones linked to the sea. This approach has been tested in INTERREG Atlantic Area, promoted with the support of DG MARE, with lot of complaints by stakeholders. For example, none of the 6 priority areas of the UfM are directly linked to the sea challenges (http://ufmsecretariat.org/priority-areas/). Moreover, some countries in those programmes have no sea, such as Armenia.	Y	Sentence added to nuance the recommendation
71	37	<i>cross-border challenges that are explicitly related to the sea</i>	Comment ARMENIA: This would put in question the participation of at least two countries, Armenia and Moldova, as well as some eligible areas of Turkey in the BSB. Back in 2005-2006 when the programming	Y	See above



			was discussed and negotiated the mentioned issue was discussed and agreed giving objective and equal approach to all participating countries. Please take the necessary steps/amendments to avoid the mismatches with the programme logic and already existing CBC framework.		
72	37	<i>migration (sea crossings)</i>	TESIM: This theme is not feasible in the Southern countries and has explicitly been rejected by the participating countries, as the competence corresponds to national bodies	N	Migration is a crucial issue with a clearly cross-border dimension. There are no reasons why cross-border projects would not be feasible in this area.
73	37	<i>on sector strategies</i>	EE-RU: Please elaborate on mentioned "sector strategies". By whom these strategies are elaborated? We don't have joint strategies in case of RU.	Y	Text amended. The recommendation is about developing common strategies for specific sectors which could be partly implemented through the CBC cooperation
74	37	<i>In this context, the next generation of CBC programmes should ideally be based on sector strategies covering the whole cooperation area.</i>	TESIM: Not clear. The current programmes are already based on sector strategies in the cooperation area	N	There are references to sector strategies, but the programmes are rarely funding the implementation of specific strategic measures
75	37	<i>the next generation of CBC programmes should ideally be based on sector strategies covering the whole cooperation area.</i>	TURKEY: Such strategies should cover all eligible regions including inland areas, not only sea areas in the sea-basin programmes	Y	Text added
76	37	<i>At present, border crossing projects are often selected without a clear strategic context (see Finding 11).</i>	EE-RU: Not in the case of EE-RU BCP (see justifications above)	N	This an overall finding not only related to EE-RU
77	37	<i>the phenomenon of 'mirror projects' would not represent cross-border cooperation</i>	TESIM: It is not what is said in the definition above, as "mirror" projects could lead to "the removal of cross-border obstacles to..." – so it would still represent CBC.	Y	Text revised
78	37	<i>stages.</i>	TESIM: Comment on the note 95: the example is one of a "single-country" project, not of a "mirror" (symmetrical) project. In any case, if we only consider the suggested definition, it would not be an exception if indeed it can lead to "the removal of cross-border obstacles to...". We should try not to have different definitions of what CBC means for infrastructure and non-infrastructure projects... infrastructure is only a mean to implement CBC, but the definition of "genuine CBC" should be one (all the more as many "standard" projects include quite large infrastructure components).	Y	We agreed with the comment: there should only be one definition of CBC for all types of projects. The footnote has been revised.
79	37	<i>contract</i>	TESIM: Probably mean "by contrast", not "by contract"	Y	Text corrected
80	37	<i>the cross-border dimension' either a yes/no or threshold condition for</i>	TESIM: It seems to me very difficult to assess the cross-border dimension as a selection criterion with YES/NO. I would rather propose	N	The sentence in the text leaves it open

		<i>potential projects, in which failure to demonstrate CBC leads to rejection.</i>	to request a higher weight in the award scoring, with a minimum threshold.		
81	38	<i>history of cross-border partnership</i>	TESIM: This would favour experienced partners against newcomers, and would make it more difficult for new and broader partnerships to be established, which is against the basic objective of CBC of building partnerships	N	Giving a few extra points to long-standing partnerships does not prevent the participation of newcomers.
82	38	<i>JTSs and other media.</i>	TESIM: This sentence does not seem to be correct. JTS is not a media. Moreover, other bodies at programme level are also relevant for this promotion, such as MA, BO or NA.	Y	Text revised
83	38	<i>application packs for overlapping programme areas</i>	TESIM: It seems more important to me to harmonize implementation rules, such as eligibility criteria for expenditure, procurement or State aid provisions	N	We are making the case for such harmonisation in Recommendation 5.3 (last paragraph)
84	38	<i>with other ENP instruments and EU external policies</i>	TESIM: In our opinion, there should be synergies also with other EU instruments, such as INTERREG & ESIF (half of the participants are from MS), but also with other ones working in neighbourhood area not belonging to EU external policies, such as Horizon 2020, LIFE+ or Creative Europe. In the case of Ukraine and Moldova, the Danube INTERREG programme has overlapping areas with PBU, HSRU, ROUA & ROMD, as well as some similar thematic objectives. It is vaguely mentioned in the text	Y	Text revised
85	38	<i>Eastern Partnership, the Union for the Mediterranean, the Northern Dimension or the Black Sea Synergy</i>	TESIM: Almost all strategies are mentioned; I would add the Baltic & Danube ones.	Y	Text added
86	38	<i>For example, guidelines for applicants should map out existing opportunities for synergies but also sectors already covered by other initiatives to guide potential applicants in designing relevant and well linked projects</i>	TESIM: Instead of “should” we would propose “might”. This thematic knowledge is not so easy to find out in bigger programmes, such as MED. The amount of work might be huge.	Y	Text revised
87	39	<i>templates and tools applied by the two DGs</i>	BSB: The experience of DG Regio in implementing Interreg CBC programmes it is highly appreciated, however we should take into consideration that some of the countries taking part in ENI CBC programmes are not even candidate to the EU membership. It will be very difficult to implement the ENI CBC Programmes if the Interreg rules are applied especially regarding decommitment, recovery or even designation process.	Y	A sentence was added The extent to which procedures and templates are harmonised should be discussed and agreed with CBC stakeholders.
88	39	<i>Hence, we would recommend as the preferred option that the templates and tools applied by the two DGs are harmonised, so that the managing authorities only need to fulfil one set of criteria.</i>	TESIM: This might lead to the weakening of the distinctive features of ENI CBC that are crucial for partner countries, such as important pre-financing payments, which are not found in INTERREG. INTERREG is based on a grant reimbursing paid expenditure, while ENI CBC is based on pre-financing payment up to 80% of the total grant, which are not	Y	We are not suggesting that all Interreg rules should apply to ENI CBC. Which templates and rules are to be harmonised should be discussed with CBC stakeholders.



			strictly linked to the actual payments reported by partners. Therefore, it is difficult to harmonise a significant number of documents.		The 80% pre-financing could be retained under ENI.
89	39	<i>R2.3 Enhance DG NEAR capacities to provide guidance and analyse overall performance of ENI CBC, and coordinate with DG REGIO over CBC in all its forms.</i>	EE-RU: In addition the more in-depth cooperation with DG COMP shall be stressed as many of the state aid related requirements are under the responsibility of DG COMP. The CBC "specifics" shall be already taken into account when DG COMP drafts the relevant state aid regulations.	Y	A specific recommendation was added to simplify State aid requirements for CBC projects (see R5.5)
90	39	<i>measures to national authorities</i>	EE-RU: NAs and regional authorities should be involved as well while preparing the analysis. Border regions should be equally analysed covering the whole border region.	N	We agreed with the comment: national authorities will need to be consulted to understand which obstacles and barriers exist
91	39	<i>around tax exemptions</i>	TESIM: Tax exemption is not the major hurdle in territorial cooperation. It does not seem the best example. There are good examples of this kind of hurdles in the study by DG REGIO	Y	Text revised
92	39	<i>Improve programme efficiency</i>	TESIM: This seems an error. "Improve programme efficiency" is R5	Y	Text corrected
93	40	<i>EE-RU, LT-RU and PL-RU programmes</i>	TESIM: The three programmes with Finland and LV-RU are missing	Y	Text added
94	40	<i>Russian partner</i>	TESIM: Usually partners in all projects are co-financing. We assume it means the programmes (the 7) where Russia is contributing at programme level, together with the other participating countries.	Y	Text corrected
95	40	<i>(IFIs),</i>	TESIM: Not clear how funds from IFIs make "national contribution more manageable"	N	IFIs give access to funding
96	40	<i>programmes involve plans to fund LSPs.</i>	TESIM: This assertion seems contradictory with the findings on LSPs	N	It is not contradictory since we suggest infrastructure projects under CBC should involve IFIs (see R4.1)
97	40	<i>Towards the end of the current financial perspective, review the relative merits of bilateral and multi-country programmes (based on ENPI and ENI experience), with potentially new combinations of CBC countries to increase the homogeneity of programme areas.</i>	TESIM: We would appreciate a comment on the countries with eligible areas, which did not participate for political or other reasons, in particular Azerbaijan, Turkey, Morocco and Algeria. EEAS and EC might try some proactive action to involve them in CBC. There is not a single sentence about the double failure in the cooperation Spain-Morocco (in ENPI & in ENI).	Y	Sentence added
98	40	<i>The transition from ENPI to ENI was accompanied by a move from trilateral programmes (e.g. EE-LV-RU) to bilateral ones (e.g. EE-RU and LV-RU).</i>	EE-RU: The main shift should be towards simplification and flexibility and to the achievement of results. Agreeing on priorities, areas of intervention, aligning of requirements and setting the focus is easier within bilateral programmes than multi-country programmes. The more parties involved, the more compromises have to be made and the more the target/focus is blurred. All the positive impacts can be positively achieved by setting the objectives and priorities more clearly at the level of the programme, and not by just adding another participating country. The conclusion would be: better results can be achieved by making the needed rearrangements and reforms within the programme itself,	N	The recommendation is about reviewing the merits of programmes from the point of view of their geographical coverage at the end of the ENI period. We are not saying that multi-country programmes are better than bilateral programmes or vice-versa.

			regardless whether the programme is a bilateral one or a multi-country programme.		
99	40	<i>less impact</i>	EE-RU: In case of EE-RU programme the programme is more focused and targeted to the bilateral needs, thus there is no reason or justification to say that the impact will be smaller in the area. Also, there is no proof, as the programme does not have any results at the current phase. Also, we consider that the logic of bilateral cooperation with Russia is justified, as there is higher need for bilateral (between EE and RU partners) co-operation with Russia in the programme area, than for trilateral cooperation, that would include partners from other EU Member State.	N	See above
100	40	<i>the proportionally smaller allocations also mean less impact, reduced opportunities for cooperation, and fewer possibilities to finance large strategic projects, especially the more expensive infrastructure operations.</i>	EE-RU: As this review cover only ENPI period, then analysers didn't have opportunity to review future bilateral ones. Herewith, the conclusions are not justified in our opinion since programmes just started to work for the new period. In case of EE-RU programme there is one MA for two programmes (as well for the EE-LV) so all resources are used in the most effective way.	N	The recommendation should cover both ENPI and ENI periods
101	40	<i>cost-effective</i>	EE-RU: Cost-efficiency of programme administration depends a lot on the possibilities to simplify the implementation of the programmes, including off-the-shelf sample based control methods, more focus on result-orientation, including simplified cost options and control activities, clear instructions and templates for programme-level reporting activities to the COM etc.	N	We are making these recommendations in the rest of the report
102	41	<i>Finally, the case could be made for a ENI interregional cross-border programme opened to all EU and neighbourhood countries on the model of what exists within the EU with Interreg Europe offering opportunities for regional and local public authorities to set up multi-country partnerships around selected topics of general interest.</i>	TESIM: It is difficult to envisage such type of programme, due to the geo-political situation. e.g. Russia would not participate if Ukraine is participating, Turkey will not if Cyprus is, etc.	N	It should be discussed as part of the review proposed by the recommendation
103	41	<i>people-to-people dimension</i>	EE-RU: Infrastructure projects include as well people to people elements.	N	The people-to-people dimension is not present during the implementation of an infrastructure project.
104	41	<i>Furthermore, to avoid duplication and overlap with other EU-financed instruments, such as Horizon 2020, the funding of cross-border research should</i>	TESIM: Theoretically I understand the recommendation (Horizon is research based, while CBC instrument should not focus that much on the research, but the application), however I had an impression that this is not really based in the concrete findings (were there findings on	N	Some of the projects reviewed for the case-study on the environment had limited cross-border dimension and were purely research projects



		<i>be proscribed, but the application of research outcomes should be encouraged.</i>	actual overlaps with 7th Framework/Horizon 2020 and ENI/ENPI CBC?).		that could have been financed by Horizon 2020.
105	41	<i>wholly or partly, with the support of the NIP</i>	EE-RU: NIP doesn't cover RU regions. Financing it through NIP we will lose possibility to cooperate between neighbours, partnership ties etc. According to the IR the share of the Union contribution allocated to large infrastructure projects and contributions to financial instruments may not exceed 30 %. So already now financing of the LIPs is limited and that's why if for the states this projects are important then they allocate extra money to them. In case of EE-RU both EE (8MEUR) and RU (8 MEUR) will allocate additional 16 MEUR to this projects. Do not see the need to change this system.	N	The recommendation is about NIP. Otherwise, we are also recommending using IFIs for major infrastructure projects (R4.1)
106	42	<i>PPF</i>	EE-RU: Good idea but in case of construction there is a problem with outdating of the technical documentation.	N	
107	42	<i>1 Ensure early adoption of the ENI CBC regulatory and financing framework post-2020 to avoid reduced programme and project implementation periods</i>	EE-RU: Considering the JOPs themselves, it could be suggested that their level of detail should be on a more general level, because they are strategic documents and do not need to contain every detailed descriptions or procedures. These descriptions and procedures shall be written down in the programme guidelines and other documents.	N	We agreed with the suggestion which is covered in the simplification of procedures and templates see R5.4 (last paragraph).
108	43	<i>publish a calendar of calls</i>	TESIM: It is published in the JOP, but not always respected	N	
109	43	<i>We propose more frequent calls for proposals</i>	TESIM: Calls have been highly time-consuming for the big problems and the capacity of the programmes bodies is limited. With 5-6 years of actual project implementation and projects which may go up to 3 or 4 years in some case, more calls may not be feasible.	N	There are counter-examples (KAR). Moreover, this is linked to the previous recommendation which should allow for a longer implementation period.
110	43	<i>We propose more frequent calls for proposals – for example, by launching calls with the same focus twice, allowing enough time in between to draw lessons and give feedback to failed applicants – which should improve the programme's impact, as well as its efficiency, as a greater turnover of calls should enable the programme management to achieve a higher absorption rate</i>	EE-RU: This proposal would require more human resources for the management of the programmes.	N	
111	43	<i>For example, some programmes under ENPI introduced a project selection committee before the JMC meeting, adding an unnecessary extra stage and stretching the timeline, which should be avoided</i>	TESIM: "unnecessary" extra stage seems too strong. It depends very much on the way the programme is organised and who is a member of PSC/JMC – and not sure this is stretching the timeline in most cases. If some proposals need to be reassessed (eg discrepancies etc.) this is already spotted at PSC meeting so the JMC only needs to meet when all is ready (if not it would in any case need to meet again). Also, JMC members and PSC are usually not the same, and PSC members are	Y	Word removed

			supposed to be more technicians able to assess proposals than JMC members more at policy level. If quite a few programmes have introduced a PSC in ENI, while it was not compulsory any more, it is obviously that they saw some added value to it, based on ENPI CBC experience. As the decisions on selection need to be technical and not political in complex geo-political areas, the usual procedures in other initiatives like INTERREG would not work in most cases.		
112	43	<i>publish timetables</i>	TESIM: Estimated timetables are published, but not always respected	N	
113	43	<i>This might appear to add an extra step, but it cuts down on the average workload for the applicant (only successful stage 1 applicants prepare detailed and fully-costed proposals for stage 2), the MA / JTS and the assessors</i>	TESIM: The beneficiary-oriented approach needs to be balanced with the JTS workload	N	As explained, we think that the two-stage approach is not more time-consuming and burdensome.
114	43	<i>for the entire programme period,</i>	TESIM: It might be difficult to implement in accordance with national legislation	N	
115	43	<i>has reduced the administrative burden</i>	TESIM: Not necessarily and in some cases, it might be even higher. The added value of not applying PRAG has been the flexibility for programme to adapt the procedures to their specificities and priorities without need of derogation from EC. We do not see which "administrative burden" has been removed by not applying PRAG	Y	Text rephrased. It all depends how this new flexibility is used. We are making the point in the next paragraph.
116	44	<i>non-MS countries are typically much poorer than EU countries,</i>	TESIM: This generalisation may be inadequate. Programmes need to ensure adequate financial capacity of all partners.	N	
117	44	<i>the increased national controls</i>	TESIM: The increased role of the participating countries in control tasks does not necessarily mean delays. As the procedures are currently defined in ENI, the main bottleneck will still be the rigidity of the MA criteria in controls for pre-financing payments. I agree with the need for measures allowing for speeding up processing of payments, especially pre-financing ones (more difficult with the balance payment), but the focus should be put to the MAs, not the countries.	N	The final sentence is clearly addressed to the MA: " <i>We recommend that measures are considered under ENI by MA to speed up processing of payments, including simplified cost options</i> "
118	44	<i>grants standard or strategic projects</i>	TESIM: All of them are "grants"	Y	Text corrected
119	44	<i>to allow the contracting and implementation phases to be extended for recycling funds.</i>	TESIM: Over-contracting of approved projects, as currently done in INTERREG, might also be a solution	Y	Text amended
120	44	<i>Require and reinforce the presence of management structures in the border regions through JTSs and branch offices.</i>	EE-RU: This is also very much dependant of the size of the respective country. In some cases the physical distances are not very considerable and the closeness of different institutions is an advantage as it speeds up the processes and enhances day-to-day cooperation. Taking into account the fact that line ministries (where the MAs are often located) should also provide more in-house support and advice but as they are usually more concentrated into the capital area then the proximity of the MA to these institutions should not be very distant.	N	The recommendation is open. We think that there should be a presence in the eligible areas either the JTS or BO.



121	44	<i>more</i>	TESIM: If we had to use the word “more”, I would say that the JTSs give more support to MA and JMC than to applicants and beneficiaries	Y	Text revised
122	45	<i>leaves location open to debate.</i>	TESIM: The distance of MA and JTS may lead to higher inefficiencies. The location of both bodies in the same city is often very positive.	N	The recommendation is open: “ <i>The JTS’ twin role, facing inwards to the MA/JMC and outwards to the applicant/beneficiary, leaves location open to debate</i> ”. However, we think that there should be a presence in the eligible areas either the JTS or BO.
123	45	<i>human resources management</i>	TESIM: We suppose this would include “training”, though it would be nice to maybe specify it clearly in the recommendation “human resources management and training...” - so as to encourage the regular training of staff in all programmes – it is clear that all programme structures (MA/JTS/BO – and NAs) would need to speak “with one voice” as regards interpretation of rules, this is the main challenge	Y	Text revised
124	45	<i>It should also be considered to re-brand them as ‘CBC Support Offices’, to make their mandate clear to applicants and beneficiaries.</i>	EE-RU: BOs have a role not only for the support of beneficiaries and applicants but their role should be more considered in the management and support to the MAs and JMCs as well -eg procurements by BOs should not be limited to ordinary costs and communication and visibility activities (article 37), consultancy for MA on national legislation, involvement in on-the-spot checks, etc. Teh responsibility of the beneficiaries should not be transferred to the JTS and its BOs.	N	We agree with the comments which is line with our recommendation: “ <i>we recommend strengthening the role of the branch offices</i> ”
125	45	<i>), as well as participation in future evaluations</i>	TESIM: Not very clear what is meant there? Evaluations carried out at project or programme level? Projects are already participating in programme evaluation or ROM. Does it mean that projects should also include their own evaluation?	N	The obligation to take part should be enshrined in the contract
126	46	<i>robust set of objectives and indicators at every level, with an intervention logic based on causal relationships</i>	TESIM: The current programming document, together with the Common Output Indicators is already a significant step in this direction	N	We recognised this in Finding 25. However, there is room for improvement as far as performance frameworks are concerned.
127	46	<i>Hence, there should be a process (through the JMC, with Commission approval) by which specific objectives and detailed indicators and their values can be refined to reflect the changing situation and evolving knowledge, even as the programme’s vision and high-level objectives remain the same.</i>	TESIM: This process of modification of JOP already exists in ENI CBC, as existed in ENPI CBC	N	Up to a point. There is no possibility to introduce major changes to strengthen or revise the intervention logic.
128	46	<i>The tools developed in the context of the Cohesion Policy and Interreg could be adopted and adapted to meet the needs of ENI CBC.</i>	TESIM: Some tools are already adopted by some programmes, like eMS, with lots of difficulties for the lack of adaptation to the specificities of ENI CBC. Before adopting them, the tools should be adapted.	N	This is what the recommendation says: “ <i>The tools developed in the context of the Cohesion Policy and Interreg could be adopted and</i>

					<i>adapted to meet the needs of ENI CBC</i>
129	47	<i>This could include directing CBC funds towards research studies to establish a more accurate diagnosis of the border area's socio-economic development, as a basis for the programming process to achieve greater focus (and hence impact) and improve performance management frameworks, and to identify those themes where CBC can best add value.</i>	TESIM: It seems a good idea, but it is not clear which funds would finance this approach	N	CBC programmes!
130	47	<i>Strengthen the technical assistance and support to programmes</i>	TESIM: Not much here (nor anywhere else in the recommendations) about capacity building of project applicants & beneficiaries, especially in ENI partner countries, and despite several relevant findings in this regard (notably F6) – which role should be for JTS/BOs (not specifically mentioned in R.5.6)? and for TA (as this capacity building is part of TESIM current mandate)? Shouldn't there be somewhere under part 2 some recommendation(s) specifically focusing on how best to enhance capacity of project applicants & beneficiaries to improve quality of project preparation and implementation (and making sure CBC remains open to newcomers, not just for a small club of experienced partners)?	N	Therefore, we recommend strengthening the role of JTS and BO rebranding them CBC Support Office (R5.7) and suggest increasing the TA budget for programmes with greater needs (R7.2).
131	48	<i>We also recommend expanding the organisation of specific networks and laboratory groups for programmes sharing common characteristics e.g. programmes with Russia or Mediterranean programmes.</i>	TESIM: It is already being done (North Cluster with programmes with Russia, Eastern cluster with the programmes with PY and UA and South Cluster with the two Mediterranean programmes)	N	We only suggest expanding them
132	48	<i>While there is already a lot of cooperation between Interact and the ENI CBC managing authorities, we also propose this should be further intensified, with more opportunities for exchanging experience and networking with Interreg programmes. This requires specific Interact events to be tailored to the needs of partner countries.</i>	TESIM: There is some cooperation, but not "a lot". Interact-type events are already organised by TESIM. ENI CBC programmes are already being invited to Interact events. It would be important to exchange also with IPA CBC programmes, not only INTERREG -	Y	Text revised
133	48	<i>allow for a more flexible rate (potentially over 10%) to be applied that can take account of geographic</i>	EE-RU: It is already flexible, since the IR allow in justified cases the use of higher TA % (case of EE-RU). This flexibility should be kept.	N	
134	48	<i>We recommend that, for 2021-2027, the regulations allow for a more flexible rate</i>	TESIM: I would see a flipside to this argument, in case of more political debate. Increasing the allocation TA funds over 10% also means	Y	Text added regarding the need to justify the increase



		<i>(potentially over 10%) to be applied that can take account of geographic coverage, and the capacity and experience of the participating management structures.</i>	acknowledging that these funds are expensive to manage (on top of the perception of being complex). Also, if the simplification moves forward (recommendation 7.1) (theoretically programmes should be easier to administrate, hence one might argue no need for additional funding (in addition – bigger TA means less money for projects). I had an impression that this kind of recommendation (going over 10% for the TA) should be based in more detailed financial arguments or maybe even value for money analysis. I.e. what are the concrete arguments/findings for proposing TA over 10%?		
135	11	<i>Moldova was not part of the cooperation initiated by Hungary, Slovakia and Ukraine</i>	HU-SK-RO-UA: Footnote nr. 19: Romania should be instead of Moldova	Y	Text corrected
136	13	<i>Figure 5 Contracting and disbursement</i>	HU-SK-RO-UA: figure 5: according to the reality and the table we sent to the evaluators on 24/05/2017 the disbursement and spending rates are different. The difference between the EU funding and the EU contracting comes from the fact that € 1 379 430 was reallocated from the TA to projects because of the forecasted savings. When these amounts were reassured the same amount was reallocated back to the TA. We would like to ask for correction.	Y	Chart corrected
137	17	<i>This was the case of the three large-scale border infrastructure projects with Ukraine, funded under HU-SK-RO-UA</i>	HU-SK-RO-UA: we are missing the statement of very low capacity of Ukrainian central government institutions who were or better saying should have implemented LSPs. In addition to this this we would be grateful to the see the extension granted by the European Commission at the end of 2016 and immediately suspended restraining the beneficiaries to finalize their LSPs in 2017.	Y	Sentence rephrased

1.2 Comments from MED JMA

Nº	Section	Comment	Action taken	Remark
	All findings	First of all, we would like to express our appreciation for the analysis carried out, which addresses various aspects of the ENPI CBC and provides useful elements for reflection. The analysis takes into consideration some undeniable achievements of the ENPI CBC programmes in terms of improvement of the degree of cooperation between the EU and the Partner Countries and the strengthening of capacities of the CBC stakeholders.	N	



	Findings 13 and 18	At the same time, some key weaknesses are duly highlighted and in particular those concerning the monitoring and evaluation activities, the limited connection between the programme objectives and the project performance and the insufficient attention paid to sustainability.	N	
	All findings	We generally agree on these observations, which have been considered as important lessons learnt for the definition of the strategic approach and structure of the ENI CBC programme and consequently of the calls for proposals. Therefore, it must be underlined that the mentioned weaknesses have been substantially overcome by the ENI CBC MSB programme. Corrective measures to better frame the contribution of funded projects to the achievement of the Programme strategy have been adopted under ENI CBC MSB. This is* particularly clear in the e-application form which has been designed on the basis of the Programme strategy. In practical terms, while filling in a project proposal, Applicants shall clearly indicate and explain, through qualitative and quantitative data, how they intend to contribute to the expected results, result indicators and output indicators contained in the Joint Operational Programme. The cross-border relevance of projects has also been strengthened within the e-application form, with more sections and increased score dedicated to the demonstration of the added value of cross-border cooperation to achieve project expected results and multiply their impact.	N	Lessons learned from ENPI CBC and taken on board by ENI CBC are mentioned under Findings 24 and 25
	Finding 19	We also generally agree on findings concerning other aspects, such as the weak coordination with other ENP instruments. This issue has been addressed within the ENI CBC programme. In particular, in December 2016, the JMC approved a MA proposal for setting up tailored coordination activities with the Union for the Mediterranean (UfM). In January 2017, a meeting with the Secretariat of the UfM was held in Barcelona to review all mutual advantages of a deeper coordination. In particular, we discussed the possibility to jointly define an annual action plan based on continuous exchange of information as regards scheduled public events, valuable contents to be integrated in both newsletters, thematic working groups to be organized on specific topics, as well as a more effective use of the UfM label for CBC projects. Meanwhile, we have reinforced our coordination with the EU Delegations by involving them to all national meetings and events and keeping them informed on its outcomes. These initiatives are part of a more intense coordination effort that the MA is implementing also with other relevant Programmes / initiatives detailed in the JOP 2014-2020.	Y	Footnote added in R2.1 to acknowledge coordination efforts
	Finding 1	Finally, there are some points which in our opinion should be reviewed or further clarified, such as the statement included in Finding 1 that the ENPI CBC left the initiative to the participating countries to define and implement cooperation objectives and priorities. On the contrary, the Programming Document left very limited margins of flexibility to the programmes.	N	The ENPI CBC strategy paper laid out very broad and open objectives which left plenty of scope to participating countries to define the parameters of their cooperation.



		The Task Force in charge for the preparation of the ENPI CBC MSB programme was not allowed to modify or redefine measures and priorities as indicated in the Programming Document. By contrast, more flexibility has been allowed for the definition of the ENI CBC strategy.		
	Recommendation 1.1	We would firstly like to make a point about the first recommendation, to continue ENI CBC beyond 2020, with an increased strategic focus, in line with the 2015 Review of the ENP, especially for Sea Basin programmes and only minor changes to the regulatory framework. We believe that the ENI CBC deserves to be continued and enhanced, in light of our findings on the programme results and added value compared to other initiatives within the ENPI. It is worth mentioning that these results have been shared with and supported by all national Delegations all over the first programming period and they are summarized in a recently released first draft analysis herewith enclosed, now open for further discussions and contributions. This first draft provides a preliminary overview on selected cross border results achieved by the 95 projects funded by the CBC MED Programme 2007-2013, as well as a selection of valuable outcomes suitable for additional support at regional and national level. Besides all results already achieved, the second Programming period 2014-2020 defined a new strategic and implementation framework which will not only further enhance the CBC key values of co-ownership, partnership and common benefit but also its result-based methodology and its new communication tools. We are also in favour of a substantially unchanged regulatory framework.	N	
	Recommendation 1.1	Concerning the alignment with the 2015 ENP Review, we would like to ask for a clarification in particular on one of the findings of the Review which are considered as relevant to future CBC: "Partners have different aspirations and favour tailor-made approaches". We suppose that within the ENI CBC programmes this finding has to be understood as related to each cooperation area (or sea basin programme), rather than to each individual country. This point need to be clarified.	N	The 2015 ENP Review concerns not only CBC but all other aspects of the neighbourhood policy. In this context, our recommendation is that future CBC should reflect (rather than being aligned with) the findings of the 2015 ENP Review including more relevant programmes that takes into account and address the specific needs of partner countries.
	Recommendation 1.1	Moreover, when addressing the need to give a more strategic focus to the sea basin programmes, it would be more appropriate to take also into account the strategic frameworks of the ENI CBC and recognize the significant efforts already made by the second generation of these programmes. That said, additional improvements could be advisable after 2020.	N	These efforts have been acknowledged in Finding 24.
	Recommendation 1.1	However, the proposal on how to design a possible strategic focus for the sea basin programmes need to be analysed further and discussed with all participating countries. In light of the experience of the MSB programme, we would like to point out that some environmental challenges linked to the sea are certainly key to this programme, but the environmental challenges related to water management,	Y	The text of the recommendation has been revised to leave open the scope of cooperation in the MSB while highlighting the benefits of maritime cooperation

		<p>waste, energy efficiency and renewable energies in urban and rural areas proved to be even more important.</p> <p>A lot of efforts, also with innovative approaches have been invested in these strategic areas, meeting the needs of local communities.</p> <p>Moreover, within the MSB programme, the challenges linked to migration were always considered, in particular by the Partner Countries, as a crucial issue to be properly addressed at national or intergovernmental level only.</p> <p>Finally, projects focused on logistics, were few and generally with a medium-to low quality within the programme.</p> <p>Therefore, based on the concrete experience and the needs arising from the programme, the proposed focus on the challenges related to the sea seems to be insufficiently justified and, in our opinion, it should be reviewed.</p>		
	Recommendation 5	<p>Regarding the improvement of programme efficiency, we find that it includes some interesting points which we can agree with, such as the setting aside a performance and flexibility reserve, the adoption of the simplified cost options and the saving of projects after expiry of the deadline for contracting.</p> <p>By contrast, we don't see the advantage of increasing the frequency of the calls. Rather than increasing the number of calls for proposals, we believe that a better thematic focus would definitely help reach the right stakeholders and foster quality proposals. This is the approach adopted under the first call of the ENI CBC Med, which focuses on clearly defined and quantified priorities.</p> <p>Moreover, the proposal concerning a selection process without a PSC needs to be explored further, although we fully understand the need to simplify the selection process.</p>	N	Increasing the frequency of calls brings benefits for the applicants which are given time to improve their proposals in case of failure or expand on successful activities. However, we recognised that there are time constraints that make this difficult. Hence, our recommendation to ensure an earlier adoption of the regulatory framework allowing for a longer programme implementation time.
	Recommendation 6	<p>We consider with great interest the proposal on a permanent Monitoring, Evaluation and Learning facility. In this respect, we think that the monitoring system which we are putting in place within the ENI CBC MSB programme could provide some useful elements for reflection.</p>	N	

1.3 Comments received after the deadline⁸⁸: LV-RU JMA/NA, JMA KAR, JMA IT-TN, PL

Nº	Pg.	Comment scope	Comment text
1	19	LV-PL-RU	LV-RU JMA: Such trilateral programme does not exist. We suggest to go through the document correcting technical shortcomings in the text.

⁸⁸ Comments submitted after the deadline could not be taken into account by the evaluation



2	36	<i>and only minor changes to the regulatory framework</i>	LV NA assumes this would not be correct to make such conclusion here until 2014-2020 period has been analysed properly. After the evaluation of 2014-2020 period is made the changes should be mainly introduced to the principles that have not worked duly. General directions and properly working principles of ENI CBC from 2014-2020 should be maintained.
3	37	<i>Where a macro-regional strategy is agreed and operational (e.g. Baltic Sea, Danube), this should provide the direction for appropriate CBC interventions.</i>	LV-RU JMA: Such proposal could only be possible in case if agreed with Partner Countries. MRS could (not should) provide the direction for appropriate CBC interventions.
4	37	<i>the next generation of CBC programmes should ideally be based on sector strategies covering the whole cooperation area.</i>	LV-RU JMA: Please bring examples of existing common sectoral strategies between MS and PC.
5	38	<i>R2.1 Integrate ENI CBC with other ENP instruments and EU external policies, and ensure closer linkages of CBC programmes with national and regional strategies and programmes.</i>	LV-RU JMA: This is essential to seek for more synergies also with internal EU instruments and policies that are not covered under this recommendation. Interlink with internal EU instruments is equally important for MS of ENI CBC programmes, as the programmes are utilising the added value of cross-border cooperation in the selected priorities still contributing to the national objectives and development plans.
6	38	<i>there is a need to reconsider the role of DG NEAR in providing strategic guidance to the managing authorities</i>	LV-RU JMA: The recommendation is equitable – there is a need in building up of the capacity of the DG NEAR in provision of the methodological guidance to the Programmes' Authorities on the approved legal framework.
7	39	<i>R2.2 Explore ways how to harmonise the regulatory frameworks, templates and tools under ENI CBC and Interreg</i>	LV-RU JMA: Harmonisation with Interreg requirements, templates and tools would be highly appreciated as it would facilitate the processes of application and implementation for both Programme Authorities and beneficiaries, however it should be thoroughly analysed to what extent the harmonisation is possible.
8	39	<i>study of cross-border needs and obstacles</i>	LV-RU JMA: In view of the specific nature of cross-border obstacles identified in Cross-Border Review for EU internal border study (legal and administrative issues arising from the application of EU law at national level), it might occur that ENI CBC could make minor impact on solution of these obstacles. This is a level of EU policy that is hardly possible to solve on the programme level.
9	40	<i>Towards the end of the current financial perspective, review the relative merits of bilateral and multi-country programmes (based on ENPI and ENI experience), with potentially new combinations of CBC countries to increase the homogeneity of programme areas.</i>	LV-RU JMA: An analysis of situation in 2014-2020 programming period has to be conducted in order to have correct conclusions. Such recommendation cannot take into account only the findings of 2007-2013. Moreover the programme areas should be discussed in cooperation with relevant EU Member States and Partner Countries.
10	41	<i>for a ENI interregional cross-border programme</i>	LV NA is cautious about such recommendation evaluating the effectiveness of such programme and possible overlapping with existing financial instruments.
11	41	<i>The scope of Large Scale Projects (LSPs) in 2007-2013 was specified more tightly for ENI as Large Infrastructure Project (LIPs). We consider that other instruments are better suited than CBC to finance such</i>	LV-RU JMA: LIPs is the most significant, strategic part of the cooperation process within ENI CBC. There is a good potential to develop further on the approach of generation and implementation of LIPs. Certain lessons have been learned so far by cooperating countries and the ideas for continuation exist. Furthermore we don't see the essence to divide certain activity (research, technical planning, actual works) between various instruments, taking into account for example the fact that the decision making bodies differ – there is no single picture of the process. In terms of timing and organisational process there might be too many hurdles and difficulties.

		<i>projects, including IFIs and blending facilities such as the Neighbourhood Investment Platform. Within the sector focus outlined in R1, we propose a return to 'LSPs' in 2021-2027, but this time defined as Large Strategic Projects,</i>	
12	41	<i>Expand the role of the Neighbourhood Investment Platform in securing funding for CBC infrastructure projects and support the development of the latter through a Project Preparation Facility for ENI CBC</i>	LV-RU JMA: The same comment as above
13	42	<i>Ensure early adoption of the ENI CBC regulatory and financing framework post-2020 to avoid reduced programme and project implementation periods.</i>	LV-RU JMA: This as very essential point – more time should be foreseen for the methodological guidance with Programme Authorities. For example, time constraints for LIP preparation were very much crucial in current programming period.
14	43	<i>that individual programmes set aside a performance and flexibility reserve</i>	LV-RU JMA: This option should be left for the decision of each particular ENI CBC Programme.
15	43	<i>Increase the frequency of calls for proposals to improve focus and impact, speed up project selection and contracting and simplify rules, procedures and templates.</i>	LV-RU JMA: This option should be left for the decision of each particular ENI CBC Programme.
16	43	<i>There are several ways to accelerate the timescale, improve the quality of selected projects and keep applicants informed</i>	LV-RU JMA: Not all the recommendations are relevant for each particular Programme and therefore should be considered by programmes themselves (upon need).
17	43	<i>For example, some programmes under ENPI introduced a project selection committee before the JMC meeting, adding an unnecessary extra stage and stretching the timeline, which should be avoided</i>	LV-RU JMA: The task force/selection committee format is highly appreciated by numerous Programmes in our area as facilitation discussion process and supporting the evaluation of applications towards strategic relevance criteria.
18	44	<i>Require and reinforce the presence of management structures in the border regions through JTSS and branch offices.</i>	LV NA is of opinion that this issue has to be solved in discussion between programme countries, as this highly depend on programme area and institutional structures in the countries involved.
19	47	<i>Consider establishing a permanent Monitoring, Evaluation and Learning (MEL) Facility for ENI CBC</i>	LV-RU JMA: This is important to ensure that such facility would be in line with already existing and properly working instruments.
20	47	<i>CBC TA facility</i>	LV-RU JMA: The assistance provided by CBC TA facility should be introduced timely (i.e. in the very beginning of the programming process in the next period), only in this case the maximum could be reached from such facility.



21		All report	KAR: In general, most of the findings and recommendations in the Ex-post evaluation report are valid and appropriate as such, and are based on solid analyses of ENPI programmes.
22		Finding 3	KAR: The interest in CBC has remained high in the ENI CBC Karelia -programme area after the ENPI. This is evidenced by active participation in ENI CBC Karelia -programme calls during 2017.
23		Finding 10	KAR: It seems that also in the current ENI CBC Karelia programme, the time elapsing from the launch of a call for proposals to the start of the first projects will be 15–18 months due to slow preparation and agreement process of the Financing Agreement.
24		Finding 13	KAR: Connection between programme and project performance frameworks has been improved in the ENI CBC Karelia -programme compared to ENPI programme. All selected projects must contribute in achieving the overall objectives of a priority and the programme.
25		Finding 14	KAR: The challenge of limited human resources and frequent staff turnover in DG NEAR affecting to the preparation of current ENI CBC-programmes was indicated in the JMC meeting of ENI CBC Karelia in December in Helsinki.
26		Finding 15	KAR: Perhaps the expectations and objectives of the European Neighborhood Policy and ENPI CBC programmes were too ambitious. Is it realistic to expect that the programme annual funding of some million euro per EU/partner country can have a major impact on the socio-economic development of border areas and contribute to reduce differences in living standards across the border? The sustainable result can be that the CBC-programmes/projects have reduced negative impacts of economic and political instability on the local economies.
27		Finding 16.	KAR: It was written that “In the context of the deteriorating geo-political environment, the CBC instrument is one of the very few modalities for continuing working-level relations between Russia and the EU.” This is true. Hence, the continuation of CBC-programmes after ENI CBC (2014–2020) is extremely important.
28		R2.1.	KAR: From regional perspective, it is essential that CBC programmes have closer linkages and are in line with regional strategic programmes, which combine all programmes implemented in the region. The regional strategic programme also matches the intent of the region with objectives of regional development in the national and EU policies.
29		R4.1	KAR: The proposal of Large Strategic Projects is appropriate. In these projects it must be secured that infrastructure component can be large enough to secure implementation of proper infrastructure improvements, where necessary.
30		R5.1	KAR: R1.5 is highly recommended. Starting both ENPI and ENI CBC projects has delayed for years from the original planned schedule. This should be avoided in the post-2020 ENI.
31		R1.1	<p>PL: According to Art. 4.5 Reg. (EU) no 1299/2013 concerning granting of the support from the ERDF to individual cross-border and sea-basin programmes under the ENI: “Support from the ERDF to individual cross-border and sea-basin programmes under the ENI and to the cross-border programmes under the IPA II shall be granted provided that at least equivalent amounts are provided by the ENI and the IPA II.”</p> <p>The consequence of the provision is that the part of the contributed by the Member State to an ENI programme ERDF allocation, which has not been matched by the ENI funds, is treated as “additional ERDF allocation” which is available subject to the mid-term review of ENI CBC Programmes and availability of matching ENI funds. In practice it means that “additional ERDF allocation” is out of reach of the Member State until the mid-term review.</p> <p>We propose to resign from the condition that at least equivalent amounts have to be provided by the ENI to obtain support from the ERDF.</p> <p>Regarding continuation of ENI CBC beyond 2020 (Recommendation R1.1, page 34) in the context of designation procedure: In financial perspective 2014-2020 the time-consuming process of designation caused delays in the Programme implementation, especially in relation to payments for beneficiaries. Therefore, in perspective 2020+ we suggest to resign from the procedure for institutions already designated within perspective 2014-2020. Such an approach currently is being discussed for Interreg programmes.</p>

32		R5.3	PL: We suppose that increasing frequency of the calls might lead to deterioration of quality of work, performed by the JTS, such as assessment of applications, monitoring of projects/ achievement of indicators etc. And as it was also described among the findings it is important to "give more weight in project appraisal and greater attention at the selection stage to the impact and sustainability, including the cross-border dimension". Increased frequency of the calls does not seem to enable speeding up project selection and contracting. Optimal number of calls should be agreed on by every Programme based on the budget, thematic focus, programme area, internal set-up etc.
33		R5.6	PL: In order to reinforce the management structures to increase efficiency of procedures some internal adjustments could be suggested, for example, to give the branch offices more responsibilities, e.g. in verification of the project reports, assessment of applications, preparation of contracting documents.
34		Finding 2	PL: In order to improve the skills of the applicants to prepare good quality applications it can be recommended to conduct trainings focused on PSM, intervention logic, indicators etc. straight after the call is launched or even before the call. In this respect the input of TESIM will be very much appreciated.
35		Finding 3	PL: The objectives and priorities of CBC programmes are broadly formulated due to "nature" of the programmes, based on the regulatory framework. Each programme can be more focused on providing kind of "breakdown" e.g. through formulating the specific objectives and sub-priorities. Increased impact of the programme can be better achieved through putting emphasis on institutionalisation of the results on the level of the target groups (not only partner-to-partner benefits), as well as through putting more emphasis on durability of results of soft activities (e.g. joint strategies) in addition to infrastructural ones. This can be taken into account when developing e.g. set of indicators. Impact of the programme can be also increased through e.g. introducing another type of projects during implementation of the programme, e.g. a cluster project. This can be seen as capitalization on the results of successful projects in a certain sector, where several projects can receive more funds for e.g. producing common outputs or strengthening cross-border effect or bringing a certain message to policy makers. This will enable a broader implementation and multiplication of practical results. In regard to cluster projects experience of Interreg programmes can be studied.
36	4		Pomorskie voivodeship (PL): Add at the end of the first sentence: " in 2009, in 2010 in case of Lithuania-Poland-Russia Programme"
37	12		Pomorskie voivodeship (PL): To add one sentence: ".....the Ukrainian organisations, also the branch offices of LT-PL-RU (in Olsztyn and in Vilnius) were established after the first call was launched.
38	16		Pomorskie voivodeship (PL): Add one chapter after the sentence: The programme decided not to implement the envisaged second call; "The assessment procedure in LT-PL-RU Programme took rather long time, due to the decision of the JMC some projects had to be assessed four times. Some Russian project partners were not skilled in project development and not well prepared for implementation of the projects. The own co-financing was rather challenging for some Russian partners as well. Sometimes good quality projects lost the Russian support (by e.g taking away the partner's own contribution)."
39	22		Pomorskie voivodeship (PL): After the sentence: As a result, the programme "lost" 13,8 million of ENPI funding which was reallocated to other ENPI CBC programmes. "Also the case of Programme LT-PL-RU is worth to mention were about 20 million euro was reallocated by the Polish authorities to South cross-border programme: Poland - Slovak Programme.
40	36		Pomorskie voivodeship (PL): Pomorskie would like to express disagreement to such proposal that " there is no case for a major overhaul in the implementing rules and structures". We were and are as a region active in 3 cross-border programmes with Russia and Lithuania: 2004-2006 Programme with Poland, Lithuania and Russia, 2007-2013 Programme with Poland, Lithuania and Russia and now 2014-2020 Programme Poland – Russia. Our experience and our consultations with beneficiaries taking part in the projects shows that existed rules caused many problems in the implementation of the programme and operations (very long assessment procedures, delays in announcement of calls, structure and quantity of the application formulars and grant request forms) and there is a wish to use in the future the implementing rules the same as in the Cohesion Policy.



			Summing up we would like to modify the chapter and to add the sentence: "Implementing rules of the programmes co-financed within Neighbourhood Policy (European Neighbourhood Instrument) should be similar to implementing rules of the programmes co-financed within the Cohesion Policy."
41	36		Pomorskie voivodeship (PL): LIPs are mentioned in this chapter. In the future Pomorskie would propose to use thematic areas instead of concrete proposals of big/ strategic projects . The reason for that is very often delay in the programming process and very long approval procedure for LIPs. In such situation the main beneficiaries are facing problems with timeschedule and workplan in the projects.
42	36		Warminsko-Mazurskie voivodeship (PL): Sentence "Where a macro-regional strategy is agreed and operational (e.g. Baltic Sea, Danube), this should provide the direction for appropriate CBC interventions"; Comment: It is worth to notice that macroregional strategy for the Baltic Sea (EU BSR) is envisaged mostly for European Union countries and Russian Federation is not included as a core partner of this platform of cooperation. Hence more efficient would be a correlation between ENI CBC Programme and defined crossborder problems (especially environmental) when it comes to cooperation with Russia in the Baltic Sea basin than direct linkage of future ENI programme with the mentioned strategy.
43	36	R2.1	Warminsko-Mazurskie voivodeship (PL): Sentence: " <i>For the purposes of this recommendation, we propose the definition of genuine and lasting cross-border cooperation from the evaluation of 2007-2013 CBC in the Western Balkans under IPA</i> ". Comment: It also should be extended by the durability issues. Sentence: " <i>For example, the phenomenon of 'mirror projects' would not represent cross-border cooperation, even if the overarching project was agreed on both/all sides at the concept and preparation stages</i> ". Comment: Mirror projects can be an added value to strengthen cooperation between partners who start their ENI CBC cooperation history. As this type of cooperation with external EU partners is more challenging than i.e. Interreg, it is recommended to not to close such a way of cooperation framework. This type of projects can be especially beneficial and attractive for the newcomers both from EU and external countries.
44	44		Warminsko-Mazurskie voivodeship (PL): Sentence: " <i>There is a case for arguing that the JTS should be based outside the capital city, in one of the border areas, especially as the ENI regulation restricts the branch office role to information, communication, and support to the MA, but without decision-making</i> ". Comment: As a general rule JS should be located in the managing country border region – centrally located for the participating area. JS has an important role to interact with beneficiaries and potential beneficiaries. For such purpose it is essential to locate JS in the border area, close to project's stakeholders.
45		General	IT-TN: En général, les organes de gestion et d'assistance technique du programme Italie-Tunisie sont à l'aise avec les résultats qui ressortent de l'évaluation et peuvent être trouvés dans les commentaires formulés. Nous croyons que l'évaluation renvoie un cadre crédible de cette édition du programme et nous sommes heureux d'apprendre que les aspects positifs emportent largement sur les problèmes et criticités, malgré les défis rencontrés dans de nombreux cas. Nous sommes satisfaits des recommandations proposées. Nous nous limitons ici à commenter les recommandations sur lesquelles nous avons des doutes ou sur lesquelles nous avons quelques ajouts ou commentaires à faire.
46		R1.1	IT-TN: Il ne fait aucun doute de notre point de vue sur l'opportunité de proposer une réflexion sur la continuation après 2020. Nous sommes également convaincus qu'une plus grande concentration thématique peut être bénéfique pour l'efficacité du programme. Dans ce sens, on ne fait pas oublier l'énorme effort fait par les orientations générales du programme ENI dans l'évolution par rapport au programme IEVP, Surtout dans la direction orientée vers les objectifs (goal-oriented), l'identification d'indicateurs plus stricts et le renforcement des systèmes de suivi et d'évaluation. Cependant, nous pensons que la coopération territoriale transfrontalière ne doit pas être sous-estimée et qu'il est difficile de réduire le champ à un programme qui a d'abord des connotations de zone et de territoire, avant même d'être thématique. De plus, la possibilité de restreindre le champ a déjà été bien évaluée par la Task Force de l'édition 2014-2020 de l'IEV et le résultat n'a pas été atteint, les intérêts



			étant apparus et les opportunités dévoilées ayant conservé une orientation assez large dans la planification 2014-2020 actuellement en cours.
47		R2.1	IT-TN: Nous considérons cette recommandation essentielle, surtout si prise en compte comme un effort chorale et d'ensemble parmi les différents organismes et autorités concernées, les Autorités Nationales, le Comité Mixte de Suivi et les chefs de Délégation Nationales, uniment avec l'Autorité de Gestion et le Secrétariat Technique Conjointe. Dans cette perspective il sera utile de préciser plus clairement les ressources, les fonctions, les mesures spécifiques à mettre en place.
48		R2.4	IT-TN: La réalité montre comment les problèmes, bien que récurrents, sont plutôt spécifiques dans leurs caractéristiques, se référant aux différents contextes. Plus qu'une étude ponctuelle, il serait peut-être nécessaire de renforcer le système d'information horizontal et permanent entre la gestion des programmes et la création d'une base de données de problèmes / solutions. Le projet TESIM sur ces aspects peut jouer un rôle important.
49		R5.3	IT-TN: Augmenter le nombre d'appels et leur vitesse d'exécution n'est pas facile à moins de revoir radicalement le système de règles qui sous-tend l'exécution. Il ne nous semble pas non plus que l'augmentation de la fréquence des appels est une garantie de concentration et d'impact, surtout dans le cas où la disponibilité de budget à allouer ne justifie pas la prolifération des appels à proposition.
50		R6.3	IT-TN: Nous croyons également qu'il est essentiel de fournir aux programmes un système de suivi indépendant de la gestion du programme et capable d'échanger des expériences avec d'autres programmes. Nous pensons également qu'il fait assurer à la fois un suivi visant à renforcer l'efficacité et l'efficacités des projets et des opérations sur le terrain et, au même temps un exercice d'évaluation comparative entre les programmes ENI. Ce sont des exercices différents qui doivent mettre en place différents dispositifs, même s'ils sont connectés les uns aux autres.



Annex 16. ENPI 2007-2013 CBC projects

Programme	Project Name	Lead Partner	Country	EU Funding
LT-PL-RU	Lagoons as crossroads for tourism and interaction of peoples of South-East Baltic: from the history to present (CROSSROADS 2.0)	Immanuel Kant Baltic Federal University / Immanuel Kant State University of Russia	Russia	€ 1,656,763
LT-PL-RU	Close Stranger: promoting mutual understanding between population of Gdansk, Kaliningrad and Klaipeda through facilitation of exchange in the field of contemporary arts and culture	Kaliningrad Branch of the National Centre for Contemporary Arts (KB NCCA)	Russia	€ 768,786
LT-PL-RU	Tourism Information Network (TourInfoNet)"	Kaliningrad Regional Tourism Information Centre	Russia	€ 317,327
LT-PL-RU	Improvement of the attractiveness of north-eastern Poland and Kaliningrad Region by developing and promoting shared tourist trails	Association of Communes "Polish Ghotic Castels"	Poland	€ 115,200
LT-PL-RU	Cross-Border Cooperation in school TV's organization in Baltic region	Municipal educational institution, Educational secondary school No 31	Russia	€ 466,679
LT-PL-RU	Creating the system of health saving support in schoolchildren in the Kaliningrad region and Klaipeda district	Non-governmental Institution of General Education	Russia	€ 200,000
LT-PL-RU	Support and development of rural entrepreneurship: from local experience to cross-border cooperation	Kaliningrad Institue of Retraining Staff of Agribusiness	Russia	€ 450,000
LT-PL-RU	Promotion of international social relations in the Šilalė – Mamonovo municipalities through sport	Administration of Šilale District Municipality	Lithuania	€ 2,075,947
LT-PL-RU	Warmia and Mazury - Kaliningrad oblast. Working accross the borders	Voivodeship Labour Office in Olsztyn	Poland	€ 140,747
LT-PL-RU	Development of modern ambulance station based on the reconstruction of infrastructure, increase of medical assistance and experience in cross-border cooperation region	Kaliningrad city ambulance station	Russia	€ 2,476,821
LT-PL-RU	High Quality Surgery over Borders	Kaliningrad Regional Clinical Hospital	Russia	€ 2,000,000
LT-PL-RU	Programme for the prevention of postural disorders and scoliosis in children from small towns and rural areas	Federal State Institution Pediatric Orthopedic Sanatorium "Pionersk" of the Ministry of Healthcare and Social Development of the Russia Federation	Russia	€ 2,792,065
LT-PL-RU	Infrastructure Development and Cooperation in Health Education	Administration of Jurbarkas District Municipality	Lithuania	€ 2,674,290
LT-PL-RU	Development of Tourist-Recreational Infrastructure on the basis of Restoration and Preservation of Historical-Cultural Heritage of the Urban Parks	Administration of Jurbarkas District Municipality	Lithuania	€ 2,576,880
LT-PL-RU	Improvement environmental at the Lithuanian – Russian border	Klaipeda City Municipality Administration	Lithuania	€ 3,886,510
LT-PL-RU	Development of tourism information system and cultural tourism infrastructure in Pagegiai-Sovetsk cross-border region	Administration of Pagegiai Municipality	Lithuania	€ 508,261
LT-PL-RU	Baltic Amber Coast. Development of the Cross-border Area through Building up and Modernisation of Tourism Infrastructure. Part II	Jantarnyi Municipality	Russia	€ 1,226,759
LT-PL-RU	Baltic Amber Coast. Development of crossborder area through building up and modernization of tourism infrastructure	Sztutowo Commune	Poland	€ 2,356,247



LT-PL-RU	The towns of Kętrzyn and Svetly as Cross-border Physical Culture Centres thanks to the development of the public services connected with the integration of the sensitive Groups with the help of active cross-border cooperation	Municipality Ketrzyn	Poland	€ 547,013
LT-PL-RU	Energy-efficient resource management – common models for small towns on the example of Kętrzyn and Svetly District	Municipality Ketrzyn	Poland	€ 787,635
LT-PL-RU	Cross-Border Tourism Dimension	Amicus Society	Poland	€ 210,163
LT-PL-RU	Museums over the borders	Museum of Archaeology and History in Elblag	Poland	€ 3,500,000
LT-PL-RU	The improvement of environmental situation of Šešupė river basin by strengthening the fire safety areas	Šakiai district municipality administration	Lithuania	€ 642,842
LT-PL-RU	Protected environment – healthy young generation	Pisz District Municipality	Poland	€ 2,341,319
LT-PL-RU	Good governance and cooperation - response to common challenges in public finance	Ministry of Finance of Kaliningrad Region	Russia	€ 1,149,061
LT-PL-RU	Citizens with Ecoinitiative	Eco-Initiative Association	Poland	€ 285,890
LT-PL-RU	Improving cross-border connections between Poland and Russia through the reconstruction of the voivodeship road No. 591 the State Boundary – Barciany – Kętrzyn – Mrągowo; the phase I: surface reinforcement of the DW 591 road section from Kętrzyn to Mrągow	The self-government of the Warmia and Mazury Voivodeship	Poland	€ 3,996,244
LT-PL-RU	Effective Governance for people	Civil Registry Office (Agency) Kaliningrad	Russia	€ 1,000,000
LT-PL-RU	Development of modern emergency medicine units through the infrastructure modernization, extending of decisions support systems and increasing medical benefits based on the cross-border cooperation	Provincial Integrated Hospital in Elblag	Poland	€ 1,969,548
LT-PL-RU	Culture and Arts. Step II - New quality of education (CULART II)	Association of Polish Communes of Euroregion Baltic	Poland	€ 250,000
LT-PL-RU	The development of active tourism as a common ground for the Polish - Russian cooperation	The Municipality of Elk	Poland	€ 412,442
LT-PL-RU	Office for promoting entrepreneurship	The Municipality of Elk	Poland	€ 184,452
LT-PL-RU	Multicultural dialog – Multicultural theatres – strengthening social and cultural integration of border areas	Aleksander Sewruk's Theatre in Elblag	Poland	€ 562,064
LT-PL-RU	The cross-border areas and cooperation development supported by the construction of sports infrastructure in Górowo Iławieckie and Bagrationovsk	Municipality Gorowo Iławieckie	Poland	€ 3,425,273
LT-PL-RU	Partnership for the protection of waters of the cross-border area of Lithuania, Poland and Russia	Olecko Commune	Poland	€ 3,300,822
LT-PL-RU	Improvement of public areas' infrastructure to increase tourism attractiveness in the cross-border region	The City of Suwalki	Poland	€ 1,850,273
LT-PL-RU	Improvement of water purity of the Baltic Sea through development of water management systems – II stage	Klaipeda City Municipality Administration	Lithuania	€ 3,599,937
LT-PL-RU	Healthy lungs for one and all	Independent Public Complex Tuberculosis and Lung Diseases in Olsztyn	Poland	€ 900,000
LT-PL-RU	Create4Compete – Creativity for boosting Competence and Competitiveness	Marijampole Branch Office of Kaunas Chamber of Commerce, Industry and Crafts	Lithuania	€ 355,986



LT-PL-RU	Common paths - the development of tourism attractiveness in Malbork and Svetly	Municipality of Malbork	Poland	€ 866,390
LT-PL-RU	Sport education on cross-border territory – preparation and building of sports stadiums in Ketrzyn Community and Ozyorsk	Ketrzyn Community	Poland	€ 584,185
LT-PL-RU	Close neighbours in 21st century – new communication and perception	University of Warmia and Mazury in Olsztyn	Poland	€ 254,357
LT-PL-RU	Opportunities and Benefits of Joint Use of the Vistula Lagoon	Maritime Institute in Gdansk	Poland	€ 970,443
LT-PL-RU	Development of Co-operation in order to improve health safety of the population of the Lithuania - Poland - Russia borderland	Autonomous Public Health Maintenance Organisation J. Śniadecki Voivodship Polyclinical Hospital in Białystok	Poland	€ 3,599,662
LT-PL-RU	Active young people alive monuments	Suwalski District	Poland	€ 2,686,815
LT-PL-RU	Health is the most important – health prophylactic of inhabitants in Ozyorsk and Kętrzyn Community	Kętrzyn Community	Poland	€ 195,988
LT-PL-RU	Construction of Sport-Recreational Complex in Special School-Educational Center in Węgorzewo	Węgorzewski District	Poland	€ 534,355
LT-PL-RU	Borderland Atlantis – transborder cultural trail	Borderland Fundation	Poland	€ 239,248
LT-PL-RU	Cooperation in building up a library for family	Marijampole Petras Kriauciunas Public Library	Lithuania	€ 232,093
LT-PL-RU	Improvement of accessibility of the state border between the Republic of Lithuania and the Russian Federation by increasing throughput capacity of border control points (BCP) Panemune and Kybartai	Klaipeda Regional Customs Office	Lithuania	€ 3,600,000
LT-PL-RU	Baltic Touristic Games – know-how for development of tourism potential of Baltic Region	Administration of Palanga Town Municipality	Lithuania	€ 2,568,150
LT-PL-RU	Creation of Tourist Route from the Tilsit Peace Treaty of 1807 to Tauroggen Convention of 1812	Taurage Municipality District Administration	Lithuania	€ 2,600,000
LT-PL-RU	Joint actions for solving of joint youth problems	Administration of Pagegiai Municipality	Lithuania	€ 739,840
LT-PL-RU	Ecological improvement of the river Neman – construction of waste water collection and treatment infrastructure in Skirsnemunė town in Jurbarkas district (Lithuania) and in Neman city (Russia)	Administration of Jurbarkas District Municipality	Lithuania	€ 4,231,553
LT-PL-RU	Reconstruction of the section of the motor road “Kaliningrad-Mamonovo II (Novoselovo village) state border of the Poland Republic	The State Governmental agency of the Kaliningrad region “Road Department of the Kaliningrad region” of the Russian Federation	Russia	€ 875
LT-PL-RU	Construction of Panemune and Sovetsk by-pass with a bridge over Neman River	Lithuanian Road Administration under the Ministry of Transport and Communications of the Republic of Lithuania	Lithuania	€ 10,000,000
LT-PL-RU	Reconstruction of the national road No. 65 within the Goldap – Kowale Oleckie section	General Directorate for National Roads and Motorways, Branch in Olsztyn	Poland	€ 9,998,695
LT-PL-RU	Building of sewerage and waste water treatment plants and construction of water supply networks in the border area between Kaliningrad region and Lithuania	Municipal District of Slavsk	Russia	€ 3,330,000
LT-PL-RU	Integrated Development and Implementation of the New Waste Water Treatment Facilities for the Reduction Pollution of the Baltic Sea	Municipality of Mamonovo	Russia	€ 4,500
LT-PL-RU	Protection of the Baltic coastal water – NEFA BALT II	Gmina of the Town of Sopot	Poland	€ 7,304,400



LV-LT-BY	Stimulation of cross-border tourism in Lithuania and Belarus by improving the accessibility and attractiveness of cultural-historical heritage in Rokiškis and Postavy regions	Rokiškis Region Municipality Administration	Lithuania	€	587,481
LV-LT-BY	Improvement of quality of life for people with disabilities through close cooperation	Lithuanian Welfare Society for Persons with Mental Disability "Viltis"	Lithuania	€	130,744
LV-LT-BY	Innovation networking for economic development	Lithuanian Innovation Centre	Lithuania	€	212,342
LV-LT-BY	Improving civil protection systems transboundary cooperation in the field of emergency management of natural disasters in the regions of Lithuania, Latvia and Belarus	Vilnius County Fire and Rescue Board	Lithuania	€	895,000
LV-LT-BY	Youth Entrepreneurship Encouragement in Kaunas and Minsk regions	Public body Kaunas regional development agency	Lithuania	€	117,289
LV-LT-BY	Strengthening security and facilitating cross-border cohesion through improvement of entry/exit infrastructure at Lithuanian-Belarusian border crossing points	State Border Guard Service at the Ministry of the Interior of the Republic of Lithuania	Lithuania	€	1,464,671
LV-LT-BY	Set up of joint response system to chemical and oil spills into river West Dvina (Daugava) in winter time	State fire and rescue service of Latvia	Latvia	€	881,075
LV-LT-BY	Youth Social Entrepreneurship in Lithuanian and Belarus border region	National Development Institute	Lithuania	€	73,536
LV-LT-BY	Establishment of socio-cultural network in Zarasai–Daugavpils–Braslav cross-border region by attracting the youth and inducing activity of local communities	Centre of Culture of Zarasai Municipality	Lithuania	€	234,048
LV-LT-BY	Daugavpils and Vitebsk: Cultural Cooperation and Development	Latvian Centre of Culture	Latvia	€	267,107
LV-LT-BY	Development of modern breast cancer awareness, prevention, early detection and management measures in border regions of Latvia, Lithuania and Belarus	Daugavpils Rural Amalgamated (District) Council	Latvia	€	1,487,868
LV-LT-BY	Fostering capacity for tourism development in Latgale-Utena-Vitebsk cross border region	Latgale Planning Region	Latvia	€	1,610,448
LV-LT-BY	Culture heritage preservation and promotion in Rēzekne and Braslav regions	Rezekne City Council	Latvia	€	1,223,888
LV-LT-BY	Provident energetics as the key to stabilisation of climatic changes	Administration of Druskininkai Municipality	Lithuania	€	213,739
LV-LT-BY	Promotion of neighbourhood cooperation and cultural diversity between creative communities of Druskininkai and Grodno	Druskininkai culture center	Lithuania	€	132,989
LV-LT-BY	Construction and equipment of the border crossing point "Privalka" located at the border of the Republic of Belarus with the Republic of Lithuania: introduction of a non-intrusive inspection technology	State Customs Committee of the Republic of Belarus	Belarus	€	2,500,000
LV-LT-BY	Construction and equipment of the border crossing point „Grigorovshchina“ located at the border of the Republic of Belarus with the Republic of Latvia: introduction of a non-intrusive inspection technology	State Customs Committee of the Republic of Belarus	Belarus	€	2,500,000
LV-LT-BY	Construction of Švendubrė Seasonal River Border Crossing Point and Bugieda Berth	Directorate of Border Crossing Infrastructure under the Ministry of Transport and Communications of the Republic of Lithuania	Lithuania	€	3,150,000
LV-LT-BY	The use of historic farmsteads and their adaptation to contemporary cultural needs	Direction of Trakai historical national park	Lithuania	€	517,741
LV-LT-BY	Strengthen the capacity of Dog handling services of border guarding institutions	State Border Guard College of Republic of Latvia	Latvia	€	500,125



LV-LT-BY	Crossroads of love and art	Alytus District Municipality Administration	Lithuania	€	50,000
LV-LT-BY	Common history and culture of two countries	Vilnius District Municipality Administration	Lithuania	€	155,289
LV-LT-BY	CLEAN WATER AND ENVIRONMENT - HEALTHY SOCIETY (LT-BY)	Alytus city municipality administration	Lithuania	€	820,547
LV-LT-BY	The Virtual Past is a Keystone for the Future of Museums	Rezekne Higher Education Institution	Latvia	€	337,349
LV-LT-BY	Cooperation of civil protection systems' in emergencies, arising from transporting dangerous substances in the transboundary region of Latvia-Lithuania-Belarus	State fire and rescue service of Latvia	Latvia	€	1,340,620
LV-LT-BY	Ancestral spirit alive in our hearts	Trakai Palace of Culture	Lithuania	€	148,373
LV-LT-BY	Cooperation and cultural dialogue of Ukmergė and Svisloch communities	Ukmergė Culture Center	Lithuania	€	67,590
LV-LT-BY	Expansion of potential possibilities in an education sphere by creation of a bilateral network of cooperation "Zemgale-Novka"	Daugavpils District Municipality Zemgales Secondary School	Latvia	€	150,000
LV-LT-BY	FITS – Strategy for Fostering Social Inclusion and Mutual Cohesion of Visually Impaired People through Sports	Sports Club of the Blind and Visually Handicapped in Vilnius "Šaltinis"	Lithuania	€	193,731
LV-LT-BY	Cooperation between Lithuania and Belarus by Developing Healthy, Safe and Innovative School	Veisiejai Gymnasium of Lazdijai District	Lithuania	€	302,171
LV-LT-BY	Healthy lifestyle promotion in educational institutions in Lithuania and Belarus cross - border	Alytus Gymnasium of Adolfas Ramanauskas-Vanagas	Lithuania	€	679,940
LV-LT-BY	Third step for Strategy of Euroregion "Country of Lakes" – Planning Future Together for Sustainable Social and Economic Development of LV-LT-BY Border Territories	Latvian office of Euroregion "Country of Lakes"	Latvia	€	269,893
LV-LT-BY	Popularization of the centres of oral history in the LV-BY cross-border area	Daugavpils University	Latvia	€	151,942
LV-LT-BY	Improvement of the health service by means of IT technology in dermal and lungs cancer diagnostics	Belarusian National Technical University	Belarus	€	794,591
LV-LT-BY	Museum gateway	Latgale Planning Region	Latvia	€	1,285,645
LV-LT-BY	Promotion of a healthy lifestyle in border regions of Latvia and Belarus	Latvian office of Euroregion "Country of Lakes"	Latvia	€	540,757
LV-LT-BY	Culinary service improvement in Latgale and Vitebsk regions, based on culinary heritage concept	Aglona municipality	Latvia	€	434,876
LV-LT-BY	Management of Alytus-Grodno Region Transboundary Protected Areas and Promotion of their Integration into Pan-European Ecological Network	Public institution Nature Heritage Fund	Lithuania	€	256,351
LV-LT-BY	The Development of Bicycle Tourism and Informational System on Lithuania-Belarus Border Region	Birštonas municipality administration	Lithuania	€	634,857
LV-LT-BY	Arrangement of Football Camps for Children in Lithuania and Belarus	Lithuanian Football Federation	Lithuania	€	213,851
LV-LT-BY	Promotion of Tourism by Increasing Awareness of the History and Culture of the Regions	The Baltic Agribusiness institute	Lithuania	€	258,042
LV-LT-BY	Establishment of cross-border protected nature territory "Augšdaugava-Braslav Lakes" and creating of preconditions for integrated area management	Nature Conservation Agency	Latvia	€	226,671
LV-LT-BY	Improvement of Latvian-Belarusian cross border accessibility and connectivity through simplified border crossing point Kaplava-Plusi	Krāslava local municipality	Latvia	€	460,580
LV-LT-BY	Sports - an opportunity to lead a healthy lifestyle in Varēna and Shchuchin cross border regions	Varēna district municipality administration	Lithuania	€	1,474,302



LV-LT-BY	Enhancement of Education, Health and Social Development for Joint Community Target Groups in Cross Border Region of Latvia, Lithuania and Belarus	Latgale Region Development Agency	Latvia	€	473,000
LV-LT-BY	Promotion of Socioeconomic Development and Encouragement of Entrepreneurship by Developing Cross-border R&D and Innovation Network in Cloud Computing Area	Vilnius University	Lithuania	€	1,001,414
LV-LT-BY	Improving the System of Volunteer Care for Vulnerable in Lithuania, Latvia and Belarus in the Framework of Cross-border Cooperation Programme	Lithuanian Red Cross Society	Lithuania	€	240,922
LV-LT-BY	Creation of franchising co-operation network in Latvia-Lithuania-Belarus cross-border region	Lithuanian business employers' confederation	Lithuania	€	387,585
LV-LT-BY	Improvement of Express Passenger Train "Vilnius-Minsk"	Ministry of Transport and Communications of the Republic of Lithuania	Lithuania	€	442,140
LV-LT-BY	Ecological Transport Uniting Neighbours	Administration of Druskininkai Municipality	Lithuania	€	1,352,113
LV-LT-BY	Fostering Home-Based Self-employment Opportunities	Verus Foundation	Latvia	€	178,200
LV-LT-BY	The Development and Improvement of Healthcare Services for People with Mental Disorders in Cross-border Regions	Rokiškis Psychiatric Hospital	Lithuania	€	987,548
LV-LT-BY	Improvement of the Educating Conditions for Continuity of the Art Heritage in Latvia and Belarus in the Framework of the Cross-border Cooperation	Ludza Municipality	Latvia	€	199,888
LV-LT-BY	Preservation and Promotion of the Cultural and Historical Heritage in Daugavpils City and Grodno City	Daugavpils City Council	Latvia	€	834,185
LV-LT-BY	The Establishment of the United Entrepreneurship Support and Networking System for the Sustainable Latvia, Lithuania and Belarus Cross Border Cooperation	Latvian Chamber of Commerce and Industry	Latvia	€	393,701
LV-LT-BY	Green Routes without Obstacles	Nature Conservation Agency	Latvia	€	155,104
LV-LT-BY	Promotion of Accessible Free of Border Primary Health Care Services in the Area of Daugavpils Rural Municipality and Braslav District	Daugavpils rural municipal council	Latvia	€	614,442
PL-BY-UA	Developing an innovative model of the cross-boeder use of zeolitic tuff	Higher School of Managment and Administration in Zamość	Poland	€	778,385
PL-BY-UA	Creating cross-platform Biznestrans promoting and supporting cooperation between business and academic institutions in the direction of better links	Pope John Paul II State School of Higher Education	Poland	€	146,684
PL-BY-UA	Science and expirience for business	Rzeszow Regional Development Agency	Poland	€	236,629
PL-BY-UA	Enterprise development through making investment areas of the Municipality of Lubaczów accessible and the recultivation of degraded areas of Yavoriv and Novyi Rozdil districts	Lubaczów Municipality	Poland	€	3,954,114
PL-BY-UA	Creative Centres for Science and Technology in Suwałki and Hrodna	Maria Konopnicka Public Library in Suwałki,	Poland	€	1,006,742
PL-BY-UA	Development of the cross-border economic cooperation of Białystok-Suwałki Subregion and Hrodna oblast in Belarus and also of Krosno-Przemysl Subregion and Zakarpattia oblast in Ukraine	Białostocka Fundacja Kształcenia Kadr (BFKK)	Poland	€	141,684
PL-BY-UA	Cross-border system of investor acquiring Poland-Ukraine	Volyn Oblast Business Support Fund	Ukraine	€	302,719
PL-BY-UA	"Time for Business." Creating the conditions for business development in rural areas of the Volyn Region of Ukraine and the Lublin Voivodeship of Poland by means of diversifying the agricultural production	Gorokhiv Distric Council	Ukraine	€	197,560



PL-BY-UA	Development of small and medium entrepreneurship in Rivne and Lublin	Executive Committee of Rivne City Council	Ukraine	€	336,357
PL-BY-UA	Bicycle route - Traces of Bug River Secrets	State School of Higher Education of Pope John Paul II	Poland	€	274,052
PL-BY-UA	The tourism development in cross-border partnership	Łaszczów Commune	Poland	€	351,235
PL-BY-UA	There is only one King! Jan III Sobieski Trail as a transnational tourist product.	Spiczyn Commune	Poland	€	257,032
PL-BY-UA	Shtetl Routes. Vestiges of Jewish cultural heritage in transborder tourism	The "Grodzka Gate – NN Theatre",	Poland	€	412,017
PL-BY-UA	Modernization of Zoological Gardens in Zamość and Lutsk and Development of a Concept of Establishing a Recreation Zone in Rzeszów in Order to Develop Cross-border Qualified Nature Tourism	The Town of Zamość	Poland	€	2,296,900
PL-BY-UA	Polish-Ukrainian cooperation for the development of tourism in the border area	Municipality Leśniowice	Poland	€	2,605,970
PL-BY-UA	Cross-border Centres of Cultural Dialogue in Łosice and Varacevičy	The Town and Commune of Łosice	Poland	€	1,330,671
PL-BY-UA	Lubaczów-Yavoriv two potentials, joint opportunity	Gmina Miejska Lubaczów	Poland	€	1,305,233
PL-BY-UA	Partner project of development of common tourism based on new youth sport and leisure centers	Krosno County	Poland	€	432,303
PL-BY-UA	„Geo-Carpathians – Creating a Polish-Ukrainian Tourist Route”	Państwowa Wyższa Szkoła Zawodowa w Krośnie	Poland	€	294,290
PL-BY-UA	The development of spa towns Horyniec-Zdrój and Morshyn chance to activation of the Polish-Ukrainian border	Commune Horyniec - Zdrój	Poland	€	3,910,174
PL-BY-UA	Jarosław – Uzhgorod: common initiative for improving the touristic attractiveness of historical partner cities	Municipal Commune Jarosław	Poland	€	1,856,049
PL-BY-UA	Treasures of cross-border area – preserving cultural heritage	SOCIETY OF JESUS, MONASTIC HOME IN STARA WIEŚ	Poland	€	3,550,556
PL-BY-UA	Polańczyk and Schidnycja – let’s make use together of our tourist and cultural potential for the improvement of competitiveness of the Bieszczady region	Gmina Solina (Solina Commune)	Poland	€	834,869
PL-BY-UA	An integrated project of support for tourism sector of Polish-Belarusian borderland	Gmina Miejska Hajnówka (Town Commune of Hajnówka)	Poland	€	840,349
PL-BY-UA	Improvement of cross-border region attractiveness through the introduction of ethno-cultural resources into the tourist activities (a trip to the ethnic fairytale)	Yanka Kupala State University of Grodno	Belarus	€	1,143,276
PL-BY-UA	Stimulation of the Tourism Development in the Carpathian Region by Tourist’s Service and Security Improvement	Mountains Guides Association “ROVIN”	Ukraine	€	267,457
PL-BY-UA	Underground city: development and popularization of cross-border tourism by the creation of cross-border tourist route in the underground routes of Lviv, Rzeszow, Lublin	Office of Historical Environment Preservation of Lviv City Council	Ukraine	€	441,127
PL-BY-UA	Development of cooperation in the field of the spa and health resort tourism in the Polish-Ukrainian borderland	Volyn Oblast Council	Ukraine	€	1,843,061
PL-BY-UA	Establishment of informational complex in the sphere of cross-border eco-tourism in the Euroregion Bug	Public organization "Ecological Tourism Club"	Ukraine	€	385,577
PL-BY-UA	Eastern European pearls: development and promotion transboundary city cultural tourism products	Public organization “Tourist Association of Ivano-Frankivsk Region”	Ukraine	€	440,955



PL-BY-UA	Clean Water at the Bug Estuary - A Cross-Border Water Supply System for Hrubieszow and Volodymyr Volyns'kyi - Stage I	Gmina Miejska Hrubieszów	Poland	€ 281,004
PL-BY-UA	Improvement of accessibility and quality of the border road infrastructure Stage II – redevelopment of the 2nd section of the poviats road No. 3432L Hrubieszow – Kryłów – Dołhobyczów – the State Border and a repair of the road in Uhryniv.	Hrubieszów Powiat	Poland	€ 3,678,591
PL-BY-UA	Improving access to the tourist area “Zielawa Valley” and partner communities on the border of Poland, Belarus and Ukraine	Rossosz Community	Poland	€ 2,352,079
PL-BY-UA	Improving the safety of transport network users in the Polish-Belarusian-Ukrainian borderland	Zarząd Dróg Powiatowych we Włodawie (Powiat Road Authority in Włodawa)	Poland	€ 726,701
PL-BY-UA	Clean water in the Pobuże region – Water supply cross-border system for Hrubieszów and Volodymyr-Volynskiy – STAGE II	Gmina Miejska Hrubieszów (Urban Commune of Hrubieszów)	Poland	€ 3,650,117
PL-BY-UA	Partner cooperation development for improving cross-border environmental waterworks infrastructure in Glinne and Jankowce in Poland and in Hust in Ukraine	Gmina Lesko	Poland	€ 2,577,593
PL-BY-UA	Enhancing the accessibility of Bieszczady and Stary Sambir Counties by integrating the actions in transportation infrastructure	(Powiat Bieszczadzki) Bieszczady District	Poland	€ 3,954,991
PL-BY-UA	Development of the transport infrastructure in the area of Augustow Channel	Gmina Płaska	Poland	€ 1,368,994
PL-BY-UA	Providing availability to the touristically and economically valuable areas – improvement of road quality in the Polish-Belarusian borderland	Mońki County	Poland	€ 3,811,230
PL-BY-UA	Restoration of the E40 waterway on the Dnieper-Vistula section: from strategy to planning	Republican unitary maintenance and construction enterprise "Dnepro-Bug Waterway"	Belarus	€ 821,281
PL-BY-UA	Together safer	Lublin Police Voivodship Headquarters	Poland	€ 1,135,662
PL-BY-UA	The improvement of the efficiency of the transboundary reaction system to the environmental hazards: Tomaszów Lubelski – Żółkiew – Sokal	Powiat Tomaszowski	Poland	€ 1,210,261
PL-BY-UA	Developing a Cross-Border System for Natural Hazards Management at the Polish-Ukrainian Border	The State Fire Service, Voivodship Headquarters in Lublin	Poland	€ 1,469,495
PL-BY-UA	Preservation of the ecosystems of the Bug River valley on the border-territory of Poland, Belarus and Ukraine	Commune Hanna	Poland	€ 3,655,913
PL-BY-UA	Improving the environment and quality of life for residents of border communities and Chorobród Dołhobyczów systems by streamlining the collection, storage and waste separation	Dołhobyczów Commune	Poland	€ 339,739
PL-BY-UA	Development of technology for the construction of clean and energy efficient houses with composite filling timber frame	Pope John Paul II State School of Higher Education in Biała Podlaska	Poland	€ 179,022
PL-BY-UA	Development of the rescue services Poland – Ukraine within the strengthening the infrastructure of cross-border management system of natural hazard	Sokołów District	Poland	€ 715,766
PL-BY-UA	Improvement of the condition of natural environment in the Polish-Ukrainian borderland by performing thermomodernization of public utility buildings in Sokolow Podlaski Commune and in the City of Novoyavorivsk.	Sokolow Podlaski Commune,	Poland	€ 682,589
PL-BY-UA	Development of the transgenic cooperation in the aim of the protection of people and environment in the border area of Poland and Belarus	Łosice County	Poland	€ 2,030,822



PL-BY-UA	Renewable sources of energy - method of improving the quality of natural environment within the area of the Lubaczow district and Jaworów region	The District of Lubaczów	Poland	€ 408,346
PL-BY-UA	Development of partnership cooperation towards the improvement of cross-border environment protection infrastructure in the townships of Poraż and Zagórz in Poland and in the city of Horodok in Ukraine	Commune of Zagórz	Poland	€ 3,213,364
PL-BY-UA	„FARADAY”- Building of permanent mechanisms for cross-border cooperation in the field of RES.	Rzeszow Regional Development Agency	Poland	€ 290,024
PL-BY-UA	Improving cross-border environmental protection system of Czeremcha and Vysokaje through the development of sewerage infrastructure	Community Czeremcha	Poland	€ 3,457,582
PL-BY-UA	Town Commune of Hajnówka	The Town Commune of Hajnówka	Poland	€ 3,573,179
PL-BY-UA	Together we protect the Białowieża Forest	Association of Local Governments of Euroregion of the Białowieża Forest	Poland	€ 3,942,344
PL-BY-UA	Creating municipal system for handling of waste household electronic and electrical equipment in Lviv with the experience of Lublin	Urban Planning Department of the Lviv City Council	Ukraine	€ 1,202,194
PL-BY-UA	Together for safety of lubelskie voivodship and volyn district	Regional Police Headquarters in Lublin	Poland	€ 3,892,323
PL-BY-UA	Construction and instrumentation of the road border checkpoint “Peschatka	State Custom Committee of the Republic of Belarus	Belarus	€ 10,900,000
PL-BY-UA	Construction of the Road Border Crossing in Dołhobyczów – 4 buildings	Lublin Executive Board Maintenance of Border Crossing	Poland	€ 4,994,588
PL-BY-UA	The construction of the exit as a part of the construction of the road border crossing Budomierz - Hruszew	Podkarpackie Voivodeship	Poland	€ 5,188,220
PL-BY-UA	Infrastructural development of the Polowce - Pieszczatka road border crossing - Stage III (Polish-Belarusian border) - powiat of Hajnówka RP - Brest district RB	Podlaskie Voivode	Poland	€ 4,856,045
PL-BY-UA	Construction of relocatable X-ray scanning control system of vehicles on the road checkpoint «Bruzgi»	State Customs Committee of the Republic of Belarus	Belarus	€ 2,450,000
PL-BY-UA	Development of modern Border Guard Sections Infrastructure	Administration of the State Border Guard Service	Ukraine	€ 7,958,203
PL-BY-UA	The Reconstruction of International automobile border crossing point Ustylug	The Custom State Service of Ukraine	Ukraine	€ 4,936,674
PL-BY-UA	Creation of Functional module Border Crossing Point Filter in the International Automobile Border Crossing Point (IABCP) Rava Ruska. Providing with the equipment and facilities of the Border crossing points Krakivetz, Shengini and Yagodin	The Custom State Service of Ukraine	Ukraine	€ 1,992,137
PL-BY-UA	Development of IT Infrastructure of Ukrainian Customs and Border Guards Services at Ukrainian – Polish Border	State Fiscal Service of Ukraine	Ukraine	€ 2,447,444
PL-BY-UA	Closer Together. Three Cultures, One Europe – Cooperation of Cultural Institutions, Non-Governmental Organisations and Animators	Municipality of Lublin	Poland	€ 155,197
PL-BY-UA	Across borders without barriers” – integration of disabled people through tourism and culture	Integration Association „Magnum Bonum	Poland	€ 1,751,313
PL-BY-UA	Cross-border cooperation for the prevention and treatment of extensive burn injuries in the Polish-Ukrainian cross-border area	Independent Public Health Care Centre in Łęczna	Poland	€ 1,033,714
PL-BY-UA	Health first. Medical Universities of Poland and Ukraine partnership for improving health care in the Polish-Ukrainian border area	Uniwersytet Medyczny w Lublinie (Medical University of Lublin)	Poland	€ 617,280



PL-BY-UA	PL-NTU Cross-border exchange of experience	Lublin University of Technology	Poland	€ 237,110
PL-BY-UA	The development of cardiological support for the Polish population and Belarusian population within Cross-border Cooperation Programme Poland - Belarus - Ukraine 2007-2013	Regional Specialist Hospital in Biała Podlaska	Poland	€ 3,767,883
PL-BY-UA	Investment in culture. Comprehensive action for cultural education	Municipality of Lublin	Poland	€ 799,687
PL-BY-UA	NGO's cooperation net of borderland	Polish Foundation of the Opportunities Industrialization Centers "OIC Poland" in Lublin	Poland	€ 482,940
PL-BY-UA	The growth of municipal services as a part of well-balanced development of Polish – Ukrainian borderland cities	The growth of municipal services as a part of well-balanced development of Polish – Ukrainian borderland cities	Poland	€ 273,101
PL-BY-UA	Overcoming Barriers – Lublin – Zamość – Włodawa – Brest Partnership for the Activation of the Disabled 2012-2013	Lublin Forum of the Organizations of Disabled People – Voivodeship Seym	Poland	€ 246,625
PL-BY-UA	Cross-border cooperation for education, rehabilitation and tourism of people with disabilities - reconstruction, development and adaptation of buildings and rehabilitation in Alojzów Lviv	Polskie Stowarzyszenie Na Rzecz Osób z Upośledzeniem Umysłowym Koło w Werbkowicach	Poland	€ 2,045,776
PL-BY-UA	GIS across the border – the joint platform of the area management in Bug Euroregion	The Association of Local Governments of Euroregion Bug	Poland	€ 141,684
PL-BY-UA	Improving cross-border cooperation abilities at the local level and creating Polish - Ukrainian cooperation networks on the cultural field through renovation and rebuilding school for the common room in Hrebenne village, Municipality Hordło and rebuilding the club to a cultural center in Mychlyn	Horodło Municipality	Poland	€ 812,481
PL-BY-UA	Creating the Veterinary School of Advanced Diagnostic Techniques with specialized laboratories	The University of Life Sciences	Poland	€ 1,332,414
PL-BY-UA	Cross-border Methodological Centre	Polskie Stowarzyszenie Pedagogów i Animatorów KLANZA (Polish Association of Teachers and Animators KLANZA)	Poland	€ 340,843
PL-BY-UA	Museum without barriers – Coalition of Polish and Ukrainian museum for provision of professional service to disabled visitors	Regional Museum in Stalowa Wola	Poland	€ 168,716
PL-BY-UA	Joint cooperation network within culture and welfare on behalf of the development of the cities of Polish-Ukrainian borderland	Municipality of Rzeszów	Poland	€ 348,662
PL-BY-UA	Scientific integration of the Polish-Ukrainian borderland area in the field of monitoring and detoxification of harmful substances in environment.	University of Rzeszów	Poland	€ 330,292
PL-BY-UA	Creating proper conditions for using mutual experience gained by the employees of the Medical Care Centre in Jarosław and the District Hospital in Novoiavorivsk. The conditions are of utmost importance for immediate maintenance of cross-border traffic, for needs of people residing the districts	Medical Care Centre in Jarosław	Poland	€ 2,200,804
PL-BY-UA	The scientific environment integration of the Polish-Ukrainian borderland area	University of Rzeszów	Poland	€ 320,522
PL-BY-UA	"Strengthening of the institutional potential of cooperation between rescue services from Rzeszów and Użgorod through improvement of rescue-extinguishing techniques together with information and experiences exchange".	Municipal Headquarters of State Fire Service in Rzeszów	Poland	€ 172,871



PL-BY-UA	Creation of Polish-Ukrainian Center of Breeding and Promotion of Hucul Horse	Zakład Doświadczalny Instytutu Zootechniki PIB Odrzechowa Spółka z o. o. (Experimental Division of the Institute of Zootechnics – The State Research Institute Odrzechowa)	Poland	€ 1,537,500
PL-BY-UA	Polish-Ukrainian Experience Exchange Forum by the way of long and effective cross-border cooperation	Powiat Ropczycko-Sędziszowski (Ropczycko-Sędziszowski District)	Poland	€ 110,972
PL-BY-UA	Didactic infrastructure modernization for Poland-Belorussia cooperation in aid of the handicapped	Powiat Hajnowski	Poland	€ 545,455
PL-BY-UA	Development of Co-operation of Medical Institutions of the Polish-Belarusian Borderland in the Scope of Immunotherapy for Pulmonary Tuberculosis	Tuberculosis and Lung Diseases Specialist Health Maintenance Organisation in Białystok	Poland	€ 761,521
PL-BY-UA	Development of Co-operation in Order to Improve Health Safety of the Population of the Polish-Belarusian Borderland	Samodzielny Publiczny Zakład Opieki Zdrowotnej Wojewódzki Szpital Zespolony im. Jędrzeja Śniadeckiego w Białymstoku.	Poland	€ 1,316,649
PL-BY-UA	Development of Co-operation in Order to Improve Histopathological Diagnostics of Breast Cancer and Colorectal Cancer in the Polish-Belarusian Borderland	M. Skłodowska-Curie Białystok Oncology Centre	Poland	€ 1,329,520
PL-BY-UA	“Communication without limits” – creating a cross-border network of tourist information	Suwalska Izba Rolniczo - Turystyczna	Poland	€ 291,384
PL-BY-UA	Cooperation - Activity - Future	Gmina Suwałki (Suwałki Commune)	Poland	€ 1,504,411
PL-BY-UA	Development of cross-border cooperation in order to improve public health conditions of the bielski district and Luboml rayon through programs of health promotion and prevention in the field of oncological diseases and tuberculosis	Samodzielny Publiczny Zakład Opieki Zdrowotnej w Bielsku Podlaskim	Poland	€ 2,150,268
PL-BY-UA	Creating Cross-Border Volunteer Center “Fireman” to improve fire safety	Podlaskie Association of Physical Culture and Sports „Strażak”)	Poland	€ 116,695
PL-BY-UA	Development of transborder cooperation in the scope of prophylaxis, diagnosis and treatment of diseases transmitted by ticks in the regions of their endemic occurrence in the Polish-Belarusian borderland	The Independent Public Health Care Unit in Hajnówka	Poland	€ 611,333
PL-BY-UA	A development of cooperation between medical facilities from a Polish-Belarusian borderland in a treatment of acute psychiatric disorders	Stanislaw Deresz's Independent Psychiatric Healthcare Centre in Choroszcz, SPP ZOZ in Choroszcz,	Poland	€ 1,762,783
PL-BY-UA	Development of co-operation of medical institutions of Poland and Belarus in order to improve the quality of oncology diagnosis and organization of help in emergency cases	Independent Public Provincial Hospital in Suwałki	Poland	€ 3,521,341
PL-BY-UA	Medical institutions co-operation in Belarus and Poland to improve the access to medical service and its quality within emergency service as well as stroke incidents diagnostics and treatment	Autonomous Public Health Maintenance Organisation J. Śniadecki Voivodship Polyclinical Hospital in Białystok	Poland	€ 2,848,551
PL-BY-UA	Planet of ideas - cross-border transfer of knowledge in the area of attracting investments for development of border tourism	Grodno District Unit of Social Organization „Tourism-Sport National Association	Belarus	€ 313,950
PL-BY-UA	Creation of unique informational base of agricultural enterprises of transborder union Euroregion "Bug".	Brest regional agroindustrial union	Belarus	€ 132,895



PL-BY-UA	The improvement of work with Teenagers of Deviant Behaviour	Board of Education of Brest Oblast Executive Committee	Belarus	€	271,826
PL-BY-UA	Youth of the Border Area: Together For Security	Brest Regional Board of the Ministry of Emergency Situations of the Republic of Belarus	Belarus	€	399,865
PL-BY-UA	SOS Safe Coexistence of People and Homeless Animals in Polish-Ukrainian Border Territories: Lviv, Lublin, Lutsk, Ivano-Frankivsk	Lviv City Council	Ukraine	€	268,602
PL-BY-UA	Development of Alternative pre-school Education System in Rural Communities.	Charity organisation "Education Initiatives Centre"	Ukraine	€	277,377
PL-BY-UA	Improvement of administrative services delivered to the population of cross-border regions through a network of centers providing administrative services and cooperation development between Lutsk center for administrative services, Ivano-Frankivsk center for administrative services and citizens of Lutsk	Executive Committee of Lutsk City Council	Ukraine	€	413,446
PL-BY-UA	Institutional cooperation between Vynogradiv district and Sanok province in development of the palliative care provision	Local Development Agency Vinogradivchyni	Ukraine	€	978,686
PL-BY-UA	Cooperation between Rivne and Lublin municipalities as an element of the development of teh cross-border cooperation	Executive Committee of Rivne City Council	Ukraine	€	288,709
PL-BY-UA	Student with initiative: vector of energy saving	Agency for Private Initiative Development	Ukraine	€	207,544
PL-BY-UA	Cross-border Labour Market Support Center	European Meeting Centre – Nowy Staw Foundation	Poland	€	220,905
PL-BY-UA	Borderland Culture as an integration platform of local communities in Bug Euroregion	The Association of Local Governments of Bug Euroregion	Poland	€	439,420
PL-BY-UA	Promotion of a common historical and cultural heritage of Poland and Ukraine – "Fortress of Przemyśl"	Association of Carpathian Euroregion Poland	Poland	€	487,595
PL-BY-UA	Cross-border cooperation for health tourism of Polish-Ukrainian borderland	The Association for Development and Promotion of Podkarpackie Region "Pro Carpathia"	Poland	€	579,401
PL-BY-UA	Support of cross-border local communities initiatives in the Białowieża Forest Euroregion	Association of the Self-governments of Białowieża Forest Euroregion	Poland	€	384,901
PL-BY-UA	Integrated Promotion of Tourism Opportunities and Cultural-Historic Heritage of Lviv Region, Podkarpackie and Lublin Voivodeships.	Lviv Tourist Board	Ukraine	€	492,597
BSB	Pilot model for mobilizing the common cultural characteristics for creative destination management in the Black Sea Basin	International Management Institute	Bulgaria	€	214,140
BSB	Development of a common intraregional monitoring system for the environmental protection and preservation of the Black Sea	Decentralized Administration of Macedonia and Thrace, Greece	Greece	€	585,000
BSB	Dialogue between Cultures	General Toshevo Municipality	Bulgaria	€	222,282
BSB	Facilitate the trade of agro-food products in the Black Sea Basin	National Federation of Agricultural Producers AGROinform	Moldova	€	482,787
BSB	Black Sea Earthquake Safety Net(work)	Ap National Institute of Research and Development for Earth Physics	Romania	€	616,463
BSB	Raising Public Awareness on Solid Municipal Waste Management in the North-West of the Black Sea Region	Regional Environmental Centre Moldova (REC Moldova)	Moldova	€	390,564
BSB	Research and Restoration of the Essential Filters of the Sea	Bulgarian Biodiversity Foundation	Bulgaria	€	564,885



BSB	Strengthening the regional capacity to support the sustainable management of the Black Sea Fisheries	National Institute for Marine Research and Development "Grigore Antipa"	Romania	€	437,769
BSB	Industrial Symbiosis Network for Environment Protection and Sustainable Development in Black Sea Basin	Institute of Oceanology Bulgarian Academy of Sciences	Bulgaria	€	670,693
BSB	Black Sea Network of Regional Development	Regional Agency for Entrepreneurship and Innovations - Varna	Bulgaria	€	442,876
BSB	Black Sea - Solidarity and Economic Activity	Yambol Chamber of Commerce and Industry	Bulgaria	€	139,062
BSB	Capacity for Integrated Urban Development	Urban Foundation for Sustainable Development	Armenia	€	236,250
BSB	Black Sea Tradenet	Chamber of Commerce, Industry, Shipping and Agriculture Constanta	Romania	€	341,978
BSB	BSUN Joint Master Degree Study Program on the Management of Renewable Energy Sources	Ovidius University Constanta	Romania	€	249,840
BSB	Industrial Evolution in the Black Sea Area – Examples from Greece, Romania and Armenia	Thessaloniki Science Center & Technology Museum (TSCTM)	Greece	€	223,887
BSB	Tradition, Originality, uniqueness and Richness for an Innovative Strategy for Tourism development in Black Sea Region	Eforie Municipality	Romania	€	651,349
BSB	Interpretative Trails on the Ground - Support to the Management of Natural Protected Areas in the Black Sea Region	Black Sea NGO Network	Bulgaria	€	357,220
BSB	"From the Aegean to the Black Sea" - Medieval Ports in the Maritime Routs of the East	European Centre for Byzantine and Post - Byzantine Monuments	Greece	€	625,223
BSB	e-Fairs and Trade Networking	German Hellenic Chamber of Industry and Commerce - Department Northern Greece (DGIHK) Association, Greece	Greece	€	580,828
BSB	Black Sea Silk Road Corridor	Armenian Monuments Awareness Project (AMAP), Armenia	Armenia	€	1,110,247
BSB	Quality certification System in Agrotourism	Municipality of Xanthi, Greece	Greece	€	476,683
BSB	Black Sea Buildings Efficiency Plan	Municipality of Kavala, Greece	Greece	€	715,248
BSB	Local/ Regional Economic Development Network as decisive leverage point for enhanced competitiveness in the Black Sea Basin regions	Fund "Small and Medium Development National Centre of Armenia", Armenia	Armenia	€	423,486
BSB	EXCELLENCE IN PUBLIC SECTOR	Municipality of Paggiao, Greece	Greece	€	427,590
BSB	Citizen engagement in the prioritization, design and implementation of local development policies	SMART Development Center Association, Romania	Romania	€	436,370
BSB	SEcuring TRAnsIT CONTainers	Alexander Technological Educational Institute of Thessaloniki	Greece	€	479,507
BSB	CREATION OF A BLACK SEA NETWORK FOR SUSTAINABLE TOURISM DEVELOPMENT IN BULGARIA, ROMANIA, UKRAINE, MOLDOVA AND GEORGIA	Municipality of Varna, Bulgaria	Bulgaria	€	548,078
BSB	Danube - Black Sea connection of European and Asian economy, a step for substantial growth for the Black Sea area	Romanian Inland Ports Union (UPIR), Romania	Romania	€	557,757
BSB	CULTURAL PORTS FROM AEGEAN TO THE BLACK SEA	European Centre of Byzantine and Post-byzantine Monuments (EKBMM), Greece	Greece	€	1,077,566



BSB	Preparing the conditions for penetration of the Black Sea Wines in the international market	Panciu Territorial Administrative Unit, Romania	Romania	€	396,493
BSB	Regional Business Incubators' Network	Organisation for Small and Medium Enterprises Sector Development	Moldova	€	714,012
BSB	Promoting Innovative Rural Tourism in the Black Sea Basin Region	Heifer project International Armenian Branch Office, Armenia	Armenia	€	594,237
BSB	Clean Rivers – Clean Sea! NGOs actions for environmental protection within Black Sea area	Eco Counselling Centre Galati, (ECCG) Romania	Romania	€	515,760
BSB	Improvement of the Integrated Coastal Zone Management in the Black Sea Region	The National Administration Romania Waters, Dobrogea - Litoral Water Basin Administration, Romania	Romania	€	551,873
BSB	Integrated hotspots management and saving the living Black Sea ecosystem	National Institute for R&D in Electrical Engineering ICPE-CA, Romania	Romania	€	530,767
BSB	A Black Sea network promoting integrated natural WASTewater Treatment systEms	Water and Sewerage Municipal Enterprise of Kavala, Greece	Greece	€	568,297
BSB	A clear environment for our future	SC "Amen-Ver" SA, Moldova	Moldova	€	511,861
BSB	Innovations in sustainable management and protection of natural areas	Burgas Municipality, Bulgaria	Bulgaria	€	432,929
BSB	Integrated Coastal Monitoring of Environmental problems in Sea Region and the Ways of their solution	Municipality of Thessaloniki, Greece	Greece	€	963,141
BSB	Innovative Instruments for Environmental Analysis in North Western Black Sea Basin	Dunarea de Jos University of Galati, Romania	Romania	€	692,339
BSB	Introduction of innovative waste management practices in selected cities of Georgia, Moldova and Armenia	Self-government City of Kutaisi, Georgia	Georgia	€	337,395
BSB	Regional Cooperation for Black Sea River Basins Environment Protection from Agricultural Polluters	Agro-Business Consulting (ABC)	Georgia	€	788,615
BSB	Research networking for the environmental monitoring and mitigation of adverse ecological effects in the Black Sea Basin "BSB Net-Eco"	D. Ghitu Institute of Electronic Engineering and Nanotechnologies of the Academy of Sciences of Moldova	Moldova	€	518,404
BSB	A Scientific Network for Earthquake, Landslide and Flood Hazard Prevention	Technological Education Institute Kentrikis Makedonias based in Serres, Greece	Greece	€	934,556
BSB	Sharing Collectively the Competences of the Researchers To The Farmers For A Sustainable And Ecological Exploitation Of The Agricultural and Environment Protection	Association for Protection of Human Being and the Environment for a Sustainable Development in the World - ECOM, Romania	Romania	€	546,400
BSB	Integrated Land-use Management Modelling of Black Sea Estuaries	Bourgas Regional Tourism Association (BRTA), Bulgaria	Bulgaria	€	1,154,710
BSB	Creation of Interuniversity centre for risk management and assessment for prevention of ecological and technological risks in the Black Sea	Prof. Dr. Assen Zlatarov University, Bulgaria	Bulgaria	€	371,403
BSB	Utilizing Stream Waters In The Suppression Of Forest Fires With The Help Of New Technologies	Eastern Macedonia and Thrace Institute of Technology	Greece	€	766,090
BSB	Youth Action for Regional Coherence and Cooperation	Heifer project International Armenian Branch Office, Armenia	Armenia	€	260,438
BSB	Black Sea – Unity and Diversity in the Roman Antiquity	Administrative Teritorial Unit Tulcea County	Romania	€	346,875



BSB	CULTURe EXchange Platform	Georgian Research and Educational network	Georgia	€	295,495
BSB	Efficient Education Management Network for LLL in the Black Sea Basin	Centre for Civil Initiative, Consultancy and Training, Bulgaria	Bulgaria	€	238,468
BSB	Black Sea areal for culture and art	Municipality of Komotini	Greece	€	267,560
BSB	University collaboration network at the Black Sea	Andrei Şaguna University of Constanţa, România	Romania	€	461,337
BSB	“Maritime network of education for the development of the maritime culture in the Black Sea basin”	Academia Navală “Mircea cel Bătrân”, România	Romania	€	413,474
BSB	“Tourism Paths of the Black Sea Region”	Region of Central Macedonia, Greece	Greece	€	711,190
BSB	“Collaborative Networks of Multilevel Actors to advance quality standards for heritage tourism at Cross Border Level”	Drama Development S.A.	Greece	€	1,013,171
BSB	Development of Outdoor Adventure Tourism Network in Black Sea Region	Prefect’s Institution of Constanta County	Romania	€	502,157
BSB	“Black Sea Network for Sustainable Tourism - Strategies for joint tourism marketing and development in the Black Sea region”	Business Consulting Institute (BCI)	Moldova	€	588,615
BSB	Continuous improvement strategy for increasing the efficiency of wastewaters treatment facilities in the Black Sea coastal states	National Research and Development Institute for Gas Turbines Comoti	Romania	€	409,842
HU-SK-RO-UA	Saving energy - saving future	Public Organization “Agency for Private Business Initiative Development”	Ukraine	€	71,962
HU-SK-RO-UA	“Harmonization of Tourism Development in Rural Areas of the Carpathian Region”	Association of Economic Development of Ivano-Frankivsk	Ukraine	€	311,546
HU-SK-RO-UA	“European cradle”	Regional Children’s Hospital	Ukraine	€	499,136
HU-SK-RO-UA	Hutsul cultural centre	POIENILE DE SUB MUNTE LOCAL COUNCIL	Romania	€	219,600
HU-SK-RO-UA	„Cultural centre – binder of cross-border cooperation”	REPEDEA CULTURAL CENTER	Romania	€	99,000
HU-SK-RO-UA	European exchange school	Uzhhorod Secondary School #5 I-III degrees specialized in teaching French and English	Ukraine	€	426,690
HU-SK-RO-UA	CBC Parliament – establishment of the common ICT instrument for making forum in border regions of Slovakia, Hungary, Romania and Ukraine	Regional development agency POLONINY	Slovakia	€	424,972
HU-SK-RO-UA	New Generation – Our “hope” for a better life	Lead partner-Social Organization “HOPE”	Ukraine	€	77,142
HU-SK-RO-UA	The creation of the conditions for the increase of ethnic minorities and youth employment level	Transcarpathian Regional Charitable Foundation “Romske dovhe zhyttya” (“Romano lungo trayo”)	Ukraine	€	89,151
HU-SK-RO-UA	Carpathian region as an attractive tourist destination	Košice – European Capital of Culture 2013, n.o.	Slovakia	€	197,730
HU-SK-RO-UA	Together Against Human Trafficking	League for defence of human rights branch of Satu Mare	Romania	€	126,563
HU-SK-RO-UA	Bioenergy of the Carpathians	Agency of Regional Development and Cross Border Co-operation “Transcarpathia”	Ukraine	€	387,100
HU-SK-RO-UA	Elaboration of documents for Cross-Border Industrial Park Creation with the Elements of Logistics– “Bereg-Karpaty”	Zakarpattya Oblast Council	Ukraine	€	340,340



HU-SK-RO-UA	Teachers and students course for football,volleyball, floorball, skiing, swimming and skating at Secondary School in Snina- Slovakia and Higher Vocational School No.34 in Vinogradovo – Ukraine	Secondary School in Snina	Slovakia	€	93,807
HU-SK-RO-UA	Business Training and Consultancy Initiative: Creation of new CBC opportunities for SME	First Contact Center - Michalovce	Slovakia	€	291,717
HU-SK-RO-UA	Sustainable Management of Natural Resources in Interfluves of Tisza - Tur rivers	Tisza River Basin Water Resources Directorate	Ukraine	€	1,083,139
HU-SK-RO-UA	Improvement of the joint HU-UA telemetering system in the interest of flood protection at a catchment area level	Upper-Tisza-regional Environmental and Water Directorate	Hungary	€	786,156
HU-SK-RO-UA	Flood preparedness increasing in Beregovo Transboundary Polder System focusing on Charonda-Latorytsa channel basin	Tisza River Basin Water Resources Directorate	Ukraine	€	1,057,500
HU-SK-RO-UA	Further development and harmonization of the Hungarian and Ukrainian Upper-Tisza flood-prevention development programmes, establishing an integrated flood-prevention forecast system with the adaptation of GIS model.	Tisza River Basin Water Resources Directorate	Ukraine	€	920,423
HU-SK-RO-UA	Cross-border Destination Management in the Transcarpathian – Szabolcs-Szatmár-Bereg Country region	Transcarpathian Regional Non-governmental Organization „Ukrainian-Hungarian Regional Development Centre”	Ukraine	€	273,177
HU-SK-RO-UA	Hungary – Ukraine cross-border cooperation to improve the labour market key competencies of the underprivileged	“TO TEACH” Foundation of Rutinsoft Kft for high level education	Hungary	€	116,838
HU-SK-RO-UA	Košice and Uzhgorod cathedrals, centres of development on the territories of mutual history	Pearls of Gothic route, non for profit	Slovakia	€	439,192
HU-SK-RO-UA	Harmonized development of bilateral, sustainable tourism strategy and joint touristic programs of Zakarpatska and BÜKK-Miskolc micro-regions with a special focus on preservation of cultural and social heritage and environmental diversity	Bükk-Mak Leader Nonprofit Corporation	Hungary	€	408,902
HU-SK-RO-UA	Upbringing towards European values	School dormitory	Slovakia	€	88,803
HU-SK-RO-UA	Quality Assurance for Society-oriented Education, Research and Development (QASERD)	Ivano-Fankivsk National Technical University of Oil and Gas	Ukraine	€	118,566
HU-SK-RO-UA	The bell rings for everyone	DOWN Association	Hungary	€	99,900
HU-SK-RO-UA	Carpathian Tourist Road	Agency for the support of regional development Kosice	Slovakia	€	480,177
HU-SK-RO-UA	Borders for people	Uzhgorod Local Non-governmental organization “Institute of Transborder Cooperation”	Ukraine	€	392,172
HU-SK-RO-UA	Study of research and exploitation of the cross border cultural heritage	Satu Mare County Museum	Romania	€	168,292
HU-SK-RO-UA	Establishment of Innovation and Technology Transfer (ITT) offices in the Hungarian –Ukrainian border area	Kisebbségéért - Pro Minoritate Foundation	Hungary	€	300,822
HU-SK-RO-UA	Future at hand! – Raising the civil partnership in strategic and project-planning	Kisebbségéért - Pro Minoritate Foundation	Hungary	€	74,063



HU-SK-RO-UA	Healthy communities without borders	North-East Hungarian Drug Prevention Association	Hungary	€	88,920
HU-SK-RO-UA	Joint action for multiculturalism cross-border promotion	Ópályi's Circle of Friends Association	Hungary	€	89,613
HU-SK-RO-UA	Beregszász – Kassa – Nyíregyháza Youth civil cooperation	Community Association „Crasna“ Domănești	Romania	€	117,675
HU-SK-RO-UA	Training activities enabling job placement for the disadvantaged population in Beregovo and Miskolc	Hungarian Interchurch Aid	Hungary	€	449,150
HU-SK-RO-UA	Volunteering without borders	Inspi-Racio Association	Hungary	€	84,248
HU-SK-RO-UA	European-jobguide Cross-Carpathia	Maramures chamber of commerce and industry	Romania	€	452,668
HU-SK-RO-UA	Water quality damage prevention and elaboration of remediation measures at Velikiy Bychkiv in Ukrainian-Hungarian Cooperation	Upper-Tisza Regional Inspectorate for Environment, Nature and Water	Hungary	€	386,856
HU-SK-RO-UA	Increasing entrepreneurial potential in the cross-border region by setting up enterprise support institutions.	Regional Entrepreneurship Support Fund in Ivano-Frankivsk region	Ukraine	€	426,218
HU-SK-RO-UA	Improvement of environment in Ivano-Frankivsk and neighboring region applying environmentally sound technologies in municipal solid wastes management based on experience of Baia Mare, Maramures (Romania)	Executive Committee of Ivano-Frankivsk City Council	Ukraine	€	569,220
HU-SK-RO-UA	Establish the conditions of the border crossing international Naturpark of the Szatmar-Bereg.	The Public Benefit Foundation for Conservation of Nature and Environment, Protection of Cultural Values of Szabolcs-Szatmár-Bereg	Hungary	€	321,209
HU-SK-RO-UA	Early warning system UA SK	Ministry of Interior of the Slovak republic	Slovakia	€	1,415,121
HU-SK-RO-UA	Networking 4 cultural heritage preservation	Parents for Children”Association	Romania	€	88,225
HU-SK-RO-UA	European Mobility Week in Carpathy	«Forza, agency for sustainable development of the caprathian region»	Ukraine	€	67,325
HU-SK-RO-UA	Friendship SK-UA-HU	FOR REGION, n. o.	Slovakia	€	81,269
HU-SK-RO-UA	Environmental Awareness Rising Through Harmonisation	Hažín Municipality	Slovakia	€	159,153
HU-SK-RO-UA	Step by step - together in Europe	Village Drienica	Slovakia	€	437,904
HU-SK-RO-UA	Introduction of selective waste collection and recycling in the area of Beregovo	Municipality of Jánosi	Ukraine	€	876,171
HU-SK-RO-UA	Integrated network of bicycle touring routes along the Ukrainian-Hungarian border	Transcarpathian Regional Non-governmental Organization „Ukrainian-Hungarian Regional Development Centre”	Ukraine	€	417,158
HU-SK-RO-UA	Carpathian tourism road 2	Communal enterprise “Agency of Regional Development and Cross-Border Co-operation “Transcarpathia” of Zakarpattya Oblast Council”	Ukraine	€	367,797



HU-SK-RO-UA	Borders through the eyes of people	Uzhgorod City Non-governmental organization "Institute of Transborder Cooperation"	Ukraine	€	438,743
HU-SK-RO-UA	Social cross-border cooperation	Carpathian Center of Initiatives "European Steps"	Ukraine	€	87,284
HU-SK-RO-UA	Foresters towards life long learning for better forest management	Non-Governmental Organization «FORZA, AGENCY FOR SUSTAINABLE DEVELOPMENT OF THE CARPATHIAN REGION»	Ukraine	€	336,314
HU-SK-RO-UA	Artistic Traditions. Pattern for Non Formal Learning in Romania and Ukraine.	Children's Palace Satu Mare	Romania	€	62,280
HU-SK-RO-UA	The International Festival of Religious Choral Music„It is You We Praise”	Romanian Orthodox Archpriestship of Satu Mare	Romania	€	38,610
HU-SK-RO-UA	Open borders for bears between Romanian and Ukrainian Carpathians	WWF Danube Carpathian Programme Association Romania- Maramures Branch	Romania	€	844,051
HU-SK-RO-UA	“An Issue to Share” international youth cooperation programs which breach barriers along the Upper-Tisa region.	Kölcsey Ferenc High School	Romania	€	26,669
HU-SK-RO-UA	Rose of the Carpathians	Association of Students-Economists of Zakarpattya	Ukraine	€	493,650
HU-SK-RO-UA	Extreme sports for better life	Association of Students-Economists of Zakarpattya	Ukraine	€	500,000
HU-SK-RO-UA	Children – our Future: the New Wave in Pre-school Education of the Carpathian region	Non-governmental Organization of Velykyy Bychkiv “Zirochka”	Ukraine	€	391,824
HU-SK-RO-UA	“The Places of Rakoczi’s glory” – the Cross-Border Touristic Route	Mukachevo Historical Museum	Ukraine	€	440,899
HU-SK-RO-UA	ECONET- Economical Development Network for Underdeveloped Cross Boarder Area	Local Council Seini	Romania	€	294,507
HU-SK-RO-UA	Increasing the management and response capacity in cases of natural disasters in cross-border region	Maramures County Council	Romania	€	1,384,220
HU-SK-RO-UA	DECC – Supporting the development of the economy of culture and creativity in the cross-border region Hungary-Romania-Ukraine	MARAMURES CHAMBER OF COMMRECE AND INDUSTRY	Romania	€	444,748
HU-SK-RO-UA	BREAKING THE BORDERS: NATURE DISCOVERY TRAILS TO EASTERN CARPATHIANS	CITY YOUTH PUBLIC ORGANIZATION “CENTER OF SOCIAL AND BUSINESS INITIATIVES”	Ukraine	€	352,039
HU-SK-RO-UA	Development of Children’s Rehabilitation	Regional Children’s Hospital	Ukraine	€	498,930
HU-SK-RO-UA	Local Development and Preconditions for Border Pass Opening and Motorway Construction across the Ukrainian-Romanian State Border in Shybene Verkhovyna District Ivano-Frankivsk oblast of Ukraine and Poenile-de-su-Munte Maramures county of Romania	PUBLIC ORGANIZATION “AGENCY FOR PRIVATE INITIATIVE DEVELOPMENT”	Ukraine	€	430,410
HU-SK-RO-UA	Carpathian Culinary Heritage Network	Public organization “Tourist Association of Ivano-Frankivsk Region”	Ukraine	€	428,221
HU-SK-RO-UA	Empowering women in rural areas of Ivano-Frankivska oblast in the sphere of rural tourism business	Yaremche Entrepreneurship Support Fund	Ukraine	€	166,503



HU-SK-RO-UA	LOC- CLIM-ACT: Local acting on climate change impacts	Carpathian Development Institute	Slovakia	€	306,923
HU-SK-RO-UA	“Slovakian-Ukrainian Culture Centre” - establishment and strengthening the cooperation of the Prešov self – governing region and Zakarpattia region	The Union of Ruthenians- Ukrainians of the Slovak Republic	Slovakia	€	402,501
HU-SK-RO-UA	Maramures –Transcarpathia Info Tour	The Town Hall of Săpânța Village	Romania	€	185,225
HU-SK-RO-UA	Entrepreneurial Culture Jointly Operated by the Youth of the RO-UA cross-border region - ECJOY	Hans Lindner Foundation	Romania	€	89,977
HU-SK-RO-UA	EnergyGames - Energy takes shape	Energy management agency of Maramures	Romania	€	98,417
HU-SK-RO-UA	Sustainable Energy Educational Demonstration Center - SEED Center	Maramures County Council	Romania	€	585,279
HU-SK-RO-UA	CONNECTIONS Strategic CONNECTIONS for wise community ACTIONS	Rotary Club Satu Mare Association	Romania	€	75,758
HU-SK-RO-UA	RoJaSoil: Romania-Ukraine cross border area -The management of the contaminated Sites with oil products	The North University of Baia Mare, Roumanie	Romania	€	266,367
HU-SK-RO-UA	Čergov-Zakarpatska cross-border cooperation in the field of tourism development	Ski club Lysá Sabinov	Slovakia	€	449,990
HU-SK-RO-UA	Snina - Khust - Together Towards the Development of Tourism in the Carpathian Biosphere Area	Town Snina	Slovakia	€	490,990
HU-SK-RO-UA	People to People – effective cooperation based on love for folklore	Raslavice municipality	Slovakia	€	234,628
HU-SK-RO-UA	„Transfer of know-how to ensure better care for Cystic Fibrosis patients in Zakarpatska region“	Slovak Cystic Fibrosis Association	Slovakia	€	99,999
HU-SK-RO-UA	Creation of partner First Contact Centers in Ukraine and their mutual cooperation	First Contact Center - Michalovce	Slovakia	€	449,764
HU-SK-RO-UA	CLUSTERING (Opening doors for cross border clusters in Slovakia and Ukraine)	Technical University of Košice, Institute for Regional and Community Development	Slovakia	€	353,650
HU-SK-RO-UA	Friendship - connect the nations	Primary school of Komensky Michalovce	Slovakia	€	95,758
HU-SK-RO-UA	Tourist route to the common religious and cultural heritages	Szabolcs-Szatmár-Bereg County Regional Development and Environmental Management Agency Nonprofit Ltd.	Hungary	€	129,139
HU-SK-RO-UA	Waste reduction by composting – popularizing composting in Transcarpathia and Szabolcs-Szatmár-Bereg county	E-misszió Nature Protection and Environmental Association	Hungary	€	89,789
HU-SK-RO-UA	“The bell rings for everyone”	DOWN ASSICIATION	Hungary	€	99,900
HU-SK-RO-UA	‘GET TO KNOW EACH OTHER’ – televisions without borders	Zemplén Television Public Ltd.	Hungary	€	99,846
HU-SK-RO-UA	State fostered children for the environment conscious future	Former State Fostered Children’s Association	Hungary	€	98,834



HU-SK-RO-UA	Preparation of common Hungarian-Ukrainian complex flood diminution and flood plain revitalization programme at the section of Upper-Tisza between Visk-Vasarosnameny	Upper-Tisza-regional Environmental and Water Directorate	Hungary	€ 1,373,499
HU-SK-RO-UA	Handing over methods for visually impaired persons' rehabilitation, materialized already in the region of Northern Hungary, to the partners from abroad	Búzavirág Foundation	Hungary	€ 99,883
HU-SK-RO-UA	COSMOS - Common Standards for Media Organisations	"KÖLCSEY" Television Program Service Nonprofit Limited Liability Company	Hungary	€ 488,459
HU-SK-RO-UA	Network of SD committed schools and local communities	AlterEgo North-East Hungarian Drug Prevention Association	Hungary	€ 99,900
HU-SK-RO-UA	Living tradition - a trilateral cross border cooperation to preserve and revive community folklore	Public Fund for Tuzsér	Hungary	€ 76,559
HU-SK-RO-UA	Complex regional cooperation in order to increase local employment in the Hungarian-Ukrainian border region	Záhony and Vicinity Development Limited Company	Hungary	€ 93,004
HU-SK-RO-UA	Jumping rope	HUMAN-NET Szabolcs-Szatmár-Bereg Human Resources Development Foundation	Hungary	€ 89,229
HU-SK-RO-UA	Together – Televisions without Borders	Zemplén Television Public Ltd.	Hungary	€ 89,807
HU-SK-RO-UA	Understand and Prevent Violence among Youth – "UviaYouth"	Zabhegyező Association for Children Animators	Hungary	€ 50,000
HU-SK-RO-UA	Competency Centres for Cross-border Cooperation	Türr István Training and Research Institute	Hungary	€ 366,139
HU-SK-RO-UA	Hungary-Ukraine Pilot Project for environmental disaster recovery cooperation	Local government of Uszka	Hungary	€ 135,632
HU-SK-RO-UA	Cross-border cooperation to prevent and manage emergency psychiatric crisis situations	Almási Balogh Pál Nonprofit Ltd	Hungary	€ 304,052
HU-SK-RO-UA	Three in Unity – a project of maintaining ecclesiastic cultural heritage for joint cultural and touristic development	Greek Catholic Apostolic Exarchate of Miskolc	Hungary	€ 354,631
HU-SK-RO-UA	2nd Phase of the project: „Water quality damage prevention and elaboration of remediation measures at Velikiy Bychkiv in Ukrainian-Hungarian Cooperation" -- Starting Remediation	Upper-Tisza Regional Inspectorate for Environment, Nature and Water	Hungary	€ 449,759
HU-SK-RO-UA	The bell rings for everyone 2	Down Association	Hungary	€ 99,900
HU-SK-RO-UA	Sustainable Development of Border Regions provided by effective functioning the Carpathian Euroregion	Self government of Szabolcs-Szatmar-Bereg County	Hungary	€ 468,018
HU-SK-RO-UA	Touristic heritage in Little-Europe	Self government of Szabolcs-Szatmar-Bereg County	Hungary	€ 358,349
HU-SK-RO-UA	The development of environmental protection in the cities of Mukachevo and Uzhgorod through assessing the status of existing, polluting water utility systems (water and waste water). Additionally, design of a development programme for these systems	Municipality of Nyíregyháza	Hungary	€ 234,171



HU-SK-RO-UA	Tradition of Learning Through Play	Parents for Children Association	Romania	€	78,155
HU-SK-RO-UA	Cross-border cultural bridge for social inclusion	CREST Resource Center Association	Romania	€	97,626
HU-SK-RO-UA	"One step forward" to overcome the disadvantages - The practical realization of the environmentally conscious lifestyle	Former State Fostered Children's Association	Hungary	€	97,536
HU-SK-RO-UA	Dissemination of voluntarism in school - cooperation of three countries for popularizing voluntarism	Inspi-Racio Association	Hungary	€	71,692
HU-SK-RO-UA	SKILLS FOR FUTURE - Tackling urgent public health challenges with sharing knowledge, multiplication good experiences and working on white fields for better health	AlterEgo North-East Hungarian Drug Prevention Association	Hungary	€	99,990
HU-SK-RO-UA	Nature protection oriented grassland management and preservation of the Carpathian Brown cattle in the cross-border region of the Bereg	E-misszió Nature Protection and Environmental Association	Hungary	€	325,577
HU-SK-RO-UA	YES - Young Energy Specialists against energy waste in cross-border schools	Energy Management Agency of Maramures	Romania	€	98,211
HU-SK-RO-UA	pl@NETour - Creation of a scientific tourism product and infrastructure for a cross-border scientific tourism network in Maramures and Transcarpathia regions	Maramures County Council	Romania	€	476,752
HU-SK-RO-UA	Clean Air Management in the Romania-Ukraine Transboundary Area (CLAMROUA)	Environmental Protection Agency Maramures	Romania	€	175,955
HU-SK-RO-UA	INTER_URBAN – Cross -border data base with indicators for monitoring the sustainable development process monitoring of in Baia Mare and Ivano Frankivsk areas	Intercommunity Development Association "Baia Mare Metropolitan Area"	Romania	€	144,196
HU-SK-RO-UA	The management of bio degradable wastes in Baia Mare City, Romania and Ivano Frankivsk and Kolomyia Cities, Ukraine	Baia Mare Municipality	Romania	€	398,121
HU-SK-RO-UA	System of early intervention in emergency situations	Territorial Administrative Unit - Moisei Commune	Romania	€	441,268
HU-SK-RO-UA	BREAKING-THROUGH COOLture - European values and common future	Satu Mare County Museum	Romania	€	277,790
HU-SK-RO-UA	Interactive institutional cooperation: History, traditions and culture without borders	County Museum Satu Mare	Romania	€	190,524
HU-SK-RO-UA	Promotion of investment opportunities and cooperation between small and medium sized enterprises through development of cross-border ties in the Carpathian region	Association of Economic Development of Ivano-Frankivsk	Ukraine	€	202,853
HU-SK-RO-UA	Together towards common information space	Uzhgorod City Non-governmental organization "Institute of Transborder Cooperation"	Ukraine	€	138,089
HU-SK-RO-UA	Promotion of folk-arts and handicrafts in Carpathian Euroregion	Ukrainian-Hungarian Regional Development Centre	Ukraine	€	91,447
HU-SK-RO-UA	Cultural cohesion through promotion of Hungarian folk traditions	Non-Governmental Organisation "Chaslovtsi Chicherho Chayok"	Ukraine	€	89,338
HU-SK-RO-UA	Discover Uzhhorod. The First Step in the Opening of Zakarpattya.	Association of Students-Economists of Zakarpattya	Ukraine	€	81,459



HU-SK-RO-UA	Carpathian heritage railways	Tourist Association of Ivano-Frankivsk region	Ukraine	€	446,745
HU-SK-RO-UA	Cross-border innovation network for technology transfer (CONTENT)	Ivano-Frankivsk National Technical University of Oil and Gas	Ukraine	€	237,885
HU-SK-RO-UA	SUNRISE - Sustainable Utilisation of Natural Resources In Small Enterprises	Agency for the Support of Regional Development Košice	Slovakia	€	151,218
HU-SK-RO-UA	Growing potential of women - a tool change	Local Action Group DUŠA, civil association	Slovakia	€	155,012
HU-SK-RO-UA	Early warning system UA SK 2 (EWS UA SR 2)	Ministry of Interior of the Slovak Republic	Slovakia	€	1,988,868
HU-SK-RO-UA	Partnership centre of minorities and youth from cross border regions - Kamienka, Ruski Komarivtsi	Kamienka village	Slovakia	€	368,837
HU-SK-RO-UA	SPACE EMERGENCY SYSTEM – cross-border system for prediction of natural disasters incidents on basis of exploitation of satellite technologies in Hungary, Slovakia, Romania and Ukraine.	Uzhhorod National University	Ukraine	€	483,850
HU-SK-RO-UA	Debate Youth Line	Agency for Private Initiative Development	Ukraine	€	77,200
HU-SK-RO-UA	HYDROFOR: Systems of optimal forest management for enhancing the hydrological role of forests in preventing the floods in Bodrog river catchment	Forza, Agency for Sustainable Development of the Carpathian Region	Ukraine	€	296,224
HU-SK-RO-UA	Modernization and Reconstruction of Border Crossing Points at the Slovak-Ukrainian border	Financial Directorate of the Slovak Republic	Slovakia	€	6,795,000
HU-SK-RO-UA	Efficient and Secure Borders between Romania and Ukraine	National Customs Authority of Romania	Romania	€	6,791,367
HU-SK-RO-UA	Efficient and secure border between Hungary and Ukraine	Hungarian National Police Headquarters	Hungary	€	6,831,000
IT-TN	Punic, Hellenistic and Roman Domestic architecture: safeguard and development	University of Palermo - Didactic pole of Agrigento	Italy	€	677,504
IT-TN	The label of quality and food safety of food products from the Mediterranean Basin	Association of industrial	Italy	€	719,130
IT-TN	The journeys of knowledge	Development Agency for programming and planning of local resources of center southern Sicily PROPITER	Italy	€	700,889
IT-TN	Rural business and new levels of competitiveness	Municipality of Modica	Italy	€	676,260
IT-TN	Mediterranean Platform for Quality in Agriculture and Agri-Food	Regional Province of Caltanissetta	Italy	€	720,000
IT-TN	Technical and economic assessment of cropping systems for vegetable oil production for energy purposes in Tunisia	S.E.A.R.C.H. o.n.g.	Italy	€	449,100
IT-TN	Creation of a platform for exchanging experience and establishing systems for diversification of agricultural production and certification of quality products	Regional Province of Agrigento	Italy	€	631,938
IT-TN	Italo-Tunisian Observatory for Quality Sustainable Agriculture	Local Action Group ELORO	Italy	€	719,730
IT-TN	Two shores, one culture: the Mediterranean	High School GORGIA	Italy	€	397,004



IT-TN	Creation and development of a Euro-Mediterranean network to accompany, support and manage the process of economic cooperation and integration of production between Sicily and Tunisia	Agency for Investment Promotion	Tunisia	€	715,983
IT-TN	Innovative polymer materials and quality control to improve the cross-border development strategies	Regional Province of Siracusa	Italy	€	720,000
IT-TN	Promotion and dissemination of aeroponic technology in agriculture	Municipality of Ragusa	Italy	€	666,000
IT-TN	Autoimmunity: Computer Aided Diagnosis	University of Palermo - Department of physics and chemistry	Italy	€	1,530,000
IT-TN	Marine Biotechnology Vector of innovation and quality	Institut National des Sciences & Technologies de la Mer – INSTM	Tunisia	€	1,549,790
IT-TN	Energetic Recovery of Waste	National Research Council CNR - Institute of Biomedicine and Molecular Immunology - IBIM	Italy	€	1,686,774
IT-TN	Culture and sustainable active tourism	Sicilian Region - Department of cultural heritage and Sicilian identity	Italy	€	1,229,901
IT-TN	Creating a cross-border club for the promotion of products of artisanal fisheries	Chamber of Commerce and Crafts of Trapani	Italy	€	696,984
IT-TN	Creation of unique opportunities to renew the local associative fabric for the future Euro-Mediterranean generations	Municipality of Alcamo	Italy	€	339,602
IT-TN	Artisans without borders	CNA Provincial Association of Ragusa	Italy	€	668,935
IT-TN	Sustainable development in territorial energy production	Municipality of Valderice	Italy	€	660,528
IT-TN	Development of innovative interventions on indigenous grape varieties - Vines for the Italian-Tunisian Integration	Institute for Coastal Marine Environment of the National Research Council - IAMC-CNR - Organisational Unit Support of Cape Granitola	Italy	€	606,241
IT-TN	Doctorat de recherche pour la mise en valeur de l'héritage naturel et culturel	University of Tunis	Tunisia	€	450,650
IT-TN	Sharing the experience of the Italian and Tunisian entrepreneurship	CNA Provincial Association of Ragusa	Italy	€	524,819
IT-TN	The development of the economy and tourism in rural areas through the development of the horse	Regional province of Trapani	Italy	€	648,224
IT-TN	Hilâl Sicilian-Tunisian dairy chain - traditional cheeses through new technologies	Research Consortium dairy chain	Italy	€	678,547
IT-TN	Harmonize opportunities related to new guidelines for management of Mediterranean archaeological resources and networking of experiences	Municipality of Calatafimi Segesta	Italy	€	519,964
IT-TN	The path of the Mediterranean vineyard in the footsteps of Magon between Sicily and Tunisia	Association Wine Route Terre Sicane	Italy	€	676,634
IT-TN	Sustainable methodologies for rehabilitation and valorisation of coastal shoreline	Municipality of Castelvetro-Selinunte	Italy	€	708,922
IT-TN	Establishment of a platform and a Tunisian-Italian network for surveillance of emerging diseases transmitted by ticks and Culicidae (mosquitoes)	Institut Pasteur of Tunis	Tunisia	€	660,778
IT-TN	Safety and Quality of the products of Aquaculture: development of a common Tunisian-Sicilian method	National Institute of Science & Technology (INSTM)	Tunisia	€	694,254
IT-TN	Associative fabric and Knowledge Transfer	National Agency for promotion of research - ANPR	Tunisia	€	337,390
KAR	Craft & Design Business Incubator	Creative Industries and Cultural Tourism Development Fund	Russia	€	288,000



KAR	Complex development of regional cooperation in the field of open ICT innovations	Petrozavodsk State University	Russia	€	250,000
KAR	Cities by the water - new opportunities for business development	Joensuu Regional Development Company JOSEK Ltd	Finland	€	274,500
KAR	Improving the gravelroad Kostomuksha-Kalevala	The MUNICIPALITY of SUOMUSSALMI	Finland	€	537,520
KAR	PoCoBus - The Possibilities of Cooperation, Business and Trade across the Border between enterprises	Juminkeko Foundation	Finland	€	249,543
KAR	Better life for Karelian villages	Friends of Kinerma Association	Finland	€	22,500
KAR	Sheephusbandry in the Kalevala District	Municipality of Suomussalmi	Finland	€	33,449
KAR	Green cities and settlements – Sustainable spatial development in remote border areas	University of Oulu, NorTech Oulu	Finland	€	200,000
KAR	Ground water supply in Sortavala district	Centre for Economic Development, Transport and the Environment for Lapland (ELY Centre for Lapland)	Finland	€	125,000
KAR	Improvement of the environment and living standards is the basis for modern rural development	Autonomous non-profit organization “Energy Efficiency Center”	Russia	€	125,000
KAR	Support to sustainable development of Sortavala town for the improvement of environmental situation	Technoreactor Oy	Finland	€	294,123
KAR	Repair of Automobile Road Loukhi-Suoperya, km 110 - km 160	Public Institution of the Republic of Karelia “Automobile Roads Administration of the Republic of Ka	Russia	€	1,825,000
KAR	Reconstruction of Ikhala-Raivio-State border Automobile Road, km 0-km 14	Public Institution of the Republic of Karelia “Automobile Roads Administration of the Republic of Ka	Russia	€	1,655,000
KAR	Development of the Traffic Lanes in the International Border Crossing Point Niirala, 1st Phase	The Finnish Transport Agency	Finland	€	1,015,000
KAR	Widening of Road 89 Vartius-Paltamo, road stretches 10-13 and 13-17	The Finnish Transport Agency / Centre for Economic Development, Transport and the Environment for North Ostrobothnia	Finland	€	1,369,938
KAR	Welfare from Sustainable Cross Border Nature and Culture Tourism	Metsähallitus, Natural Heritage Services, Ostrobothnia (MH, NHS, Ostrobothnia)	Finland	€	1,093,035
KAR	Novel cross-border solutions for intensification of forestry and increasing energy wood use	Finnish Forest Research Institute, Eastern Finland Regional Unit (METLA)	Finland	€	405,000
KAR	MULTiple Eco-Friendly FORest use: Restoring Traditions	Finnish Forest Research Institute (Metla), Joensuu Unit	Finland	€	318,848
KAR	New Business Model between Kainuu and Karelian wood industries	Kainuun Etu Oy	Finland	€	243,000
KAR	Development of tree plantations for tailings dumps afforestation and phytoremediation in Russia	University of Eastern Finland	Finland	€	396,292
KAR	Aquatic resources for green energy realization	Oy Culmentor Ltd.	Finland	€	348,750
KAR	The biofuel power in Kostomuksha	Regional Council of Kainuu	Finland	€	494,500
KAR	Development of cross-border biofuel infrastructure	Autonomous non-profit organization “Energy Efficiency Center”	Russia	€	181,800



KAR	Development of an efficient support network and operation model for the municipal energy sector	Oulu University of Applied Sciences/School of Engineering	Finland	€	324,959
KAR	Increasing the competitiveness of SMEs through energy efficiency	The Karelian Regional Institute of Management, Economics and Law of Petrozavodsk State University	Russia	€	149,336
KAR	Ground heat solution for the village hall and the school buildings of Vuokkiniemi	Sotkamoon Porakaivo Oy	Finland	€	243,000
KAR	Life-long learning in cultural management to promote creative industries and tourism	Karelian regional institute of management, economics and law of PetrSU	Russia	€	126,406
KAR	Euregio Karelia: Museum Hypertext	Creative Industries and Cultural Tourism Development Fund	Russia	€	436,000
KAR	Rock Art Bridge	"Kareliska" Ltd.	Russia	€	171,000
KAR	New cultural models in the peripheral areas – Network of Ethno-Cultural and Heritage Organisations	Juminkeko Foundation	Finland	€	441,000
KAR	«Dancing whirlpool»	Karelian College of Culture and Arts	Russia	€	53,802
KAR	Libraries Make a Difference: New Forms of Library Activity for Local Communities	The National Library of the Republic of Karelia	Russia	€	140,136
KAR	Museum for family	Karelian Education Development Fund (audit center)	Russia	€	136,089
KAR	Music: education for inspiration	Department of Culture & Youth/City of Joensuu	Finland	€	127,716
KAR	KareliaTicket	The State National Theatre of Republic of Karelia	Russia	€	176,600
KAR	Development of disease prevention and health promotion in two Karelias 2013-2014	North Karelia Public Health Association (North Karelia Center for Public Health)	Finland	€	203,243
KAR	Lifelong Wellbeing	Kajaani University of Applied Sciences	Finland	€	160,425
KAR	Functional Families - Evidence Based Welfare Models for Family Work in Finland and Karelia	National Institute for Health and Welfare (THL)	Finland	€	157,258
KAR	Addressing challenging health inequalities of children and youth between two Karelia	University of Eastern Finland	Finland	€	263,423
KAR	Journey planner service for disabled people	Petrozavodsk State University	Russia	€	128,250
KAR	Developing Cross-Border Knowhow on the Prevention of Social Exclusion of Children and Youth	University of Oulu, Extension School	Finland	€	172,579
KAR	Cross-Border Move for Health	Eastern Finland Sports Institute	Finland	€	158,700
KAR	Mediation in progress – developing conflict resolution	University of Eastern Finland	Finland	€	202,500
KAR	Learning Lab for Accessibility in Built Environment	Karelia University of Applied Sciences Ltd.	Finland	€	121,500
KAR	Social services on both sides of the border	Charitable foundation "Utshenie"	Russia	€	218,337
KAR	Together We Are Stronger - A Full Life With Diabetes	Finnish Diabetes Association	Finland	€	63,000
KAR	Devising models, methods of forest health forecasting based on the Earth remote sensing technologies	Petrozavodsk State University (PETRSU)	Russia	€	133,345
KAR	Establishing the cross-border cooperation to safeguard the declining wild forest reindeer population	Finnish Game and Fisheries Research Institute (FGFRI)	Finland	€	110,707
KAR	Restoration of transborder salmonid rivers	Finnish Game and Fisheries Research Institute - RKTL	Finland	€	227,649



KAR	Clean Ladoga	Autonomous non-profit organization “Energy Efficiency Centre”	Russia	€	298,351
KAR	Saving our joint treasure: sustainable trout fisheries for the transborder Oulanka River system	Metsähallitus, Natural Heritage Services (NHS), Ostrobothnia	Finland	€	287,544
KAR	Sustainable utilization of water resources in the Republic of Karelia	Insinööri-toimisto Jormakka Oy	Finland	€	270,451
KAR	Environmental Monitoring Concept for Pulp, Paper and Mining Sector	EHP-Tekniikka LTD	Finland	€	191,707
KAR	Integrated landscape planning for sustainable use of nature resources and maintaining the biodiversity	University of Eastern Finland, Mekrijärvi Research Station (UEF)	Finland	€	214,600
KAR	Intellectually driven management of natural resources of Green Belt of Fennoscandia	Institution of the Russian Academy of Science Karelian Research Centre of the RAS (KarRC of RAS)	Russia	€	244,530
KAR	Karelia - developing competitive tourism resort with collaborative platform	Central Karelia Development Company KETI Ltd.	Finland	€	272,384
KAR	Product development and development of market insight and e-marketing of rural and nature tourism	University of Eastern Finland	Finland	€	264,801
KAR	Development of cross-border e-tourism framework for the programme region	Petrozavodsk State University	Russia	€	222,744
KAR	Quality for Crossborder practises in ecotourism	Metsähallitus, Natural Heritage Services (NHS), Ostrobothnia	Finland	€	266,841
KAR	Mining Road	Institute of Geology, Karelian Research Centre of the Russian Academy of Sciences	Russia	€	357,084
KAR	Matka.ru	Karelian Educational Development Fund (Audit-center)	Russia	€	300,000
KAR	Promotion of low-cost and youth tourism in the cross-border areas	University of Oulu / Learning and Research Services	Finland	€	215,971
KAR	The Ontrei Malinen's Kantele Tourist Route	Juminkeko Foundation	Finland	€	308,995
KAR	Eco-efficient tourism	Non-profit partnership “Centre for Problems of the North, Arctic and Cross-border Cooperation”	Russia	€	265,500
KAR	Contemporary old city: Enhancing cultural tourism across the border	City of Joensuu	Finland	€	271,138
KAR	Cross-border Tourism Development in Northern Finland and the Republic of Karelia	Kajaani University of Applied Sciences	Finland	€	330,468
MED	Adaptation to climate change through improved water demand management in irrigated agriculture by introduction of new technologies and best agricultural practices	ICU - Institute for University Cooperation	Italy	€	4,498,153
MED	AQUA KNowledge and Innovation transfer for water savinG in tHe mediTerranean basin	Institute of Communication and Computer Systems	Greece	€	1,799,216
MED	Cultural and Archaeological heritage in the Mediterranean Basin	Academic Pole of the Province of Agrigento	Italy	€	1,215,065
MED	SAFEGUARD, VALORISATION AND MANAGEMENT QUALITY. USE OF THE MANAGEMENT MODELS FOR THE ARCHEOLOGICAL SITES AND URBAN CONTEXTS	Ministry for cultural heritage and activities/General directorate for landscape, fine arts, contemporary architectu	Italy	€	1,793,807
MED	Bio Exploration – Novel methodology for the Identification of Valuable Natural Products Derived from Mediterranean Flora	Hadassah College Jerusalem	Israel	€	1,799,469
MED	Botanicals Risk Assessment training in the Mediterranean Area	Hylobates Consulting Srl	Italy	€	1,536,160
MED	Capacity Building Relay Race	European Centre of Studies and Initiatives	Italy	€	1,512,000



MED	Common Mediterranean Development Programme	Secretary General Dpt. of Agriculture, Livestock Fisheries, Food and Natural Environment. Catalan Government.	Spain	€ 1,377,000
MED	Culture in the Mediterranean and Europe – Weaving on Common Threads	INTERBALKAN INSTITUTE OF PUBLIC ADMINISTRATION	Greece	€ 449,280
MED	Improving the goods circulation between the Middle East and the EU by networking and adopting shared procedures and technologies	University of Genoa – DITEN	Italy	€ 1,046,867
MED	Dramaturgies contemporaines du monde arabe	Systeme Friche Théâtre	France	€ 446,177
MED	euro-meDiterranean cAreer & Employment aDvisor portAI for the mobiLity of yoUng residents	UNISYSTEMS Information Technology SA	Greece	€ 1,745,473
MED	Development and implementation of decentralised solar-energy-related innovative technologies for public buildings, in the Mediterranean Basin countries	Autonomous University of Barcelona, UAB	Spain	€ 4,025,927
MED	Enhancing Horticultural Perishable Products Circulation among the Mediterranean territories	Mediterranean Agronomic Institute of Bari (CIHEAM-MAIB)	Italy	€ 1,260,000
MED	ECOLOGical use of native PLANTs for environmental restoration and sustainable development in the MEDiterranean region	CIHEAM - Mediterranean Agronomic institute of Chania	Greece	€ 945,328
MED	Towards Ecosystem conservation and Sustainable Artisanal Fisheries in the Mediterranean basin	Biodiversity Foundation	Spain	€ 1,569,236
MED	Economic Development through Inclusive Local Empowerment	ANIMA Investment Network	France	€ 1,709,100
MED	Euro-mediterranean GREen JOBS	Tuscany Region - Training, Tutoring and Labour Coordination Department	Italy	€ 1,587,557
MED	Improving the Environmental Sustainability of Irrigated Agricultural Production in Lebanon and Jordan	ICU - Institute for University Cooperation	Italy	€ 1,797,743
MED	Future of Our Past	Italian Geographical Society	Italy	€ 1,679,292
MED	Mediterranean Network of sustainable small-scale fishing communities	Apulia Region, Regional Ministry to Agrofood Policies, Dpt. Hunting and Fishing	Italy	€ 1,325,043
MED	FOstering Solar TEchnology in the MEDiterranean area	University of Cagliari	Italy	€ 4,050,000
MED	A Location-aware System for Fruit Fly e-Monitoring and Pest Management Control	AGRICULTURAL UNIVERSITY OF ATHENS, DEPARTMENT OF GENERAL SCIENCE, INFOLAB	Greece	€ 1,496,585
MED	The Green MED Initiative	Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon	Lebanon	€ 3,714,185
MED	GOVERNance for Achieving Local Strategies for tourism	IRVAT - Institute for the promotion and protection of regional products	Italy	€ 1,440,000
MED	Gouvernance de la qualité de l'air dans les villes méditerranéennes	AVITEM	France	€ 1,783,992
MED	Green Energy for Green Companies	LAG Sarcidano and Barbagia of Seulo	Italy	€ 1,797,458
MED	Generating a Risk and Ecological Analysis Toolkit for the Mediterranean	Sapienza University of Rome	Italy	€ 1,743,013
MED	Promoting socio-economic sustainable development through innovative technological actions for Mediterranean tourism heritage and landscapes protection clusters	UNIVERSITY OF MALTA, Department of Tourism Studies	Malta	€ 1,740,600
MED	International Augmented MED	Municipality of Alghero	Italy	€ 2,754,583



MED	Initiatives Locales en Environnement en Méditerranée	Association pour la Participation et l'Action Régionale (APARE)	France	€ 1,032,611
MED	JOUSSOUR	Conférence Permanente de l'Audiovisuel Méditerranéen	Italy	€ 447,290
MED	Agro-clusters locaux pour des produits laitiers méditerranéens typiques et innovants	ANIMA Investment Network	France	€ 4,352,799
MED	LANDCARE MEDiterranean cross-border network for local rural governance improvement to enhance rural waste management	Municipality of Decimoputzu	Italy	€ 1,800,000
MED	Live your tour. A cross-border network to increase sound and harmonious tourism in Italy, Spain, Lebanon and Tunisia.	Research and Cooperation	Italy	€ 4,464,112
MED	LOCAL AGENDA 21 IN TERRITORIAL PLANNING IN ENERGY AND WASTE MANAGEMENT	PROVINCE OF VITERBO	Italy	€ 1,546,623
MED	Improving the local governance processes through exchange of good practices, pilots and training in geospatial technologies	Larnaca District Development Agency	Cyprus	€ 1,798,200
MED	Risk Monitoring, Modelling and Mitigation of benthic Harmful Algal Blooms along Mediterranean coasts	National Interuniversity Consortium for Marine Sciences	Italy	€ 1,798,254
MED	Management of Port areas in the MEDiterranean Sea Basin	University of Cagliari	Italy	€ 1,799,330
MED	MARAKANDA	MUNICIPALITY OF FLORENCE	Italy	€ 1,219,500
MED	BRIDGING THE IMPLEMENTATION GAP: FACILITATING CROSS-BORDER ICZM IMPLEMENTATION BY LOWERING LEGAL-INSTITUTIONAL BARRIERS IN THE MSB	Technion - Israel Institute of Technology	Israel	€ 3,887,574
MED	MEDiterranean DEvelopment of Support schemes for solar Initiatives and Renewable Energies	Puglia Region - Research and Competitiveness Service - Industrial Research and Technological Innovation Office	Italy	€ 4,023,417
MED	MED-3R Plateforme stratégique euro-méditerranéenne pour une gestion adaptée des déchets	Métropole Nice Côte d'Azur (NCA)	France	€ 4,308,356
MED	Production of biodiesel from Algae in selected Mediterranean Countries	Agricultural Research Institute (ARI)	Cyprus	€ 1,800,000
MED	MedDiet - Mediterranean Diet and enhancement of traditional foodstuff	UNIONCAMERE	Italy	€ 4,497,197
MED	Mediterranean Network for E-Government	Region of Sterea Ellada	Greece	€ 1,260,000
MED	Mobilisation des Diasporas économiques pour le développement des pays méditerranéens	ANIMA Investment Network	France	€ 1,734,263
MED	Mediterranean network for the valorization and fruition of Inscriptions preserved in museums	PISA UNIVERSITY	Italy	€ 498,545
MED	Integrated monitoring of jellyfish outbreaks under anthropogenic and climatic impacts in the Mediterranean sea (coastal zones): trophic and socio-economic risks	National Interuniversity Consortium for Marine Sciences	Italy	€ 2,333,875
MED	Supportive international approach to increase and improve the mobility and exchange	Official Chamber of Commerce, Industry and Shipping of Seville	Spain	€ 1,404,000
MED	Mediterranean cultural network to promote creativity in the arts, crafts and design for communities' regeneration in historical cities	NATIONAL TECHNICAL UNIVERSITY OF ATHENS - NTUA	Greece	€ 1,786,999
MED	Mediterranean Cooperation in the Treatment and Valorisation of Olive Mill Wastewater (OMW)	University of Cyprus, NIREAS - International Water Research Center	Cyprus	€ 1,768,049



MED	Stratégies de gestion intégrée pour la mise en valeur du patrimoine des phares, sémaphores et balises de la Méditerranée	Agence Conservatoire des Côtes de Sardaigne	Italy	€ 1,770,461
MED	MEDITERRANEAN PORTS SUSTAINABILITY & EFFICIENCY IN INTERMODAL SYNCHRONISATION	Andalusian Institute of Technology	Spain	€ 721,951
MED	Mediterranean Route for Tourism and Culture	Region of Sterea Ellada	Greece	€ 1,395,000
MED	Modèles innovants de gouvernance des ressources des zones cotières-marines pour une défense stratégique des littoraux Méditerranéens	Région du Latium - Direction de l'Environnement	Italy	€ 1,191,600
MED	Development of Landscape Character Assessment as a tool for effective conservation of natural heritage in the Eastern Mediterranean	Laona Foundation for the Conservation and Regeneration of the Cypriot Countryside	Cyprus	€ 964,969
MED	Inclusive governance for sustainable Mediterranean coastal metropolis	AVITEM Agence française des villes et territoires méditerranéens durables	France	€ 1,651,067
MED	Machrek Energy Development - Solar	Trama TecnoAmbiental S.L.	Spain	€ 2,656,771
MED	Mediterranean Experience of Eco-Tourism	Italian Parks Federation - Europarc Italy	Italy	€ 4,499,969
MED	Managing the Environmental Sustainability of Ports for a durable development	UNIVERSITY OF GENOA - DIME	Italy	€ 1,249,826
MED	Empowerment of Management Capacities of the Middle Eastern Public Bodies on Public Services and Socio-Economical Local Development - MIDEMP	Province of Cagliari	Italy	€ 1,152,693
MED	Diffusion of nanotechnology based devices for water treatment and recycling	"Department of Agriculture, Forestry and Environment – University of Basilicata"	Italy	€ 1,186,193
MED	Cross-border NETwork to foster Knowledge-intensive business Incubation and TEchnology transfer	ARCA Consortium	Italy	€ 1,622,908
MED	NEW CITIES OF THE MEDITERRANEAN SEA BASIN	MUNICIPALITY OF LATINA	Italy	€ 1,792,759
MED	New Performances for Mediterranean Tourism	Promuovi Italia J.S.C. Joint Stock Company	Italy	€ 382,325
MED	Nostoi – Histoires de retours et d'exodes	Coopérative Archéologie	Italy	€ 446,708
MED	Open Network for Mediterranean Sustainable Tourism 2	Municipality of Ispica	Italy	€ 1,339,071
MED	OpenGovernment and ICT's for new models of governance in the Mediterranean	PROVINCIAL GOVERNMENT OF MALAGA	Spain	€ 1,583,703
MED	Rationalising Mediterranean Sea Ways: from Southern-Eastern to Northern-Western ports	AUTONOMOUS REGION OF SARDINIA - Assessorato dei Trasporti	Italy	€ 1,799,463
MED	PRomoting Intergenerational learning in MEditional countries	FORMA CAMERA - Azienda speciale della Camera di Commercio, Industria, Artigianato e Agricoltura di Roma per la Formazione imprenditoriale	Italy	€ 737,164
MED	Promotion des systèmes camelins innovants et des filières locales pour une gestion durable des territoires sahéliens	CIRAD Centre de Coopération Internationale en Recherche Agronomique pour le Développement - CIRAD	France	€ 1,716,246
MED	Project Wealth: Promoting Local Sustainable Economic Development	The New Israel Fund - Shatil	Israel	€ 1,747,217
MED	Promoting sustainable groundwater resources in the Mediterranean Basin: improving technical and administrative skills in select Mediterranean Basin municipalities to alleviate pollution of groundwater	Ecopeace Middle East Environmental NGO Forum/Friends of the Earth Middle East ("EcoPeace/FoEME")	Israel	€ 1,439,223



MED	Requalification of Employment And Diversification for Youth in the Mediterranean Fisheries sector	LEGA PESCA- National Association among Fishing Cooperatives of the National of Cooperatives and Mutual Ai	Italy	€ 1,380,863
MED	Réseau d'Action en matière de Mobilité Urbaine Durable	Municipalité de Barcelone	Spain	€ 747,197
MED	RISK ASSESSMENT ANALYSIS ON OFFSHORE PLATFORMS IN SOUTH EAST MEDITERRANEAN	CYPRUS PORT AUTHORITY	Cyprus	€ 1,504,914
MED	Rénovation Energétique des Logements	Agence du Logement de la Catalogne	Spain	€ 1,792,431
MED	Sustainability and Tourism in the Mediterranean	Ministry for Cultural Heritage and Activities and for Tourism - General Secretariat	Italy	€ 4,412,688
MED	Selective collection of the organic waste in tourist areas and valorization in farm composting plants.	Urban Ecology Agency of Barcelona	Spain	€ 4,473,522
MED	Strategic Hubs for the Analysis and Acceleration of the Mediterranean Solar Sector	Barcelona Official Chamber of Commerce, Industry and Navigation	Spain	€ 2,880,310
MED	Shmile 2 - De l'expérimentation à la diffusion de l'Ecolabel en Méditerranée	Chambre de Commerce et d'Industrie Territoriale Nice Côte d'Azur	France	€ 1,799,098
MED	Social and Intercultural Dialogue through Governance for Local development: Mediterranean Urban and Peri-urban Agriculture (UPA)	The Royal Botanic Garden	Jordan	€ 1,798,782
MED	Food as a means of dialogue in Mediterranean Contexts	Centre for Creative Development Danilo Dolci (CSC DD)	Italy	€ 949,139
MED	Sustainable Mediterranean Old Towns	SADECO, Sanitation Córdoba S.A. Company shareholder and funds 100% public municipal	Spain	€ 1,191,703
MED	Small scale thermal solar district units for Mediterranean communities	ARCA CONSORTIUM	Italy	€ 4,458,162
MED	Supporting and connecting rural women TM s traditional know how within the Mediterranean Sea Basin through the promotion of fair products to enhance their economic and social future and to participate towards the achievement of an harmonious development for	Assembly of Cooperation for Peace/ Asamblea de Cooperación por la Paz	Spain	€ 1,795,155
MED	SUSTAINABLE TEXTILE MEDITERRANEAN NETWORK	TEXTILE RESEARCH INSTITUTE - AITEX	Spain	€ 1,339,406
MED	Sustainable domestic Water Use in Mediterranean Regions	Region of Latium	Italy	€ 1,609,547
MED	Innovative cross-border approaches for Textile and Clothing Clusters co-development in the Mediterranean basin	Industrial Association of Prato	Italy	€ 1,700,000
MED	Territorial networking for capacity building and local development: a cross border experience linking Lebanon, Jordan, France, Italy	Regional Authority of Tuscany	Italy	€ 1,673,281
MED	Improvement of Mediterranean territorial cohesion through setup of tourist-cultural itinerary - Umayyad	Public Andalusian Foundation The Legacy of al-Andalus	Spain	€ 3,738,288
MED	Mediterranean Network for the promotion of Sustainable Urban Development Strategies and three news UDS	Àrea Metropolitana de Barcelona (AMB)	Spain	€ 1,783,742
MED	Transfert de savoir-faire en Méditerranée pour le développement durable des communautés locales en zones rurales défavorisées	Centre International pour l'Environnement Alpin ICALPE	France	€ 1,522,774
MED	WATER Development Resources Opportunity Policies for the water management in semi-arid areas	ENEA: Italian National agency for new technologies, Energy and sustainable economic development	Italy	€ 1,790,568



RO-UA-MD	Get informed in time: Human Trafficking EXISTS	Public Association "Consiliul Municipal al Tinerilor din sectorul Hincesti"	Moldova	€	139,729
RO-UA-MD	Development of the Network of Festive Tourism in Bukovyna (Chernivtsi Region, Ukraine and Suceava Country, Romania)	Cernivtsi City Council	Ukraine	€	149,490
RO-UA-MD	Joint cultural promotion - a way to develop the euroregional cooperation at the Lower Danube	Galati County Council	Romania	€	149,956
RO-UA-MD	IMAGINE - Improved Methods for Assuring the Growth and Innovation in the North Lower Danube Euroregion	Galati County Council	Romania	€	127,786
RO-UA-MD	Acting together for a better environment - attitude and involvement	Cros-border Cooperation and European Integration Agency	Moldova	€	47,155
RO-UA-MD	Traditional Costume: coherence and diversity in the Low Danube Region	The Cultural Centre "Lower Danube"	Romania	€	80,120
RO-UA-MD	Joining nature and culture through outdoor activities in the border area	Amici dei Bambini	Moldova	€	58,631
RO-UA-MD	Performant management and administrative efficiency	Soroca Rayon Council	Moldova	€	133,786
RO-UA-MD	The Internet: E-friend or E-enemy? IFE	FEDEI - Foundation for Economical Development and European Integration	Romania	€	129,851
RO-UA-MD	Gastrotur	"Emil Racovita 2000" Youth Association	Romania	€	88,495
RO-UA-MD	Using the leading European medical practices - the basis of improving the quality of medical services in region (ULEMPBIQMSR)	Zastavna District Central Hospital	Ukraine	€	132,029
RO-UA-MD	As different as we are a 7 ethnia project at the Black Sea	The districtal Center for preserving and promoting traditional culture Vaslui	Romania	€	149,873
RO-UA-MD	Voluntariate-A Bridge between Generations and Borders	Eldery Support Foundation	Romania	€	123,336
RO-UA-MD	Common traditional patrimony-European promotion element	Bucovina Museum Complex	Romania	€	134,700
RO-UA-MD	Preventing and combating human trafficking through the development of cross-border, inter-institutional network and increasing the level of information of vulnerable people	The Association for Social Programs Development Iasi (ADPS)	Romania	€	116,347
RO-UA-MD	Cross-border inter-institutional network for preventing abuse in the field of child rights protection	The Association for Social Programs Development Iasi (ADPS)	Romania	€	106,247
RO-UA-MD	The development of Cooperation in the Social-medical Services for You in the Galati-Cahul Cross-border Region-Euro-Health	"Eurodezvoltare" Association	Romania	€	141,294
RO-UA-MD	Information Technology in Cross Border Co-operation (IT-CBC)	Association for ecology and sustainable development Iasi	Romania	€	90,884
RO-UA-MD	Jobs Opportunities on the Border - JOB	National Union of the Local Press Foundation	Romania	€	79,767
RO-UA-MD	Identify the value!	"Alaturi de voi" Romania Foundation	Romania	€	132,723
RO-UA-MD	Educational park - model of cross-border ecological education	"Mihail Kogalniceanu" Agricultural Highschool	Romania	€	83,844
RO-UA-MD	Exercise firm-Alternative Model of Entrepreneur Education	"Mihail Kogalniceanu" Agricultural Highschool	Romania	€	80,298
RO-UA-MD	Combating the labour exploitation of children of Romania and Republic Moldova	The Department for Community Assistance of Iasi	Romania	€	116,163
RO-UA-MD	Professional ethics in solving cases with minors	Save the Children Association	Romania	€	127,422
RO-UA-MD	Preventing the third age crisis in Romania and The Republic Moldova	The Department of Community Assistance Iasi	Romania	€	111,483
RO-UA-MD	Volunteers without frontiers	The Charity and Mutual Aid Foundation ANA	Romania	€	128,101
RO-UA-MD	The Charm of Theatre	Lipovat Local Council	Romania	€	131,463
RO-UA-MD	Together for children	CCF Moldova - Children, Communities, Families	Moldova	€	148,619



RO-UA-MD	Promoting the Ukrainian Folklore in Suceava County and Romanian Folklore in the Cernauti Region	Suceava County	Romania	€	102,570
RO-UA-MD	The folkloric monograph of the Ukrainians from Suceava County and of the Romanians from Cernauti Region	Suceava County	Romania	€	106,339
RO-UA-MD	Culture Bukovina-reviving forgotten	Hlyboka District Council	Ukraine	€	69,845
RO-UA-MD	The libraries - Open Gates towards knowledge	The Library of Bucovina "I.G.Sbiera" Suceava	Romania	€	87,300
RO-UA-MD	Through sport uniting destinies. Young sportsmans cross-border network - TYN	Chernivtsi Oblast Association "Sports-Technical Club Valber Motorsport"	Ukraine	€	145,368
RO-UA-MD	Cross-border networking for organic agriculture	University of Agricultural Sciences and Veterinary Medicine	Romania	€	149,612
RO-UA-MD	Cross-border cooperation for a life without drugs	Solidarity and Hope Foundation	Romania	€	134,046
RO-UA-MD	Cross-border Cooperation for the Waste Management in European System	Havarna Commune	Romania	€	45,986
RO-UA-MD	Cross-Border Ecological Agriculture Network "EcoAgriNet"	Public Association Cutezatorul	Moldova	€	147,701
RO-UA-MD	A new chance for elders in the cross-border region Iasi-Soroca	The Saint Viovide"Stephen the Great" Parish, Iasi	Romania	€	138,870
RO-UA-MD	Partnership to promote cultural traditions among young people	Association "Mugurelul" Dorohoi	Romania	€	80,821
RO-UA-MD	Regiocult - cultural identities in Romania and the Moldovian Republic	The Institute of Eco-Museal Research	Romania	€	131,829
RO-UA-MD	Enhancement and preservation of the bukovinean cultural heritage	Campulung Moldovenesc City Hall	Romania	€	150,000
RO-UA-MD	Siret-Prut-Nistru Euroregion IT Cooperation Network	Siret-Prut-Nistru Euroregion Association	Romania	€	143,917
RO-UA-MD	Think Green - Models of Application for the Local Agenda 21 in Romania-Ukraine-Republic of Moldova cross-border context	Ecological Group for Cooperation-GEC Bucovina	Romania	€	109,639
RO-UA-MD	Cross-border co-operation initiatives regarding mental health of teenagers in the neighbourhood area of Romania-Republic of Moldova-SMADO	"PARTNER" Association Initiative Group for Local Development	Romania	€	148,923
RO-UA-MD	Cross-border exchanges in professional education	High School of Cooperative Botosani	Romania	€	63,131
RO-UA-MD	Cross-border network between Dorohoi, Edinet and Briceni communities	Dorohoi Municipality	Romania	€	110,217
RO-UA-MD	Cross border collaboration in the area of social services	Alternative Sociale Association	Romania	€	127,958
RO-UA-MD	Young experiences a smart solution!-Y.E.S.S!	National Foundation for Community Development	Romania	€	144,377
RO-UA-MD	Vocational training - priority for sustainable economy in the cross border area	Consensual Association	Romania	€	145,818
RO-UA-MD	Cross border pictures	INDECO-Integration and Community Development Association	Romania	€	145,440
RO-UA-MD	European spirit through sports without frontiers	Sport and Youth Direction of Iasi county	Romania	€	149,828
RO-UA-MD	Understanding Autism	Municipality of Galati	Romania	€	132,785
RO-UA-MD	Cros-border initiative for developing playful topiary art for education and leisure	Alexandru Ioan Cuza University	Romania	€	140,130
RO-UA-MD	Cross-border Mentoring Program - innovative model of partnership and collaboration through the development of a network of mentors and experience exchange in socio-economic field.	Community Association for Children and Youth "Facia"	Moldova	€	127,665
RO-UA-MD	Cross-border cooperation for common needs: Health, Environment, Sports-HES	Alexandru Ioan Cuza University	Romania	€	131,276
RO-UA-MD	Ethnic Festival "Danubian Garland"	Agency of Regional Development Odessa	Ukraine	€	135,000
RO-UA-MD	ADMINnet-Towards a harmonized development of the border area Romania-Republic of Moldova	Local Council of Husi Municipality	Romania	€	149,998



RO-UA-MD	A trans border approach to cultural heritage management and valorisation	The National Arts Museum of Moldova	Moldova	€	149,900
RO-UA-MD	Cross border educational exchange in European studies-favorable framework in the diminishing of the border effects at the eastern frontier of the EU	Alexandru Ioan Cuza University of Iasi-Centre for European Studies	Romania	€	148,083
RO-UA-MD	Fostering local public administration towards the EU standards and best practices	Academy of Public Administration affiliated to the President's Office of the republic of Moldova	Moldova	€	149,509
RO-UA-MD	A New Chance in Education	"Save the Children" Association	Romania	€	128,902
RO-UA-MD	Lead you Way to Business	Organization for Small and Medium Enterprises sector development	Moldova	€	334,411
RO-UA-MD	"Quality Infrastructure for Botosani County (RO) – Herta District (UA) Border Area"	Botosani County Council	Romania	€	2,686,516
RO-UA-MD	Supporting Centre for Cross Border Business Environment - Training, Exhibition an Symposium	Ialoveni County Council	Moldova	€	1,586,211
RO-UA-MD	Valorisation of the touristic potential of Siret – Hliboca area	Siret City	Romania	€	151,920
RO-UA-MD	TransAgROpolis - TransfROntier AgRObusiness Support	Iasi County Council	Romania	€	2,783,401
RO-UA-MD	Modernization of county road 175, km 30+800- 30+900, 31+090-32+625, 35+900-39+000, Pojorata – Izvoarele Sucevei, Suceava County	Suceava County Council	Romania	€	1,534,546
RO-UA-MD	Improvement of the transport infrastructure between Botosani County and Cernauti Region: Modernisation by concrete casting of cross-border township roads Candesti Township – Botosani (RO)	Candesti Township	Romania	€	1,729,612
RO-UA-MD	Historical and ethnographic heritage - part of the sustainable development of tourism in Bukovina (HERITAGE)	Yuriy Fedkovych Chernivtsi National University	Ukraine	€	1,326,869
RO-UA-MD	The international student center for recreation and tourism: the way to healthy nation (ISCTR)	Odessa National Polytechnic University	Ukraine	€	1,606,820
RO-UA-MD	Cross Border Business Cooperation Network UA-RO-MD	Odessa State Economic University	Ukraine	€	241,889
RO-UA-MD	InterNet – Internationalization and Networking of SMEs and business support structures in the cross border area	Regional Fund for Support Entrepreneurship	Ukraine	€	406,725
RO-UA-MD	Rehabilitation, modernisation and endowment of the cross-border Cultural Centre	Siret City Council	Romania	€	295,920
RO-UA-MD	BREAKING THE BORDERS: Mountain tourism development (BBMTD)	Chernivtsi City Public Organization Business Centre	Ukraine	€	334,645
RO-UA-MD	Labour mediation centre "We believe in a new opportunity"	Tulcea County Agency for Employment	Romania	€	432,656
RO-UA-MD	Medieval Jewelleries: Khotyn, Soroca, Suceava, Mejekss	District Council Soroca	Moldova	€	2,701,998
RO-UA-MD	Creation of favourable investment climate in border regions of UA and RO	Agency of Regional Development	Ukraine	€	440,849
RO-UA-MD	Cross-border improvement of solid municipal waste management in Republic of Moldova, Romania and Ukraine (SMWM)	Falesti District Council	Moldova	€	659,760
RO-UA-MD	Development of water management in the Tulucești commune, Galati County and Sireți commune, Strășeni district	Local Council of Tulucești	Romania	€	2,560,386
RO-UA-MD	Resources pilot for cross border preservation of the aquatic biodiversity of Prut River	Alexandru Ioan Cuza University	Romania	€	2,928,863
RO-UA-MD	Prevention of the Blue Death Syndrome	Public Health Department Botosani	Romania	€	131,200
RO-UA-MD	Increase of life activity safety in the valley of the river PRUT	Novoselytsya District State Administration	Ukraine	€	1,255,874



RO-UA-MD	The prevention and protection against floods in the upper Siret and Prut River Basins, through the implementation of a modern monitoring system with automatic stations –EAST AVERT	Ministry of Waters and Forests	Romania	€ 8,287,608
RO-UA-MD	Cros border Infrastructure (communication infrastructure between Romania and Republic of Moldova)	Ministry of Transport-Telecomunicatii CFR	Romania	€ 4,700,000
RO-UA-MD	Development of Border Infrastructure between Ukraine and Romania (Reconstruction of Krasnoilsk and Diakivtsi Border Crossing Points)	State Fiscal Service of Ukraine	Ukraine	€ 3,496,939
RO-UA-MD	Feasibility Study on Synchronous Interconnection of Ukrainian and Molodvan Power Systems to ENTSO-E Continental European Power System	Ministry of Economy of Republic of Moldova	Moldova	€ 6,360,639
RO-UA-MD	IMPEFO- IMprovement of Cross-border cooperation between Moldova and Romania on PEtroleum and FOod Products	Customs Service of the Republic of Moldova	Moldova	€ 3,094,195
RO-UA-MD	Improvement the response capacity of mobile emergency service for resuscitation and extrication SMURD through a joint integrated system for efficient monitoring and disaster consequences mitigation, in regard to population in the common boundaries Romania, Ukraine and Republic of Moldova	Ministry of Internal Affairs-General Inspectorate for Emergency Situation	Romania	€ 6,008,363
RO-UA-MD	Interconnection gas pipeline between the natural gas transmission system in Romania and the natural gas transmission system of the Republic of Moldova on the Iasi (Romania) -Ungheni (Moldova) direction	National Agency for Mineral Resources	Romania	€ 7,000,000
RO-UA-MD	Inventory, Assessment and Remediation of Anthropologic Sources of Pollution in the Lower Danube Region of Ukraine, Romania and Republic of Moldova	Odessa State Department for Environment Protection	Ukraine	€ 5,181,782
RO-UA-MD	Bukovinian Center for Development and Reconstruction	Bukovinian Center for Development and Reconstruction	Ukraine	€ 423,387
RO-UA-MD	Safe cross-border tourism in the Mountains of Bukovina	Suceava County Council	Romania	€ 303,457
RO-UA-MD	ECO-CARPATHIANS- Eco-Business Development in Border Carpathians as Chance for Better Economic Competitiveness	Chernivtsi City Public Organization “Business Centre”	Ukraine	€ 715,510
RO-UA-MD	Rehabilitation of medieval Voievod Court Lăpușna for touristic visits (HistoryTour)	Lapusna Mayoralty	Moldova	€ 617,970
RO-UA-MD	Development of the agriculture sector through creation of an agricultural cross-border network	Sîngerei County Council	Moldova	€ 2,160,836
RO-UA-MD	Safety Information Systems in Road Traffic	Ungheni Town Hall	Moldova	€ 669,240
RO-UA-MD	Promoting sustainable production and implementation of good practices in the bovine farms from Romania, Republic of Moldova and Ukraine cross-border region	The University of Agricultural Sciences and Veterinary Medicine Ion Ionescu de la Brad Iași	Romania	€ 2,359,010
RO-UA-MD	Cross border support centre for the assisted development of zootechny	Station of Research and Development in Dairy Breeding Dancu Iasi	Romania	€ 552,893
RO-UA-MD	The East European Network of Excellence for Research and Development in Chronic Diseases CHRONEX-RD	University of Medicine and Pharmacy “Gr. T. Popa” Iasi	Romania	€ 1,426,689
RO-UA-MD	ENERGY – CROSS BORDER ASSET	Vaslui County	Romania	€ 692,642
RO-UA-MD	Joint Business Support Centre – Instrument for fostering development of entrepreneurship in Ro-Ua-Md cross-border area (Jo.B.S. Center)	Chamber of Commerce and Industry Suceava	Romania	€ 1,295,742



RO-UA-MD	Creation of a trilateral cross border network for development and marketing of the agro-alimentary local and traditional products in the Lower Danube cross border area	Danube Delta Sustainable Development Association	Romania	€ 498,049
RO-UA-MD	„SIDE-BY-SIDE” – Tri-nodal network for tourism promotion and development in Galati-Cahul-Reni cross-border region	Galati Euro Development Association	Romania	€ 592,072
RO-UA-MD	Developing cross border tourism by promoting the Mansion of Manuc Bey, Elena Ioan Cuza Mortuary Complex and the Blesciunov Mansion.	County Council Hincesti	Moldova	€ 2,248,598
RO-UA-MD	Sustainable Tourism Development in the Lower Danube region of Ukraine, Republic of Moldova and Romania	Agency for Regional Development	Ukraine	€ 1,778,242
RO-UA-MD	Consolidation of the nature protected areas' network for biodiversity protection and sustainable development in the Danube Delta and Lower Prut river region- PAN Nature	Danube Delta Biosphere Reserve Administration (DDBRA)	Romania	€ 2,020,033
RO-UA-MD	Cross-border interdisciplinary cooperation for the prevention of natural disasters and mitigation of environmental pollution in Lower Danube Euroregion	"Dunarea de Jos" University of Galati	Romania	€ 1,526,205
RO-UA-MD	Eco-Cities- A Common Vision in the Cross-Border Area	Durlesti City Hall	Moldova	€ 1,838,246
RO-UA-MD	The reduction of pollution effects and soil erosion through the extension of management capacity of waste water	Sangera City	Moldova	€ 2,162,071
RO-UA-MD	Improving the ecological situation of basins of Prut and Dniester by improving sewage treatment systems in Chernivtsi and Drochia	Chernivtsi City Council	Ukraine	€ 1,043,040
RO-UA-MD	Pure Water – to the Benefit of Villagers	Stolniceni Village Mayor Hall	Moldova	€ 959,239
RO-UA-MD	Medicine in the emergency situations and occasions - rapid response to cross-border challenges	Novoselitsa Central District Hospital	Ukraine	€ 917,825
RO-UA-MD	The use of European experience in the fight against soil erosion	Kitsman District State Administration	Ukraine	€ 1,524,036
RO-UA-MD	Increased waste management capacity for a cleaner environment in Vaslui and Cahul cities	Vaslui Municipality	Romania	€ 1,370,574
RO-UA-MD	Cross-border waste management tool for rural localities, CBCRur Waste	Criuleni District Council	Moldova	€ 1,704,437
RO-UA-MD	Protection of borders against threats posed by homeless animals	Department of Housing and Communal Services of Chernivtsi City Council	Ukraine	€ 624,217
RO-UA-MD	Crossborder Inventory of Degraded Land - CRING	Emil Racovita 2000 Youth Association Vaslui	Romania	€ 1,741,466
RO-UA-MD	Cross- Border Ecological Agriculture Network, "EcoAgriNet 2"	Public Association Cutezatorul	Moldova	€ 148,669
RO-UA-MD	Cross-border cooperation in preventing human trafficking	The Department for Community Assistance of Iasi	Romania	€ 146,701
RO-UA-MD	United in Diversity-Youth Sharing Traditional Arts and Handicrafts	The Regional Center of Resources in Tourism Iasi	Romania	€ 149,400
RO-UA-MD	Virtual Platform for Cross-border Youth Exchange	Singerei County Council	Moldova	€ 149,400
RO-UA-MD	Brass Bands Across Borders	Lipovat Local Council	Romania	€ 148,410
RO-UA-MD	Elaboration and Management of the Integrated Urban Development Plans	Ungheni City Council	Moldova	€ 149,410
RO-UA-MD	Principles of Sustainability in Integrated Space Development Concept in Urban Settlements from Cross Border Region	Community Development Centre Iasi	Romania	€ 130,680
RO-UA-MD	GREEN YOUTH MOVEMENT IN THE CROSS BORDER AREA	Public Association Cutezatorul	Moldova	€ 118,800
RO-UA-MD	I care, I get involved! – Cross-border cooperation for the social inclusion of vulnerable youth	COTE Foundation	Romania	€ 135,000



RO-UA-MD	Strengthening of communication relations between the blind in cross-border region	Chernivtsi Regional Organization of Ukrainian Association of Blind People	Ukraine	€	148,482
RO-UA-MD	Not for sale- Say stop to the human trafficking	Save the Children Organization Suceava Branch	Romania	€	149,987
RO-UA-MD	CrossLife-SkillsNet	Youth Public Association New European Generation	Ukraine	€	133,345
RO-UA-MD	Program of promoting a healthy lifestyle "Choice of youth is sport"	Sokyryany District Administration	Ukraine	€	126,928
RO-UA-MD	IT'S SCIENCE TIME	Association for ecology and sustainable development Iasi	Romania	€	144,000
RO-UA-MD	Business Environment – sustainable promotion and development	Galati County Council	Romania	€	149,317
RO-UA-MD	Artistic and cultural education in the context of sustainable cross-border cooperation	Music College "Stefan Neaga" in Chisinau	Moldova	€	146,898
RO-UA-MD	Share the road! - Youth Learn Road Safety Skills	Filocalia Foundation	Romania	€	121,044
RO-UA-MD	Beyond Borders- Music and Identity Among European Youth	Durlesti Cityhall	Moldova	€	148,500
RO-UA-MD	Network of professional training for local public administration	Vaslui County	Romania	€	149,997
RO-UA-MD	Freedom of Information about Ecological Friendly Products in cross-border region	Bukovinian Center for Development and Reconstruction	Ukraine	€	148,211
RO-UA-MD	COMPETITIVENESS ENHANCEMENT THROUGH HUMAN SYNERGY IN THE BORDER REGION	Business Consulting Institute	Moldova	€	150,000
RO-UA-MD	To preserve the past is to create the future	Bucovina Museum	Romania	€	149,000
RO-UA-MD	Music Festival for Children "Music for all"	"Treble Clef" Cultural Association	Romania	€	89,618
EE-LV-RU	Improvement of traffic and border crossing possibilities in Värška-Pechory monastery road	Estonian Road Administration	Estonia	€	1,712,138
EE-LV-RU	Complex reconstruction of border crossing points in Invangorod and in Narva	Estonian Ministry of the Interior	Estonia	€	2,480,180
EE-LV-RU	Reconstruction of border checkpoint "Vientuli" and arrangement of border checkpoint "Brunishevo"	State Joint Stock Company "State Real Estate"	Latvia	€	5,891,052
EE-LV-RU	Development of the unique Narva-Ivangorod trans-border fortresses ensemble as a single cultural and tourist object	Narva City Government, Department for City Development and Economy	Estonia	€	2,097,980
EE-LV-RU	Fostering of Socio-economic Development and Encouraging Business in Boarder Areas	Madona Municipality Council	Latvia	€	949,974
EE-LV-RU	Improvement of higher vocational education in the field of transport and logistics	Malnava College	Latvia	€	197,655
EE-LV-RU	Promoting the use of cultural heritage and resources in product development in border areas	The Union of Setomaa Rural Municipalities	Estonia	€	839,147
EE-LV-RU	Logistics and Overland Transport Network for Training "Blue Collars"	Valga County Vocational Training Centre	Estonia	€	407,207
EE-LV-RU	Regions are to attract the investors	Foundation Ida-Virumaa Industrial Areas Development	Estonia	€	334,544
EE-LV-RU	Development of historical riverside protection area in Narva/Estonia and Ivangorod/Russia II stage	Municipality of Narva, Department of City Property and Economy	Estonia	€	1,358,572
EE-LV-RU	Increasing traffic system's capability within EE-LV-RU international importance transport corridors	Latvian office of Euroregion "Country of lakes"	Latvia	€	1,520,825



EE-LV-RU	Establishment of environment in Võru(EE),Sigulda(LV),St.Petersburg(RU) for development of tourism	Sigulda District Council	Latvia	€ 1,362,691
EE-LV-RU	Advancing remote areas by development of cross-border VH tourism route on basis of local resources	Vidzeme Planning Region	Latvia	€ 1,449,164
EE-LV-RU	Baltic ICT Platform	Non-Commercial Partnership North-West Funding Service Centre (FSC)	Russia	€ 1,355,596
EE-LV-RU	Tour de Latgale & Pskov	Latgale Planning Region (LPR)	Latvia	€ 1,290,048
EE-LV-RU	Unique Estonian-Russian fortresses ensemble development as a single tourist product. Stage II	Narva City Government, Department for City Development and Economy	Estonia	€ 1,427,824
EE-LV-RU	Enjoy the best in Latvia, Estonia and Russia	Latvia Campsite Association (LCA)	Latvia	€ 212,635
EE-LV-RU	Two pearls of the landscape parks in Eastern Europe	Alūksne Local municipality	Latvia	€ 438,207
EE-LV-RU	To preserve not to lose it - safeguarding of cultural heritage	Balvi municipality	Latvia	€ 706,019
EE-LV-RU	Development and promotion of using Green energy and energy saving principles in public houses	Misso Rural Municipality Government,	Estonia	€ 290,503
EE-LV-RU	Water environment protection and green lifestyle measures development in LV and RUS border regions	Latvian Office of Euroregion "Country of Lakes"	Latvia	€ 479,625
EE-LV-RU	Regeneration of parks as integral parts of historical heritage	Vidzeme tourism association	Latvia	€ 205,918
EE-LV-RU	Eco-friendly disposal of hazardous medical waste in the cross border region	Kohtla-Järve Town Government	Estonia	€ 337,308
EE-LV-RU	Sun and Wind: Universal Renewables for Local Sustainability	Tartu Regional Energy Agency	Estonia	€ 692,461
EE-LV-RU	Awareness Rising and Investments in Energy Efficiency: Jõhvi and Kingisepp	Jõhvi Municipality Government	Estonia	€ 732,414
EE-LV-RU	Development of the centres for culture and creative industries in Rāpina, Vilaka and Pechory	Rāpina Municipality Government	Estonia	€ 1,762,721
EE-LV-RU	Exploring the history of narrow gauge railway	Türi Municipality	Estonia	€ 177,104
EE-LV-RU	Promoting nature education as efficient mean of awareness raising	Nature Conservation Agency (NCA)	Latvia	€ 1,184,057
EE-LV-RU	Cross Border E-archive	State Agency "Culture Information Systems"	Latvia	€ 917,667
EE-LV-RU	Tartu, Rezekne, Pskov: Green Management for Urban Development & Planning in EE-LV-RU Border Capitals	NGO "Lake Peipsi Project, Pskov"	Russia	€ 1,552,160
EE-LV-RU	Integrated Intelligent Platform for Monitoring the Cross-Border Natural-Technological Systems	Riga Technical University	Latvia	€ 723,739
EE-LV-RU	ARCHAEOLOGY, AUTHORITY & COMMUNITY: cooperation to protect archaeological heritage	University of Tartu	Estonia	€ 1,193,011



EE-LV-RU	Water Management Project of Peipsi, Pihkva, Lämmijärve, Saadjärve and Veskijärve Lakes	AS Emajõe Veevärk	Estonia	€ 1,464,764
EE-LV-RU	Economically and environmentally sustainable Lake Peipsi area	Estonian Ministry of the Interior (Mol)	Estonia	€ 2,414,530
EE-LV-RU	Be good at sport through three countries	Valga Town Government	Estonia	€ 135,883
EE-LV-RU	Supporting the local self-government development to improve the quality of life in rural areas	Association "Council of municipalities of the Leningrad Region"	Russia	€ 126,346
EE-LV-RU	Cooperation for quality education for children at social risk	Põltsamaa Co-educational Gymnasium	Estonia	€ 133,591
EE-LV-RU	Nature therapy for the improvement equal living standards in Latvian-Russian border areas	Latvian office of Euroregion "Country of lakes"	Latvia	€ 136,022
EE-LV-RU	LV-RU united cultural inform. place and cooperative net shaping used by lit.art. creative potential	Vilani Municipality	Latvia	€ 117,353
EE-LV-RU	Cross Border Athletics	Smiltene region council	Latvia	€ 158,594
EE-LV-RU	Increasing capacity of LAs in providing e-services in Ida-Virumaa-Leningrad oblast CB areas	E-Governance Academy Foundation	Estonia	€ 127,414
EE-LV-RU	Improving availability of medical information and counselling	Estonian Advice Centres	Estonia	€ 218,608
EE-LV-RU	Exchange of cross-border experience to enhance the quality of special education	Integration and Migration Foundation Our People	Estonia	€ 129,237
EE-LV-RU	Development of Hereditary Cancer Prevention Measures in Pskov Region	Riga Stradins University	Latvia	€ 221,469
EE-LV-RU	Cooperation in the theatre and the music arts development	Limbazi municipality	Latvia	€ 242,373
EE-LV-RU	Promotion of Healthy Life-Style Organizing Sport Events in Latgale and Pskov Regions	Latgale Region Development Agency	Latvia	€ 243,846
EE-LV-RU	Border light	Valka Municipality Council	Latvia	€ 123,008
EE-LV-RU	Creating access to the art of photography for young people with disabilities	Education, Culture and Sports Department of Riga City Council	Latvia	€ 203,599
EE-LV-RU	Cross Countries through Football	ESTONIAN FOOTBALL ASSOCIATION	Estonia	€ 273,934
EE-LV-RU	Reduction of social consequences of an HIV spread in Estonia and Leningradskaya oblast of Russia	Social Support and Public Health Foundation «POSITIVE WAVE»	Russia	€ 246,542
KOL	Collaboration network on Euroarctic environmental radiation protection and research	Radiation and Nuclear Safety Authority	Finland	€ 422,764.00
KOL	Public-Private Partnership in Barents Tourism	Rovaniemi University of Applied Sciences	Finland	€ 491,285.00
KOL	Culture Tourism Project of the indigenous People of the North	The Sami Education Institute	Finland	€ 369,437.00
KOL	Barents logistics 2	University of Oulu, Oulu Business School	Finland	€ 1,043,940.00
KOL	Barents Cross Border University development project	University of Lapland	Finland	€ 511,117.00



KOL	Northern Cross-Border Cultural experts	Calotte Area Learning Centre	Finland	€ 347,461.00
KOL	Coastal environment, technology and innovation in the Arctic	University of Tromsø	Norway	€ 642,804.00
KOL	Barents Cultural Co-production Network	Norrbotten County Council	Sweden	€ 82,825.00
KOL	Trilateral cooperation in our common resource; the Atlantic salmon in the Barents Region	County Governor of Finnmark	Norway	€ 1,029,436.00
KOL	Kolarctic Sport and Recreation Activities	Kemijärvi Town	Finland	€ 578,901.00
KOL	Development and cultivation of local plant resources in the Barents Region	Norwegian Institute for Agricultural and Environmental Research	Norway	€ 354,573.00
KOL	Barents Low Volume Road Management	AvtoDor Consulting	Russia	€ 348,505.00
KOL	Kolarctic IT Education, Networking, Patnership and Innovation	Luleå University of Technology	Sweden	€ 688,996.00
KOL	Sustainability of miners' well-being, health and work ability in the Barents region	Umeå University	Sweden	€ 955,075.00
KOL	Business and Tourism Partnership	The Local Federation of East Lapland	Finland	€ 996,624.00
KOL	Young Innovative Entrepreneurs	Kemi-Tornio University of Applied Sciences (Kemi-Tornionlaakso Municipal Education and Training Consortium Lappia)	Finland	€ 485,523.00
KOL	Unlimited Potential	The Regional Public Organisation of the Disabled "Nadezhda"	Russia	€ 320,027.00
KOL	Arctic Expo Centre - Nuclear-Powered Icebreaker Lenin	Lapland University	Finland	€ 491,779.00
KOL	Social and Economic Development of Teriberka	Autonomous Non - Commercial Organization "Murmansk Regional Small & Medium Business Support Agency"	Russia	0
KOL	ENVIMINE	Geological Survey of Finland, Northern Finland Office	Finland	€ 314,292.00
KOL	Barents Visual Arts in 1970 - 1980	University of Lapland	Finland	€ 278,059.00
KOL	Arctic Biological, Cultural and Geological heritage	Metsähallitus (Lapin luontopalvelut)	Finland	€ 694,869.00
KOL	Trilateral cooperation on Environmental Challenges in the Joint Border Area	Centre for Economic Development, Transport and the Environment for Lapland	Finland	€ 496,102.00
KOL	Empowering School e-Health Model in the Barents region	Rovaniemi University of Applied Sciences	Finland	€ 557,242.00
KOL	Economical, Ecological and Social Construction	Lapland Vocational College (LAO)	Finland	€ 751,089.00
KOL	An Open Innovation Local Business and Students network in the Barents Region	Finnmark University College	Norway	€ 228,656.00
KOL	Enhancement of Oil Spill Response System by Establishing Oil Database	FBI State Regional Centre for Standardization, Metrology and Testing in the Murmansk Region (MCSM)	Russia	€ 479,440.00
KOL	Connecting Young Barents	Non-commercial partnership "Education, innovation and scientific research union "Socium+".	Russia	€ 167,039.00
KOL	Development of inclusive Education	University of Lapland	Finland	€ 548,531.00
KOL	Barents Mediasphere	Arctic Centre, University of Lapland	Finland	€ 344,096.00



KOL	Polar Renewables: Independent Energy Supply	Autonomous non-commercial organization "Nenets Energy Efficiency and Cleaner Production Center"	Russia	€ 1,358,261.00
KOL	Cooperation and Development of Tourism Business between SME's in Barents	Svefi Academy	Sweden	€ 468,925.00
KOL	The Barents Freeway	Lapland Centre for Economic Development, Transport and the Environment	Finland	€ 665,029.00
KOL	Russian-Swedish Council for SME	Swedish Federation of Business Owners - Norrbotten	Sweden	€ 280,606.00
KOL	Children and Youth at Risk in the Barents Region 2012 - 2015	Regional Office for Children, Youth and Family Affairs, Northern Norway (Bufetat region nord)	Norway	€ 333,428.00
KOL	Food and health security in the Norwegian, Russian and Finnish border regions: linking local industries	Norwegian Institute of Air Research (NILU)	Norway	€ 185,175.00
KOL	Sustainable Mining, local communities and environmental regulation in Kolarctic area	University of Lapland	Finland	€ 446,851.00
KOL	Cross Border Research and Trade Facilitation	Narvik University College	Norway	€ 250,516.00
KOL	Efficient Energy Management in Barents region	Lapland University of Applied Sciences	Finland	€ 449,903.00
KOL	The model of cross-border cooperation	Autonomous Non - Commercial Organization "Murmansk Regional Small & Medium Business Support Agency"	Russia	€ 343,660.00
KOL	Finding the regional strengths to create business opportunities for Arctic agriculture based on special plants	MTT Agrifood Research	Finland	€ 187,775.00
KOL	The Barents Journal	University of Lapland (Arctic Centre)	Finland	€ 146,912.00
KOL	Artisans without borders	Midt-Troms Museum	Norway	€ 247,076.00
KOL	Support for Leaving Care in Murmansk Region and in Lapland	Non-governmental educational institution "Children's Village - SOS Kandalaksha"	Russia	€ 361,083.00
KOL	Safer Roads for Users	ADC Ltd.	Russia	€ 658,712.00
KOL	Reindeer Hide - quality high	Lapin Nahka Oy	Finland	€ 174,384.00
KOL	Use of Heat Pump Promotion in Barents Region	Lapland University of Applied Sciences	Finland	€ 253,400.00
KOL	New Horizons 2012-2014	County Council of Norrbotten	Sweden	€ 1,514,276.00
KOL	Reconstruction of the road Kandalaksha-Alakurtti-Salla checkpoint	State Reg. Official Establishment for Management of roads of the Murmansk Region	Russia	€ 1,114,220.00
KOL	Polar Wind	North-Western United Power Generating Company	Russia	€ 230,000.00
KOL	Reconstruction of the Automobile BCP Borisoglebsk	The Federal Agency for the Development of the State Border facilities of the RF (Rosgranitsa)	Russia	€ 1,800,000.00
BSR	Amber Coast Logistics	Port of Hamburg Marketing	Germany	€ 1,906,720
BSR	An advanced weather radar network for the Baltic Sea Region: BALTRAD+	Swedish Meteorological and Hydrological Institute (SMHI)	Sweden	€ 1,318,539
BSR	Baltic COMPASS - Comprehensive Policy Actions and Investments in Sustainable Solutions in Agriculture in the Baltic Sea Region	Swedish University of Agricultural Sciences	Sweden	€ 4,667,403



BSR	An advanced weather radar network for the Baltic Sea Region: BALTRAD	Swedish Meteorological and Hydrological Institute (SMHI)	Sweden	€ 1,625,228
BSR	E-Government solutions as instruments to qualify the public sector for the specific needs of small and medium sized enterPRISEs (SMEs) in the rural BSR	e-Government Association Mecklenburg-Vorpommern	Germany	€ 1,931,300
BSR	"Intercountry Business Incubators' Network"	Riga Planning Region	Latvia	€ 414,105
BSR	Project on Urban Reduction of Eutrophication	Union of the Baltic Cities Commission on Environment Secretariat/City of Turku	Finland	€ 2,030,147
BSR	Energy Efficient and Integrated Urban Development Action	German Association for Housing, Urban and Spatial Development	Germany	€ 2,855,427
BSR	Improvement of the air cargo transport sector by service oriented ICT-methods and processing logistic network	Wismar University of Applied Sciences: Technology, Business and Design	Germany	€ 2,120,250
BSR	Baltic Ecological Recycling Agriculture and Society Implementation	Södertörn University, Coastal Management Research Centre	Sweden	€ 3,470,942
BSR	Innovative approaches towards sustainable forested landscapes	Swedish University of Agricultural Sciences, Department of Forest Resource management	Sweden	€ 2,472,823
BSR	Innovative practices and technologies for developing sustainable aquaculture in the Baltic Sea region	Finnish Game and Fisheries Research Institute	Finland	€ 2,727,865
BSR	Climate Change, Cultural Heritage & Energy Efficient Monuments	Free and Hanseatic City of Hamburg, Ministry of Culture, Sports and Media, Department for Heritage Preservation	Germany	€ 3,250,591
BSR	QUICK: Innovative SMEs by Gender and Age	Hanseatic Parliament	Germany	€ 1,167,250
BSR	The Baltic Sea Region Bioenergy Promotion Project	Swedish Energy Agency	Sweden	€ 3,275,398
BSR	Counteracting brain drain and professional isolation of health professionals in remote primary health care through tele-consultation and tele-mentoring to strengthen social conditions in remote BSR	South Ostrobothnia Health Care District	Finland	€ 1,820,697
BSR	Improvement of public health by promotion of equitably distributed high quality primary health care systems	Swedish Committee for International Health Care Collaboration (SEEC)	Sweden	€ 1,961,037
BSR	RECO Baltic 21 Tech	IVL Swedish Environmental Research Institute	Sweden	€ 1,967,876
BSR	Project on reduction of the eutrophication of the Baltic Sea today	Union of the Baltic Cities Commission on Environment/City of Turku	Finland	€ 1,113,035
BSR	Qualification, Innovation, Cooperation and Keybusiness for Small and Medium Enterprises in the Baltic Sea Region	Hanseatic Parliament	Germany	€ 2,663,100
BSR	Heritage Tourism for increased BSR Identity	University of Greifswald, Institute of Geography and Geology	Germany	€ 2,157,324
SEFR	Imatra Border Crossing Development	The Finnish Transport Agency	Finland	€ 5,588,000
SEFR	Reconstruction of the Automobile BCP Svetogorsk	The Federal Agency for the Development of the State Border Facilities of the Russian Federation	Russia	€ 3,800,000
SEFR	Development of the Imatra-Svetogorsk International Automobile Cross-Border Point and its approach roads (Completion of reconstruction of the bridge across the Storozhevaya river at the Vyborg-Svetogorsk road)	The Road Committee of the Leningrad Region	Russia	€ 3,040,000
SEFR	Vainikkala - Simola Road Rehabilitation	The Finnish Transport Agency	Finland	€ 2,200,000



SEFR	Reconstruction of Ikhala-Raivio-State Border Automobile Road, km 14 – km 28	Public Institution of the Republic of Karelia "Roads Administration of the Republic of Karelia"	Russia	€ 1,600,000
SEFR	Nuijamaa Border Crossing Development	The Finnish Transport Agency	Finland	€ 1,200,000
SEFR	Transboundary tools for spatial planning and conservation of the Gulf of Finland	Kotka Maritime Research Association	Finland	€ 686,702
SEFR	Development of rescue operations in the Gulf of Finland	Kotka Maritime Research Association	Finland	€ 649,997
SEFR	Improvement of the Vyborg - Lappeenranta road	The Finnish Transport Agency	Finland	€ 606,340
SEFR	Innovation and Business Cooperation	Wirma Lappeenranta Ltd	Finland	€ 599,932
SEFR	BLESK	Cursor Ltd. Kotka-Hamina Regional Development Company	Finland	€ 598,749
SEFR	Digital Sphere - A Finnish-Russian ecosystem for television over broadcast and Internet	Saint Petersburg Electrotechnical University "LETI"	Russia	€ 584,870
SEFR	Castle to Castle	University of Eastern Finland	Finland	€ 536,659
SEFR	Empowerment of Families with Children	University of Helsinki, Palmenia Centre for Continuing Education	Finland	€ 522,565
SEFR	Rivers and fish - our common interest	Centre for Economic Development, Transport and the Environment for Southeast Finland	Finland	€ 517,099
SEFR	Green Hit: Renewable energy for small localities	Non-commercial partnership North-West Funding Service Centre	Russia	€ 474,523
SEFR	Development of construction and real estate sector education	Edustroi Finland Oy	Finland	€ 450,000
SEFR	Step Up - Cross Border City in Action	City of Lappeenranta	Finland	€ 396,469
SEFR	Cross-Border Road Traffic Safety	The Finnish Transport Agency	Finland	€ 385,560
SEFR	International System Development of Advanced Technologies Implementation in Border Regions	Ioffe Institute	Russia	€ 372,310
SEFR	Arctic Materials Technologies Development	Lappeenranta University of Technology	Finland	€ 360,000
SEFR	Envi Info-Centre for Enterprises	Mikkeli Region Business Development Centre Miset Ltd.	Finland	€ 357,255
SEFR	Waste Management	State Unitary Enterprise "St. Petersburg Informational and Analytical Centre" (SPb IAC)	Russia	€ 343,776
SEFR	Education of employees in construction and real estate sector in Leningrad Region	Edustroi Finland Oy	Finland	€ 340,578
SEFR	Efficient use of natural stone in the Leningrad region and South-East Finland	Geological Survey of Finland	Finland	€ 331,498
SEFR	Imatra-Svetogorsk RBCs' Development	The Finnish Transport Agency	Finland	€ 329,500
SEFR	Cross-border Networks and Resources for Common Challenges in Education	Corporate Training Systems	Russia	€ 325,000
SEFR	Improvement of waste oil management in North-West Russia and South-East Finland	Ecotrans JSC	Russia	€ 322,293
SEFR	Improving Social Services	Non-Commercial Partnership North-West Funding Service Centre	Russia	€ 307,757
SEFR	Open Innovation Service for Emerging Business	Association of Centers for Engineering and Automation	Russia	€ 299,500
SEFR	Winter navigation risks and oil contingency plan	Kotka Maritime Research Association	Finland	€ 277,341
SEFR	Clean Rivers to Healthy Baltic Sea	Administration of Luga Municipal County	Russia	€ 272,138



SEFR	Entrepreneurship Development in Gatchina District	South Savo Education Ltd	Finland	€	271,149
SEFR	Cross-Border Photonics Initiative	Saint Petersburg National Research University ITMO	Russia	€	240,160
SEFR	St.Petersburg-Savonlinna Ballet Days	Non-profit Partnership "Dance Open Festival"	Russia	€	238,900
SEFR	Ecologically Friendly Port	Russian State Hydrometeorological University	Russia	€	228,056
SEFR	Climate Proof Living Environment	State Geological Unitary Company (SC Mineral)	Russia	€	227,399
SEFR	Intercluster Laboratory on Environmental Protection and Risks Assessment	Saint-Petersburg Chamber of Commerce and Industry	Russia	€	225,233
SEFR	Step to Ecosupport	University of Helsinki, Palmenia Centre for Continuing Education	Finland	€	217,116
SEFR	Intergrated Multilingual E-service for Business Communication	University of Helsinki, Palmenia Centre for Continuing Education	Finland	€	211,305
SEFR	Ladoga Initiative	Ruralia Institute, University of Helsinki	Finland	€	208,154
SEFR	Exploiting Municipal and Industrial Residues	Lappeenranta University of Technology	Finland	€	202,115
SEFR	EcoPark	St. Petersburg state budgetary institution "Management of construction projects"	Russia	€	198,217
SEFR	Imatra-St.Petersburg: Cultural Flow	City of Imatra	Finland	€	191,874
SEFR	Wood procurement entrepreneurship	Mikkeli University of Applied Sciences	Finland	€	187,155
SEFR	ECOFOOD	Saint-Petersburg Chamber of Commerce and Industry	Russia	€	178,122
SEFR	Special crop education for economic development in NorthWest Russia and SouthEast Finland	Natural Resources Institute Finland	Finland	€	175,000
SEFR	Finnish-Russian Forest Academy 2 - Extension and Piloting	Lappeenranta University of Technology	Finland	€	169,187
SEFR	Moving Towards Wellbeing	Lahti Region Educational Consortium, Lahti Univ. of Applied Sciences, Fac. of Social and Health Care	Finland	€	150,000
SEFR	Efficient Energy Management	Lappeenranta University of Technology	Finland	€	138,770
SEFR	Two-way railway traffic via Imatra/Svetogorsk border-crossing point	Imatra Region Development Company Ltd.	Finland	€	138,738
SEFR	Cross-Border Citizen Scientists	Lappeenranta University of Technology	Finland	€	102,503
SEFR	Finnish-Russian Forest Academy preparation	Lappeenranta University of Technology	Finland	€	87,500
SEFR	Nuijamaa Border Crossing Development II	The Finnish Transport Agency	Finland	€	58,340
SEFR	Regional Development and Spatial Planning in the area of Eastern Gulf of Finland	Regional Council of Kymenlaakso	Finland	€	40,000

