



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>



<p>both sides of the border?</p>			<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>
<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?</p>	<p>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.</p>	<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>
<p>EQ7. How critical was ENPI CBC to the development of border areas?</p>	<p>ENPI CBC added value to development policies in border areas</p>	<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>
	<p>Outcomes and impact observed could not be achieved without EU support.</p>	<ul style="list-style-type: none"> • Availability of alternative funding sources for similar interventions. 		<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>
<p>EQ8. Which lessons ENI CBC learn from ENPI CBC? Could the new strategic framework have been better informed by the</p>	<p>Lessons from ENPI CBC were drawn</p>	<ul style="list-style-type: none"> • Shortcomings in design and implementation of ENPI CBC were addressed in ENI programmes. 	<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-Trafilia, 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



<p>barriers to diffusion of innovation and to traffic flows</p> <p>3. To improve the management of the Baltic Sea resources in order to achieve its better environmental state</p> <p>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</p>	<p>socio-economic potential of the adjacent territories)</p> <p>3.1. Water management with special attention to challenges caused by increasing economic activities and climate changes</p> <p>3.2. Economic management of open sea areas and sustainable use of marine resources</p> <p>3.3. Enhanced maritime safety</p> <p>3.4. Integrated development of off-shore and coastal areas</p> <p>4.1. Strengthening metropolitan regions, cities and urban areas as engines of economic development</p> <p>4.2. Strategic support for integrated BSR development and socio-economic and territorial cohesion</p> <p>4.3. Strengthening social conditions and impacts of regional and city development</p>
---	--

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"> 1.1. Support to innovation and research in the process of local development of the Mediterranean Sea Basin countries. 1.2. Strengthening economic clusters creating synergies among potentials of the Mediterranean Sea Basin countries. 1.3. Strengthening the national strategies of territorial planning by integrating the different levels, and promotion of balanced and sustainable socio-economic development 2.1. Prevention and reduction of risk factors for the environment and enhancement of natural common heritage 2.2. Promotion of renewable energy use and improvement of energy efficiency contributing to addressing, among other challenges, climate change 3.1. Support to people flows among territories as a means of cultural, social and economic enrichment 3.2. Improvement of conditions and modalities of circulation of goods and capitals among the territories 4.1. Support to mobility, exchanges, training and professionalism of young people 4.2. Support to the artistic creativity in all its expressions to encourage dialogue among communities 4.3. 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"> 1.1. Better conditions for entrepreneurship 1.2. Tourism development 1.3. Improving access to the region 2.1. Natural environment protection in the borderland 2.2. Efficient and secure borders 3.1. Regional and local cross-border cooperation capacity building 3.2. 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

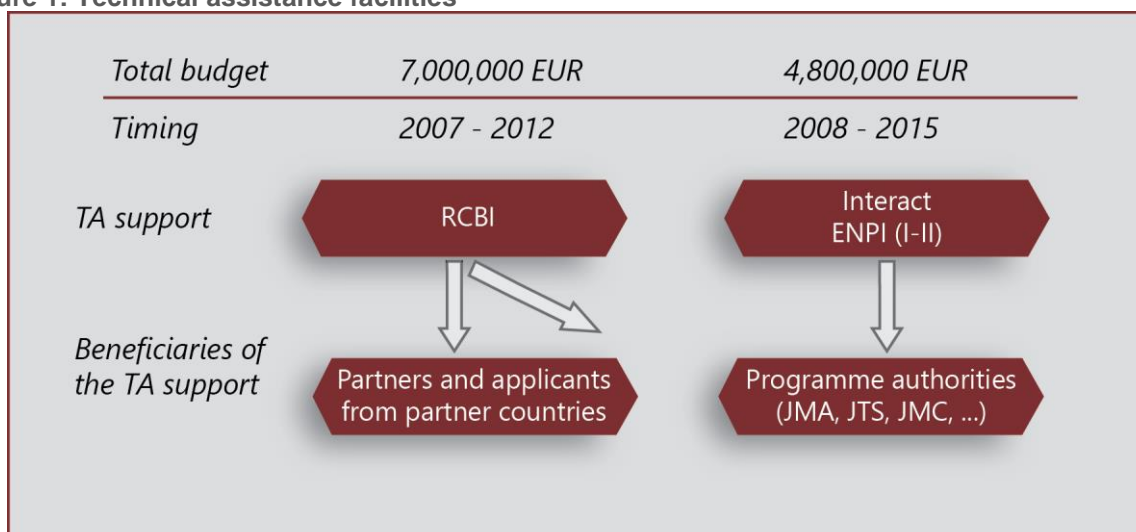
1. The work of the Technical Assistance

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.

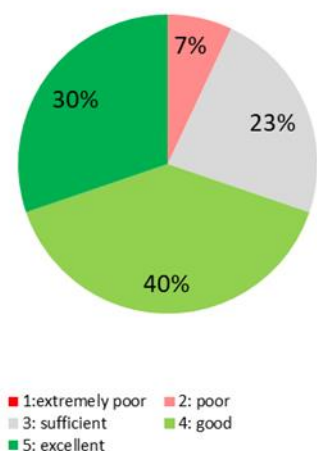
2. Stakeholder Opinion (survey results)

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



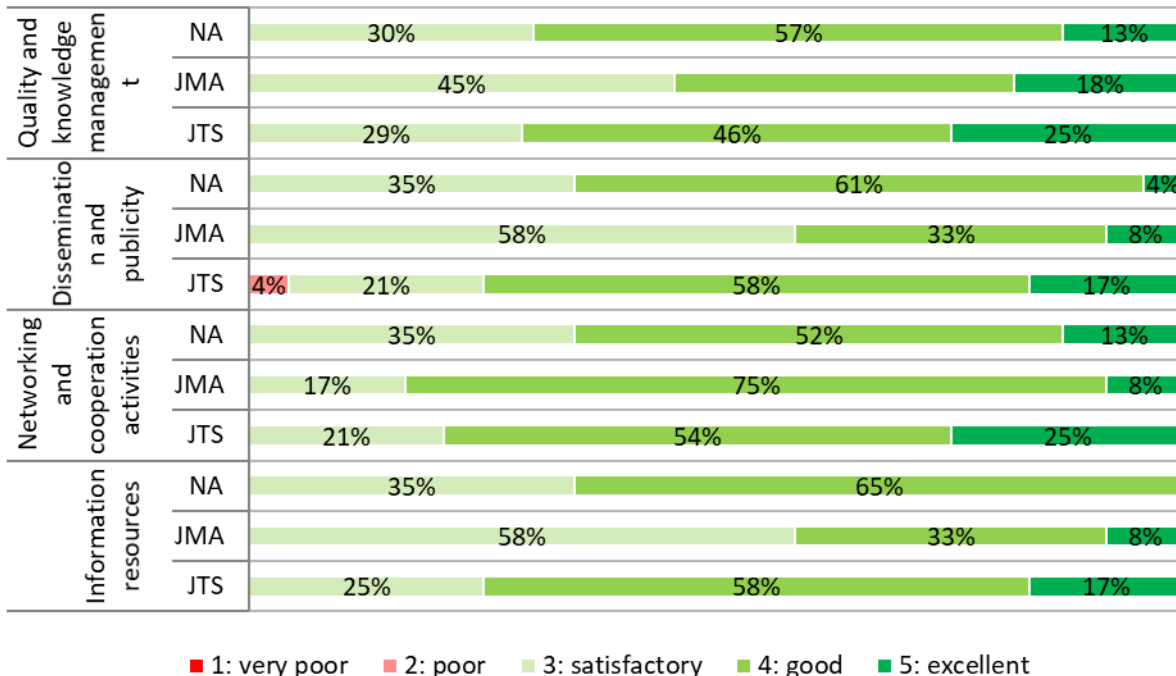
It is important to underline the fact that some technical assistance activities took place several years ago which may have limited the ability of respondents to accurately assess the support provided by the two TA facilities.

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?).

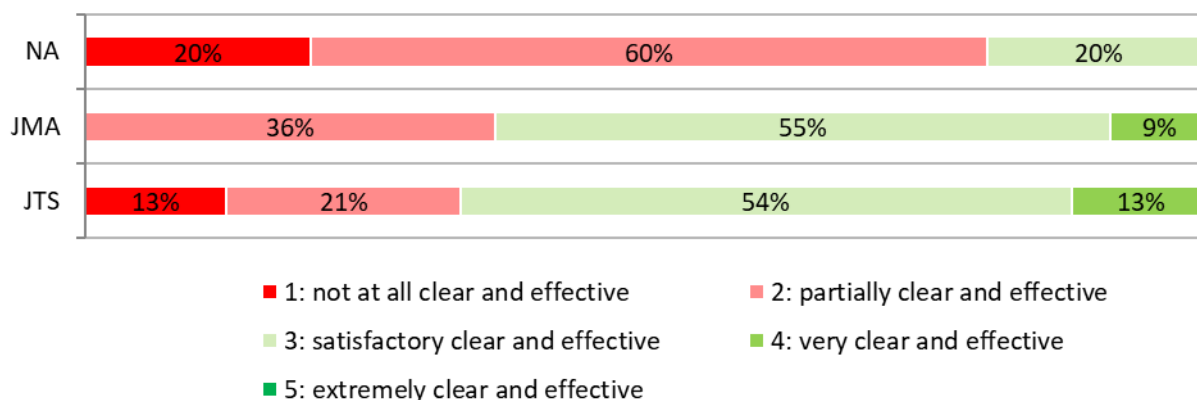
Figure 3: Survey to programme authorities: How do you rate the INTERACT ENPI support?



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

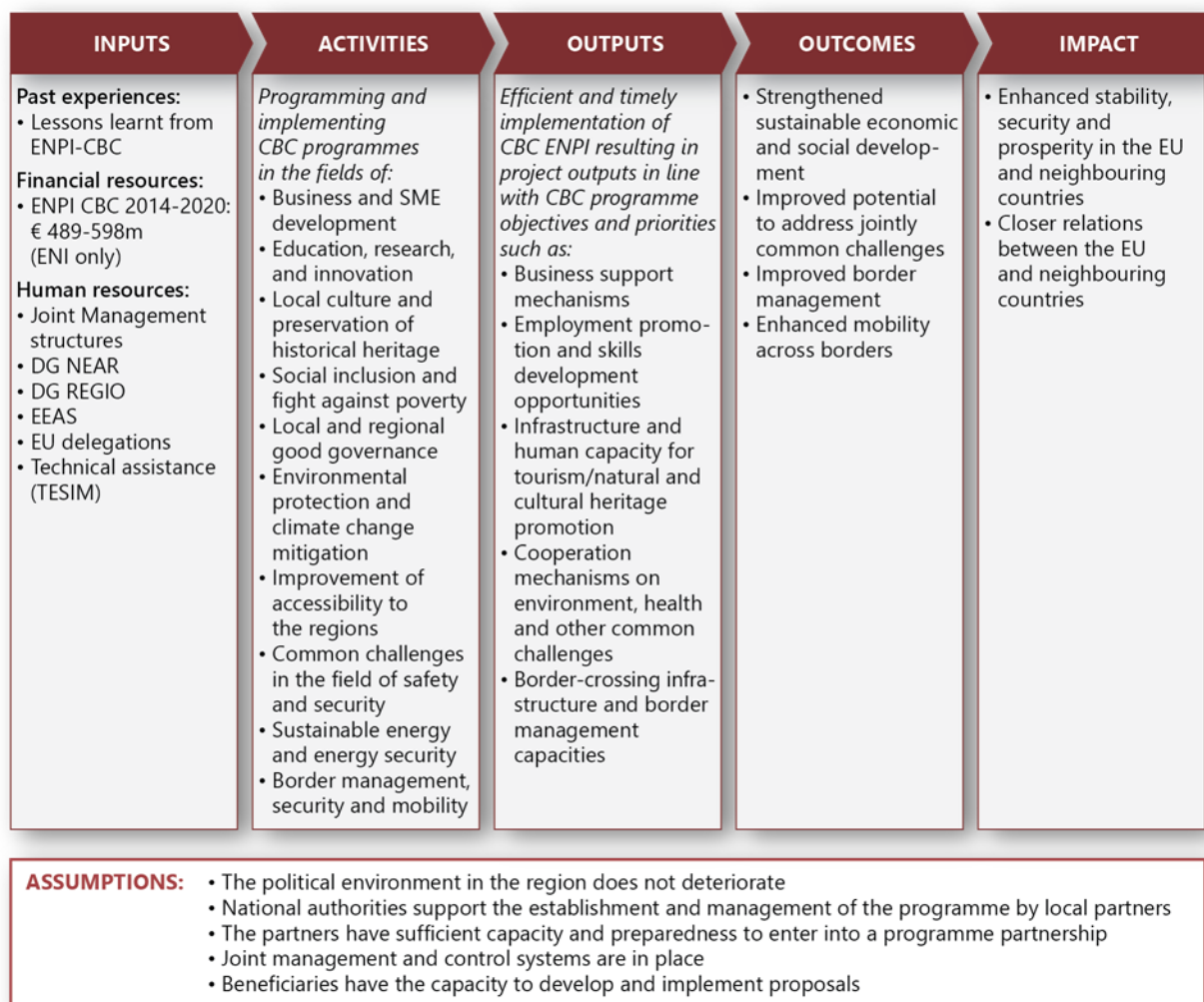
¹⁸ The review of the European Neighbourhood policy (ENP) was prepared partly in response to the political upheavals in the Southern Mediterranean. The review placed the emphasis on building deep and sustainable democracy, supporting inclusive and sustainable economic growth, and strengthening the Eastern 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

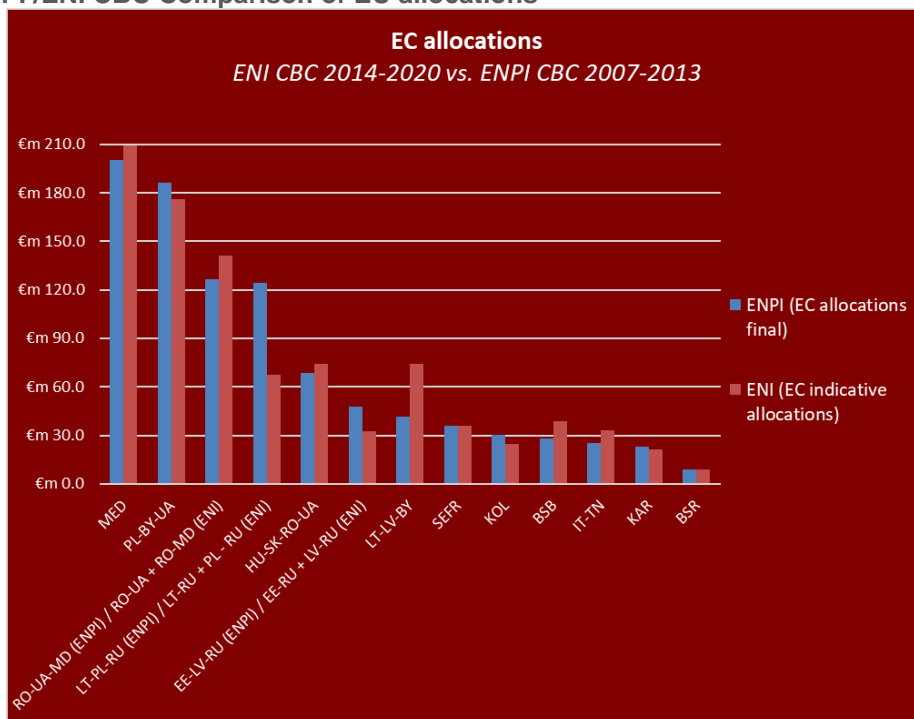
²² Not including additional ERDF allocations and the €1m foreseen for the Mid-Atlantic programme.

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%



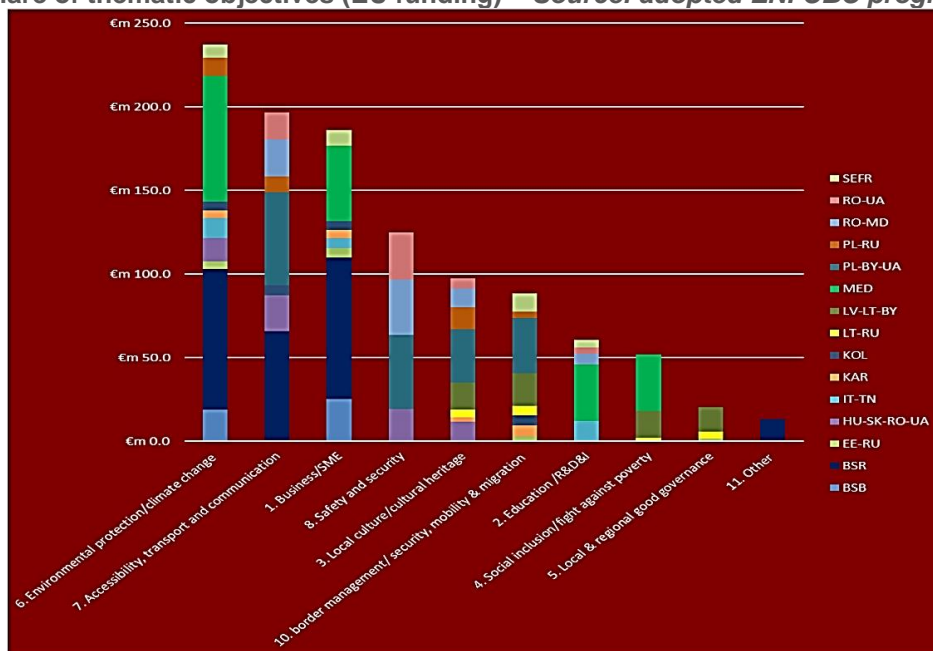
Figure 5: ENPI /ENI CBC Comparison of EU allocations



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	
10	4.2 Improvement of border management operations, customs and visa procedures	
	3	1.1 Restoration and adaptation of historical and natural heritage, promotion of culture, cultural networking and tourism development
LT-RU	4	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		
4.3 Prevention and fight against organised crime and police cooperation		
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		
4.3 Prevention and fight against organize crime and police cooperation		
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 R6D 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, Zeleitin, 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

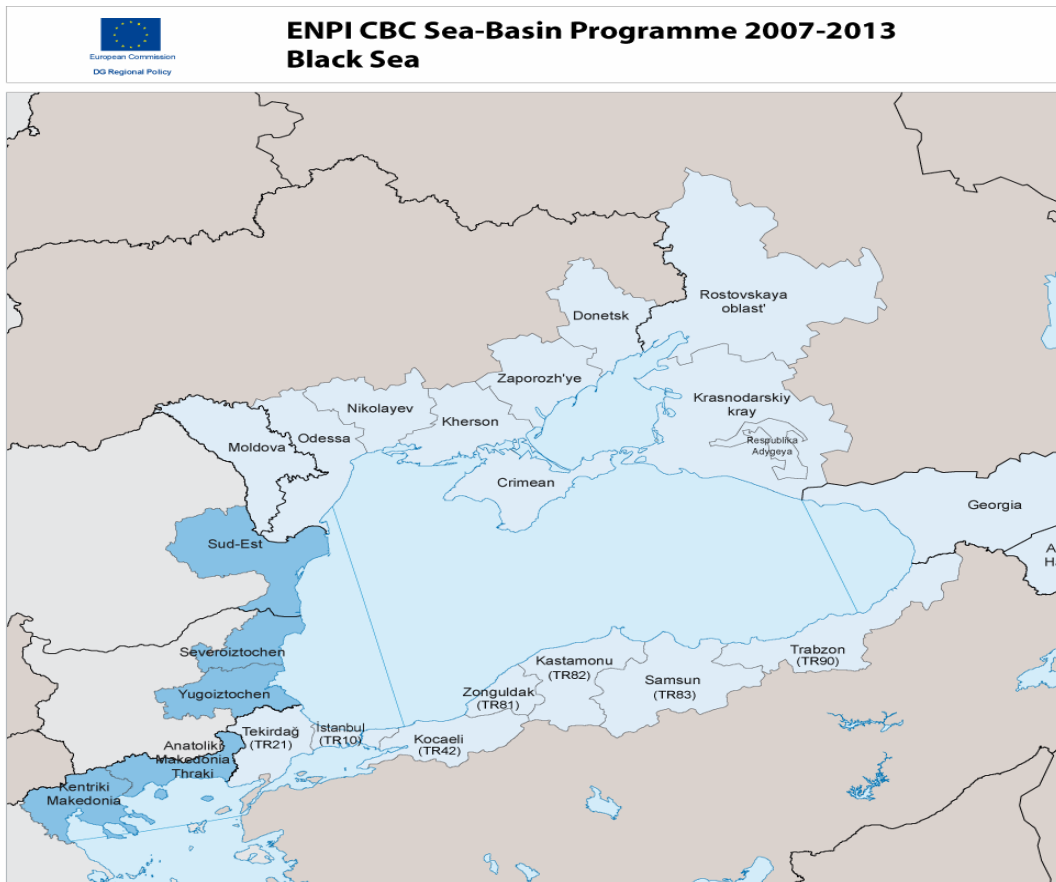
➤ Programme areas

	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>	<ol style="list-style-type: none"> 4. Promoting economic and social development in the Black Sea Basin area 5. Working together to address common challenges 6. Promoting local, people-to-people cooperation 	<ol style="list-style-type: none"> 4. Cross border support to partnership for economic development based on combined resources 5. Networking resources and competencies for environmental protection and conservation 6. Cultural and educational initiatives for the establishment of a common cultural environment in the basin 	<ol style="list-style-type: none"> 2.5. Strengthening accessibility and connectivity for new intra-regional information, communication, transport and trade links 2.6. Creation of tourism networks in order to promote joint tourism development initiatives and traditional products 2.7. Creation of administrative capacity for the design and implementation of local and regional development policies 3.1. Strengthening the joint knowledge and information base needed to address common challenges in the environmental protection of river and maritime systems 3.2. Promoting research and innovation in the field of conservation and environmental protection of protected natural areas 3.3. Promotion of cooperation initiatives aimed at innovation in technologies and management of Waste and Wastewater Management systems 4.1. Promoting cultural networking and educational exchange in the Black Sea Basin communities



➤ *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				
		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.				
		C1 C2						
	Call	Duration		Cross-border dimension				
		€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)				
		C1						



	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	
	St.-Petersburg City	KOL SEFR EE-LV-RU	
	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
	C2	€6m	Min-Max size	EU co-financing 90% Private partner under priority 1: 50%	
			Priority 1		€0.05m – €1m
			Priority 2		€0.05m – €2m
			Priority 3	€0.01m – €0.3m	
			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 PCMLFA 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) 	- 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	<p>a. National, regional and local organisations implementing policies in the fields of relevant policies defined as programme priorities;</p> <p>b. semi-public institutions like regional development associations and promoters, innovation and development agencies, research institutes and universities;</p> <p>c. regional and local associations of enterprises (e.g. chambers of commerce, unions); professional organisations;</p> <p>d. regional, local and county self-governments and their organisations acting as legal entities, regional councils;</p> <p>e. non-state actors</p>		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.
	IV. Eligibility of actions	Call	Location	Type of projects
	C1 C2 C3	<p><i>As per programme: in one or more of the eligible territorial units.</i></p>		<p>- Integrated projects</p> <p>- Symmetrical projects</p>
	Call	Duration	Cross-border dimension	
	C1 C2 C3	Min. 6 months – Max. 24 Months	<p>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.</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	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)	Project contribution (Programme)	Original Programme Allocation
	(€m)	(€m)	(€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	Total (Contracted)	Total (Disbursed)
	(€m)	(€m)	(€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)	EU funding (Contracted)	% EU allocation (contr.)	EU funding (Disbursed)	% EU allocation (disb.)
	(€m)	(€m)		(€m)	
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"> <p>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.</p> <p>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).</p> <p>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.</p> <p>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> 	<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"> <p>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;</p> <p>The JMA needs rapid strengthening to facilitate the role above, assume direct leadership and ensure efficient and effective operational cooperation at National Authority level;</p> <p>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;</p> <p>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;</p> <p>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.</p>
--	--	---



ENPI 2007-2013 CBC ITALY-TUNISIA

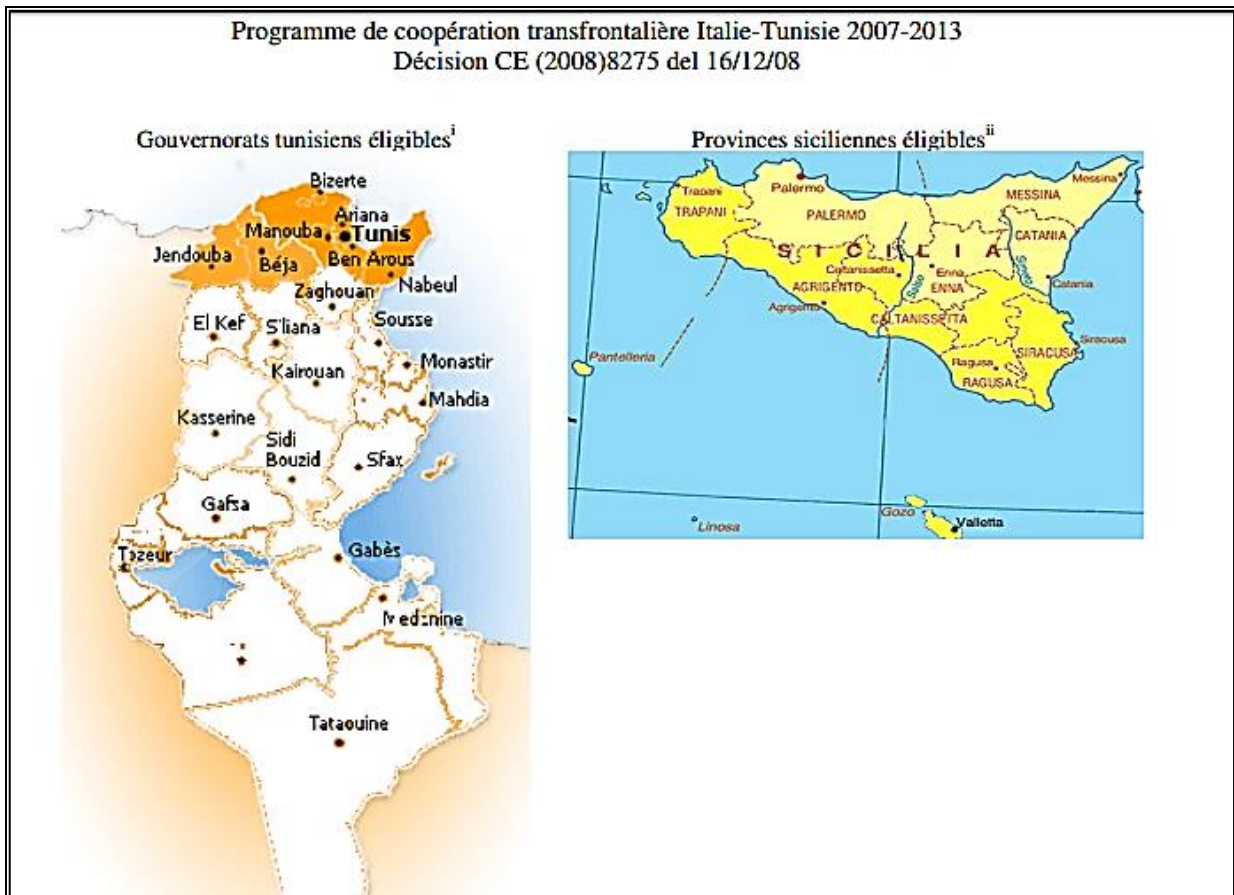
Programme fiche

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	1. Regional development and integration	3.4. Development and integration of economic value chains 3.5. Promotion of flows of goods, enhancement of migration and financing flows
	2. Common challenges	2. Promotion of sustainable development	3.6. Promotion of R&I 3.7. Institutional cooperation for regional development promotion
	3. Cooperation people to people	3. Cultural and scientific cooperation and support of associative network	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 méditerranéenne 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	All
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 MDCI, 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-Artic
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.	As per programme 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	1. Economic development 2. Quality of life	<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 these1 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>Relevance1.2</u> 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 2.3:</u> 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	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
	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"		

		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>sustainable and common</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)	Nº months from launch to award	Nº 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 project 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

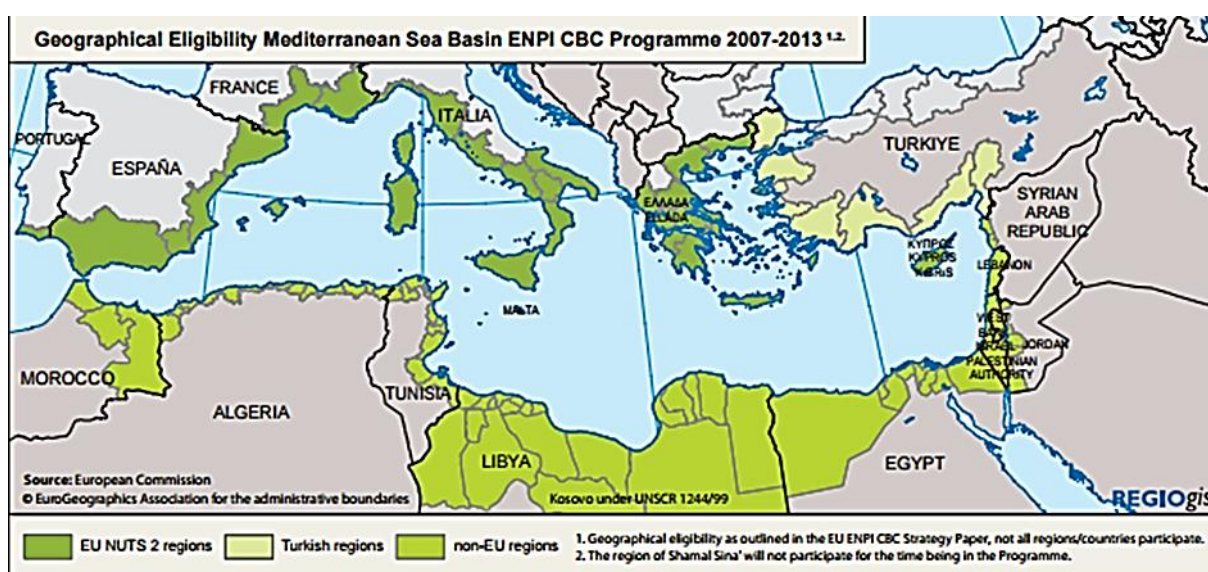
	Eligible areas	Other ENPI CBC programmes	Interreg programmes
Cyprus			Ellada – Kýpros Mediterranean Sea
France	Corse		Italia - France Maritime Mediterranean Sea
	Languedoc-Roussillon		España - France – Andorra South West Europe
	Provence-Alpes-Côte d'Azur		Italia - France Maritime Italia - France ALCOTRA 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 Melilla		South West Europe 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	Min €0.2m, for 50% of the budget available	
			4 €6.56m		
	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)		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	b. Be part of the extensive list of categories developed in the Program according to the article 14 of the ENPI Regulation		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>
	C3	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>	<p>• Efficiency:</p> <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"> • 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.
<p>• Effectiveness:</p> <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>		
<p>• Sustainability:</p> <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

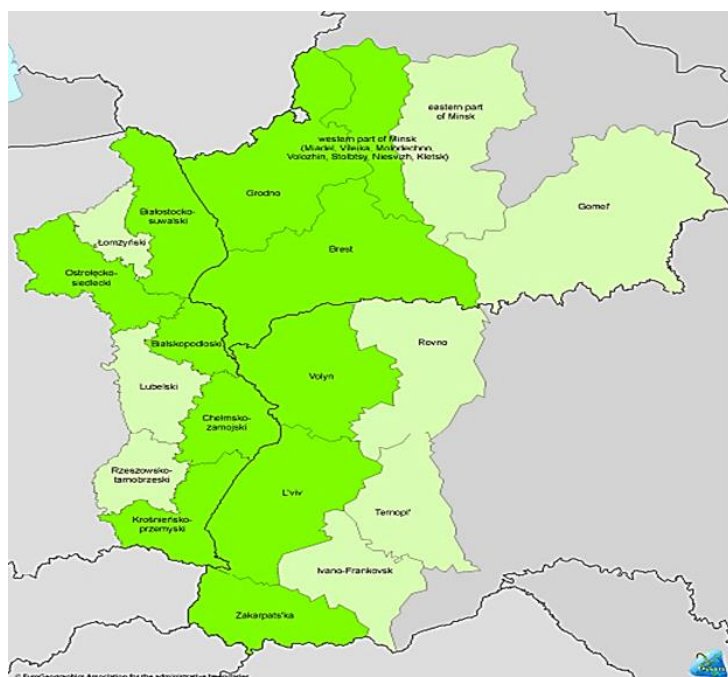
Programme fiche

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				
C3	3. Improving the quality of life	2.1 Natural environment protection in the borderland				
		2.2 Efficient and secure borders				
	3. Networking and people-to-people cooperation	3.1 Regional and cross-border cooperation capacity building				
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	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	- Non-profit - NGOs, public sector operators, local					



		<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.</p> <p>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 - Pieszczałka 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 Ternopil'ska Oblast (Ternopil'skyi, 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		
C2	P.2			28 September 2009			
			P.3	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 		<ul 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"> the local representation office of the IOs in the country in question participates in the project, AND 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	<i>Programme area</i>	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 jewellerys: 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	
		3.5. To develop the operation and networking of universities and other similar units in their areas of expertise	
	6. Social development and civil society	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			
				P1	Max. 70% (unless investment max. 80%)		
	C3	€5.8m			Min. €0.05m – Max. €1m	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.					
	C2						
	C3						
				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.			
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”

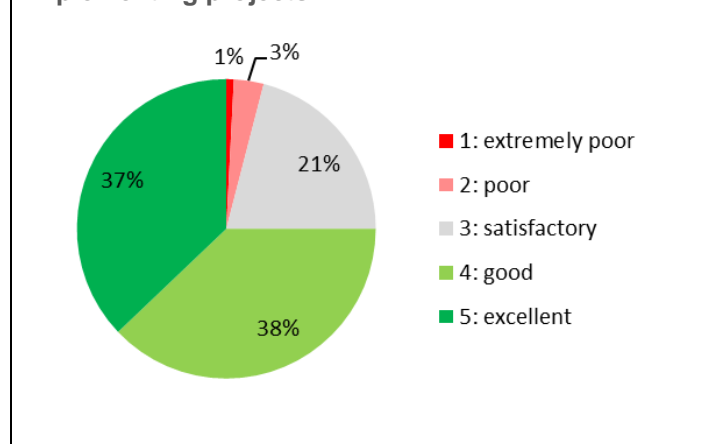
Regarding the factors that have negatively affected the performance of the ENPI CBC programmes, political instability is generally considered as the most relevant negative factor, followed by financial, legal and administrative constraints. Physical distance and language barriers are considered to have 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

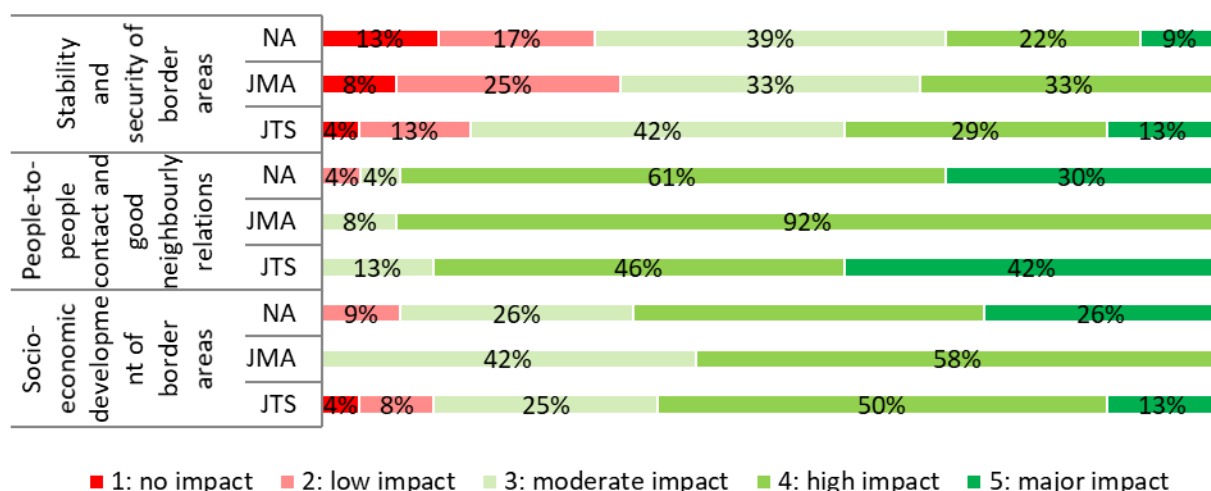
coordination among partners was perceived to be less effective.

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.

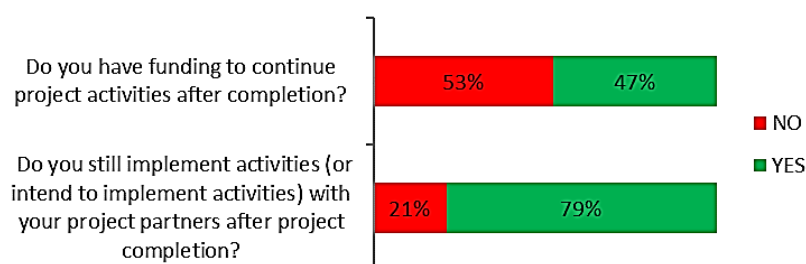
Figure 8: Survey on programme authorities: to what extent did the projects contribute to the ENPI CBC goals?



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?

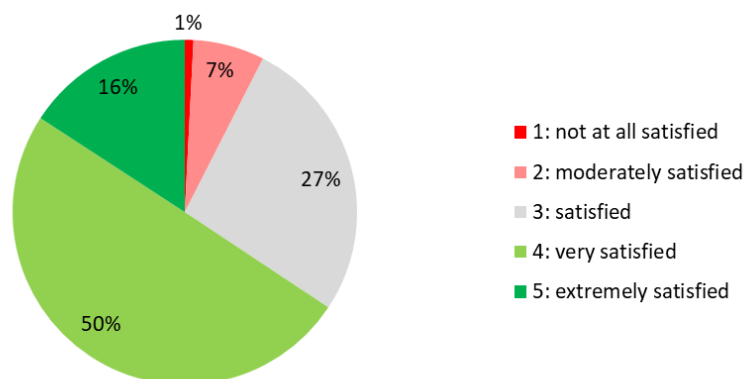


Figure 11: Survey on project partners: would you consider that your project achieved the aims envisaged in the original project plans?

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?

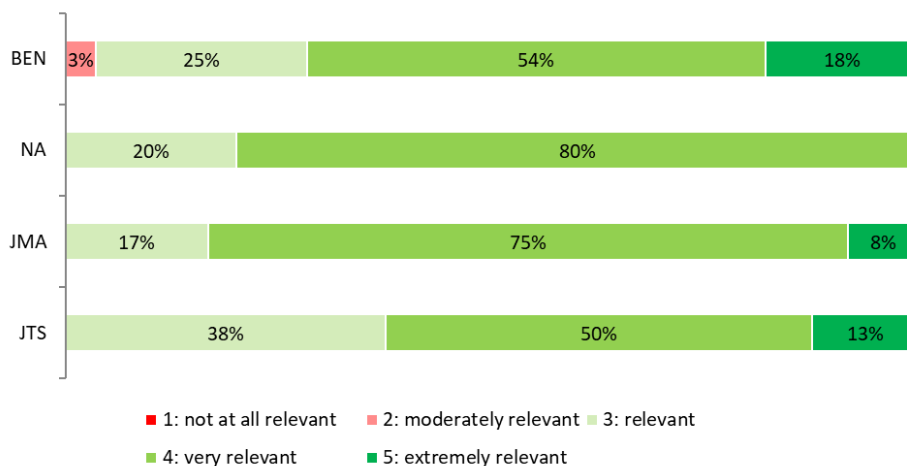


Figure 13: Survey on JMA: to what extent did the programme as a whole fulfil its results and specific objective(s)?

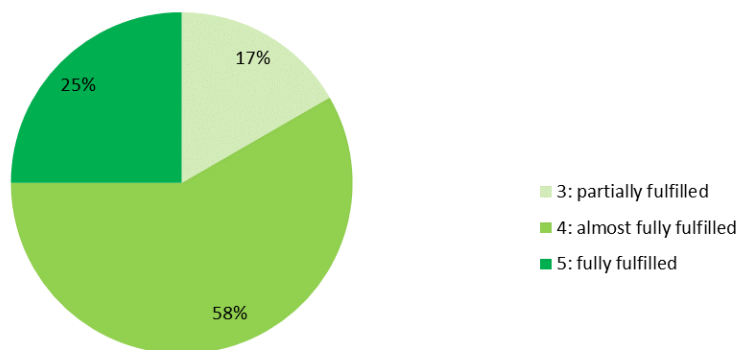


Figure 14: Survey on JTS: How do you rate the performance of projects in reaching the results and objectives expected by the programmes?

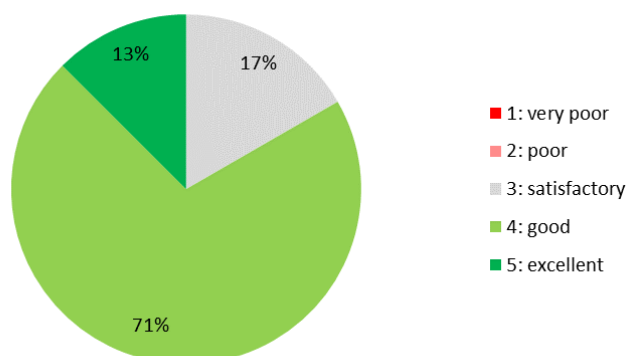


Figure 15: Survey on programme authorities: which factors affected negatively the performance of programmes?

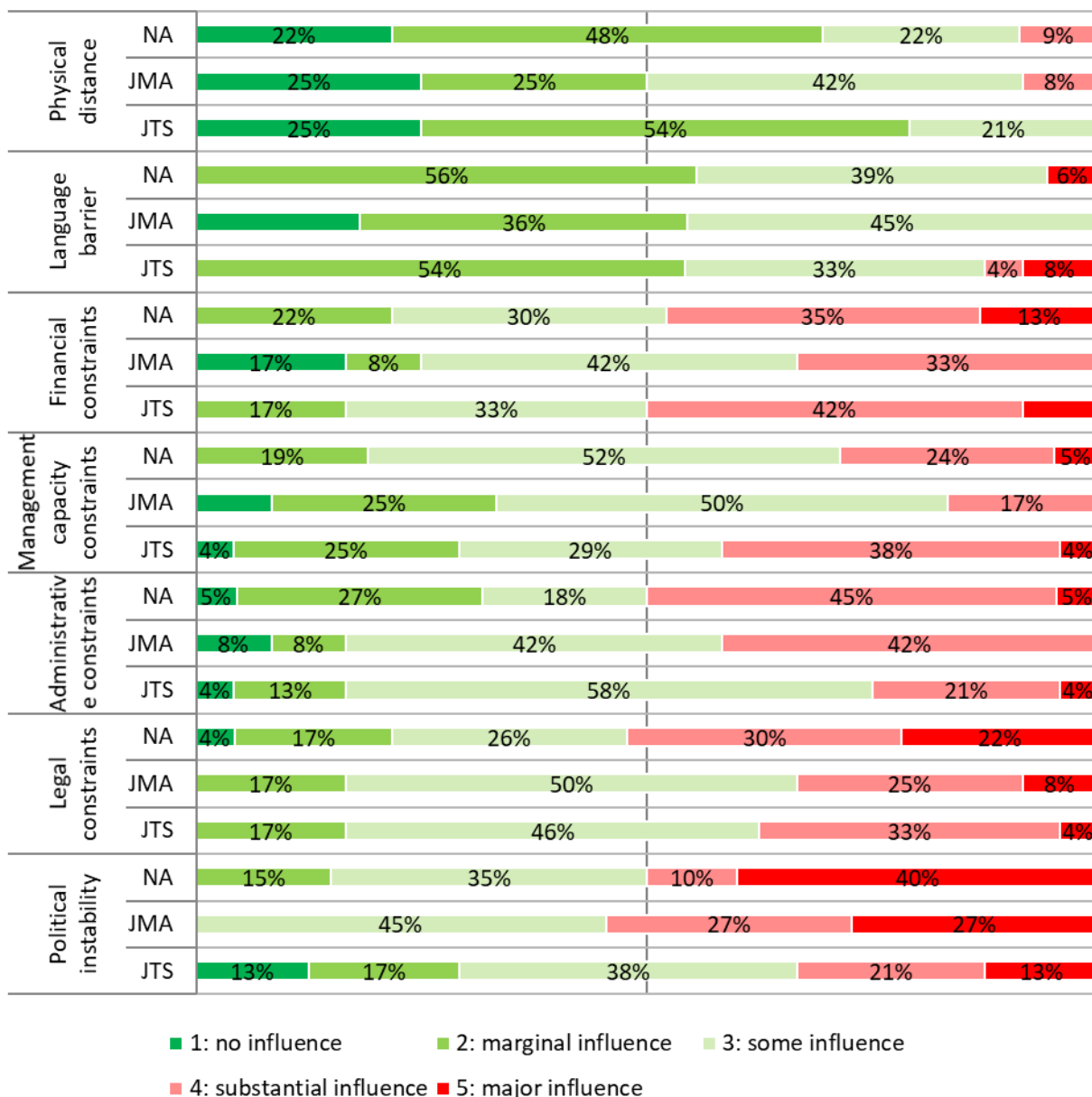


Figure 16: Survey on programme authorities: was the project selection effective in terms of speed and quality of projects selected?

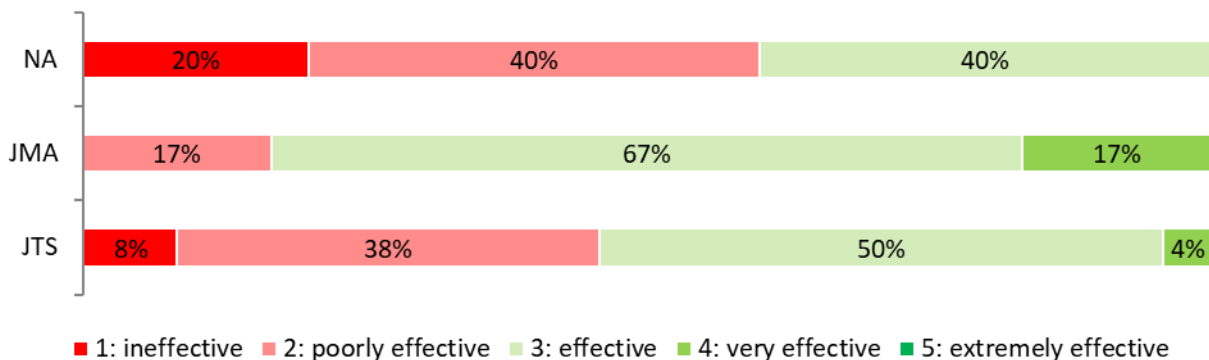


Figure 17: Survey on programme authorities: how do you rate the performance of assessors?

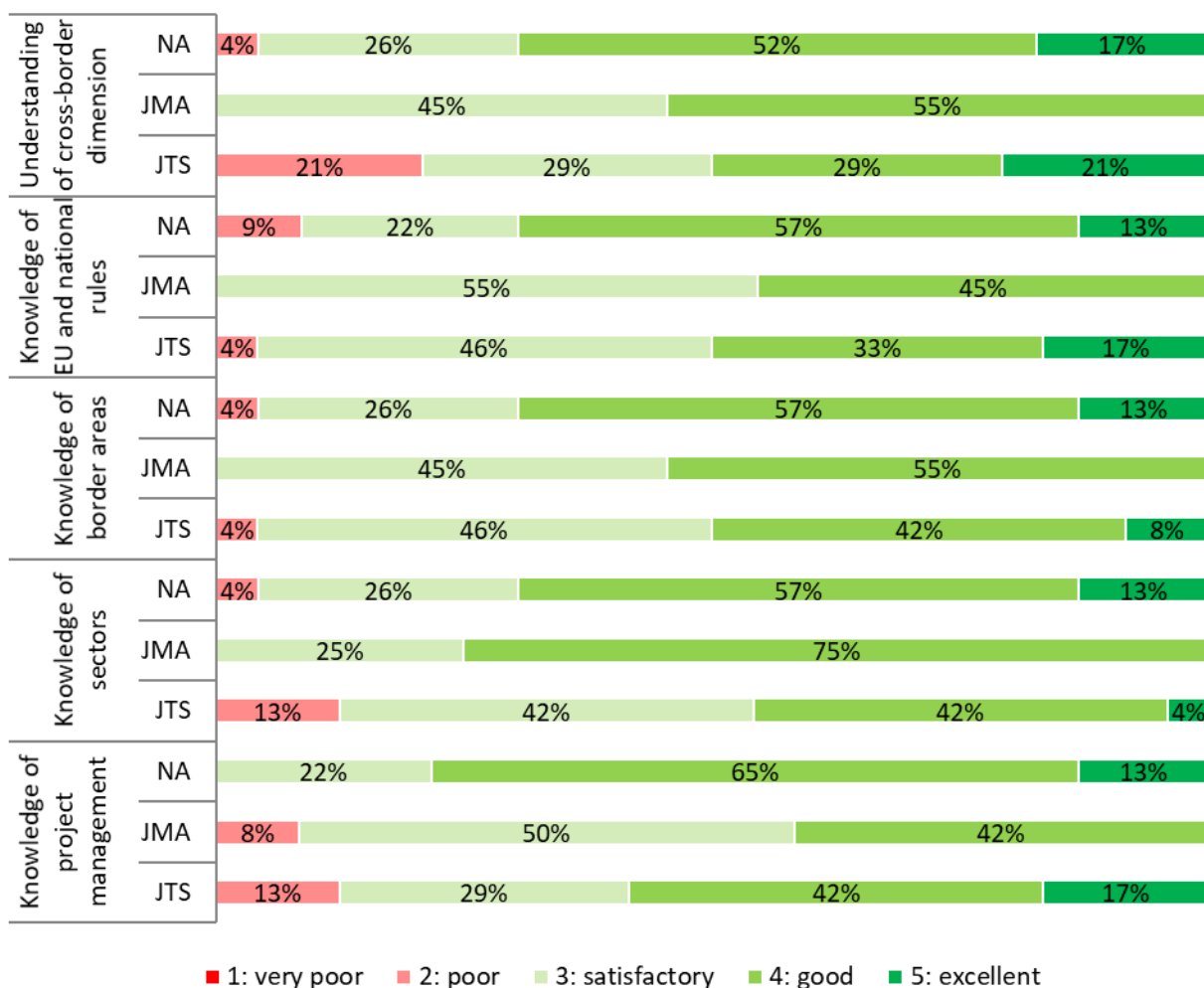


Figure 18: Survey on project partners: how useful was the JTS support in terms of:

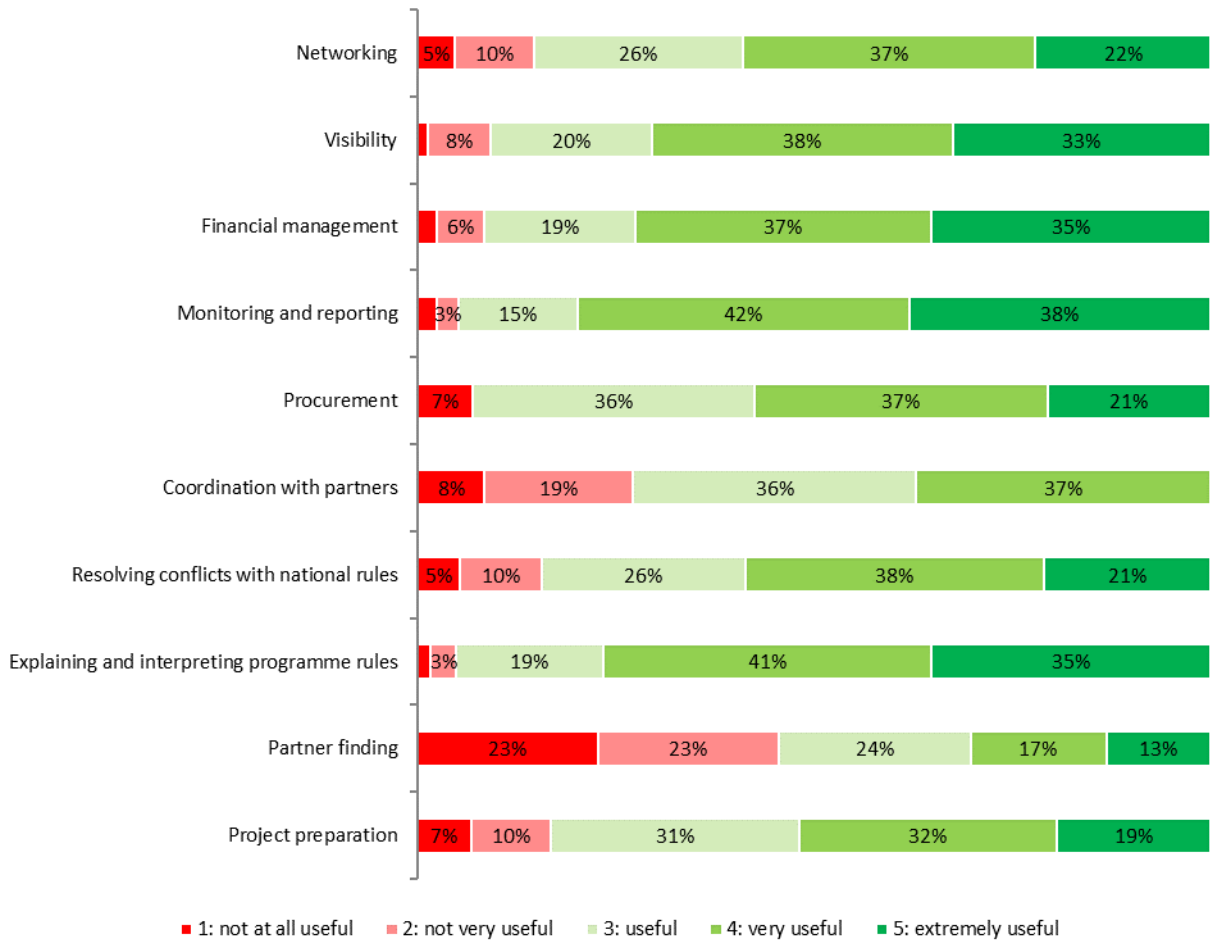


Figure 19: Survey on project partners: how satisfied were you with the support from national authorities?

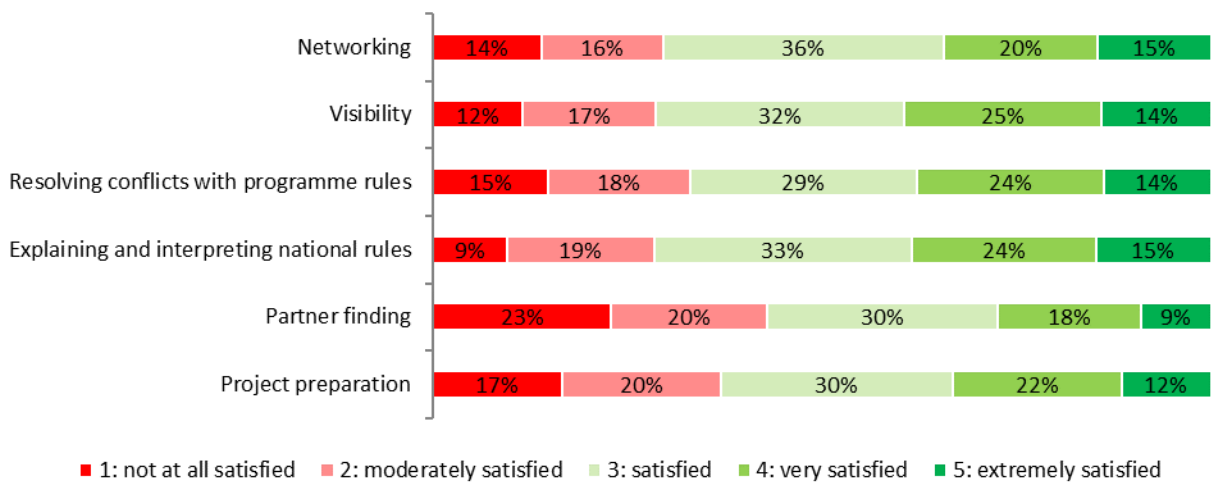


Figure 20: Project partners perception about implementation and monitoring rules

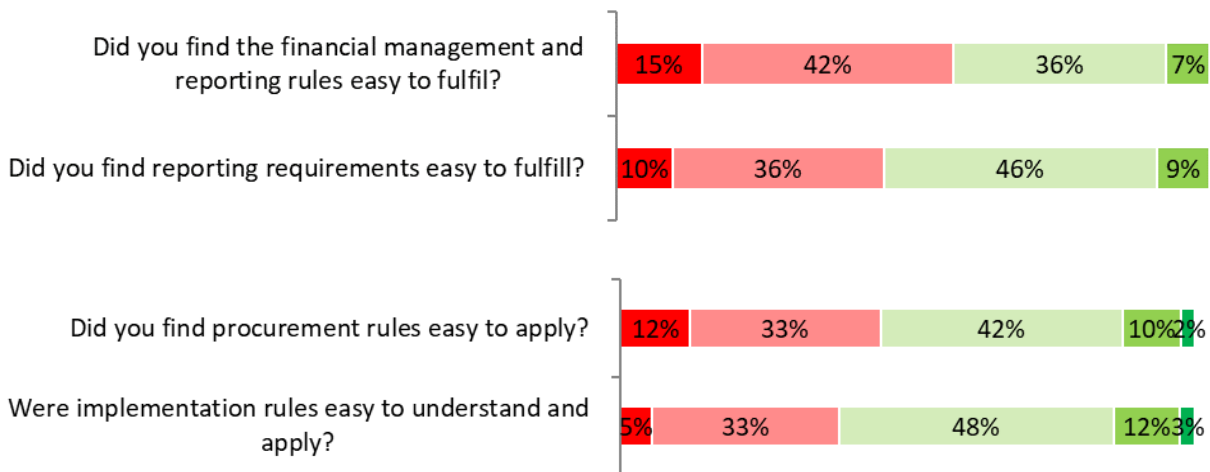


Figure 21: Survey on programme authorities: How do you rate the quality of the programme frameworks for measuring performance at outputs, outcomes and impact levels?

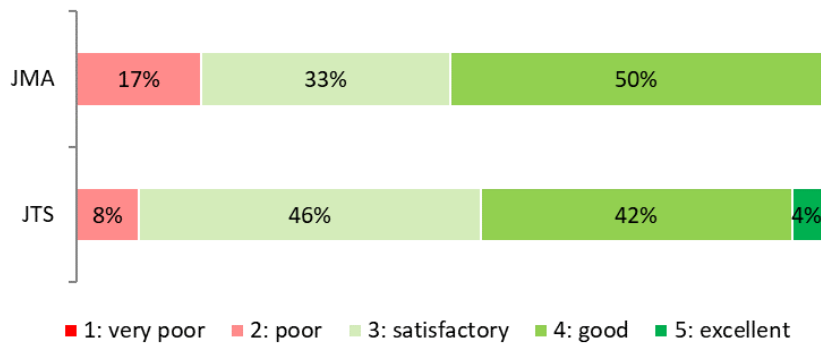


Figure 22: Survey on programme authorities: How do you rate the quality of programme monitoring and reporting activities?



Figure 23: Survey on programme authorities: did you have enough capacity for fulfilling your duties?

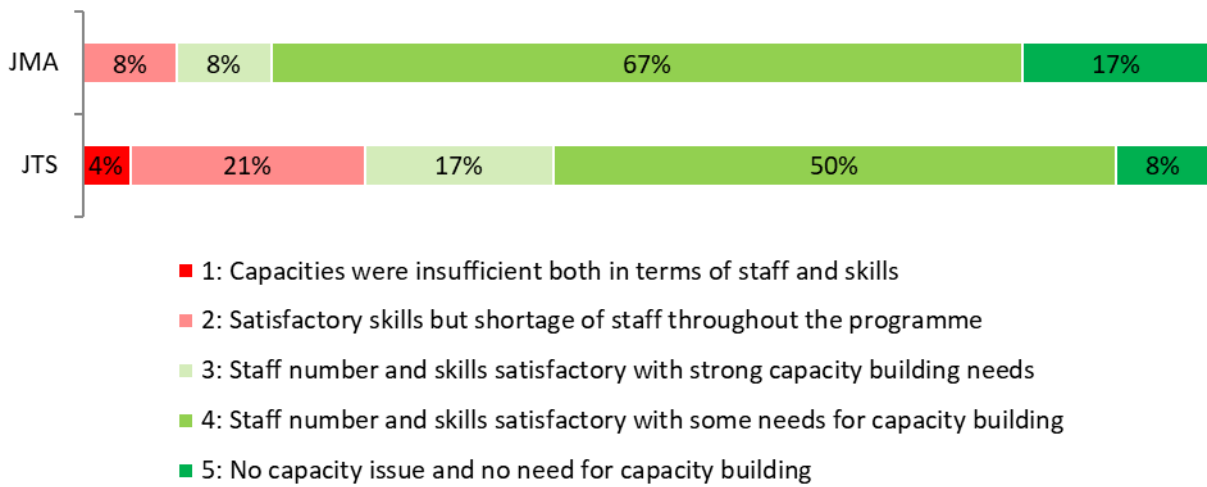


Figure 24- Survey on NA: now do you rate the performance of JTS and branch offices?

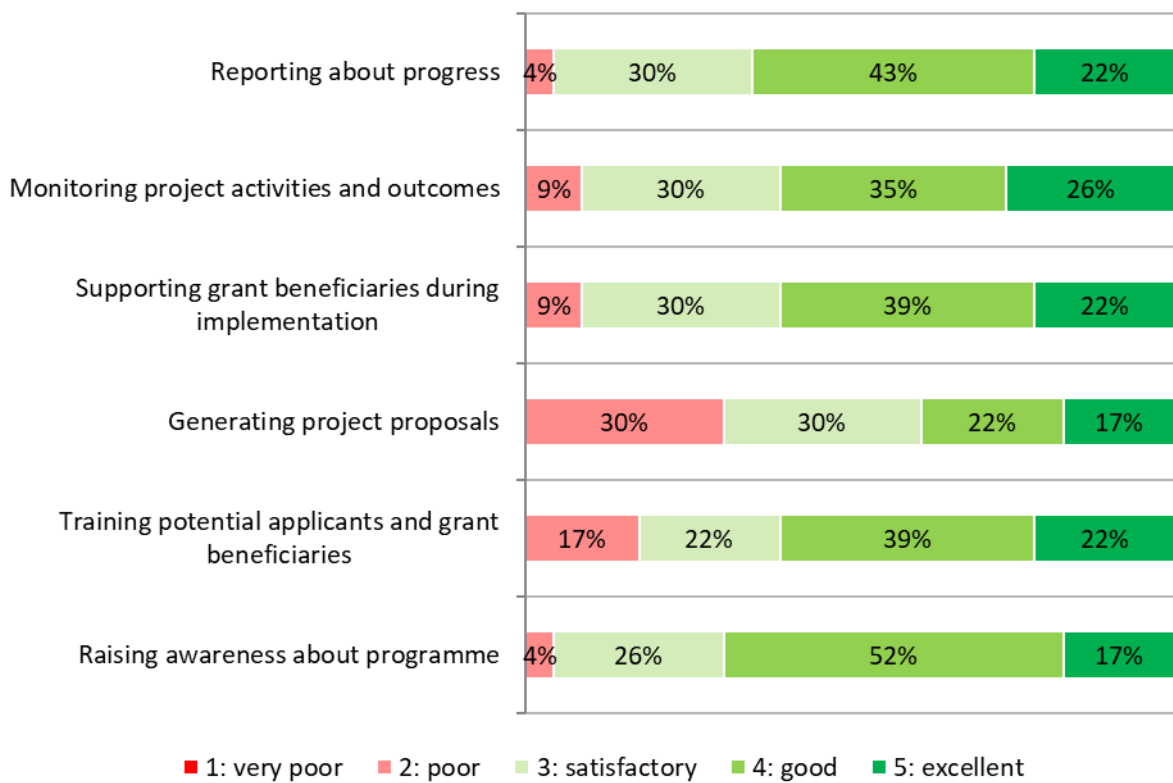


Figure 25: Survey on the NA: How would rate the performance of JMA?

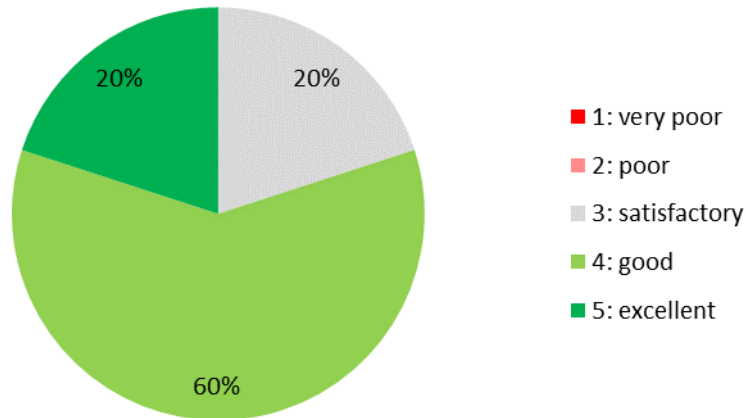


Figure 26: Survey on project partners: do you think your project contributed to good neighbourly relations?

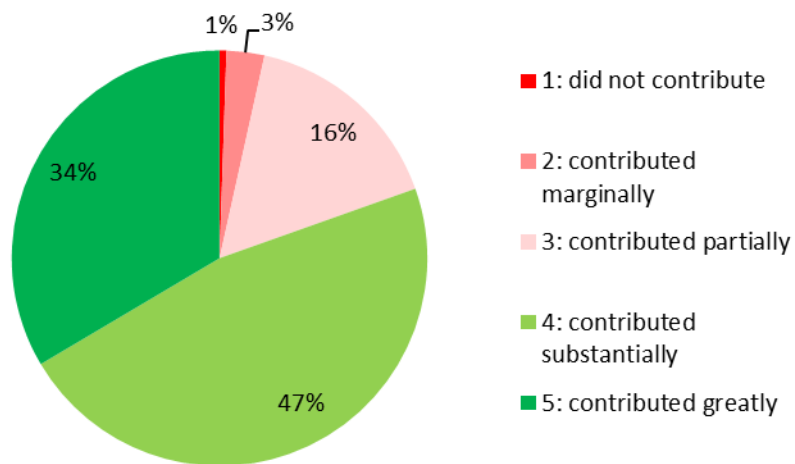
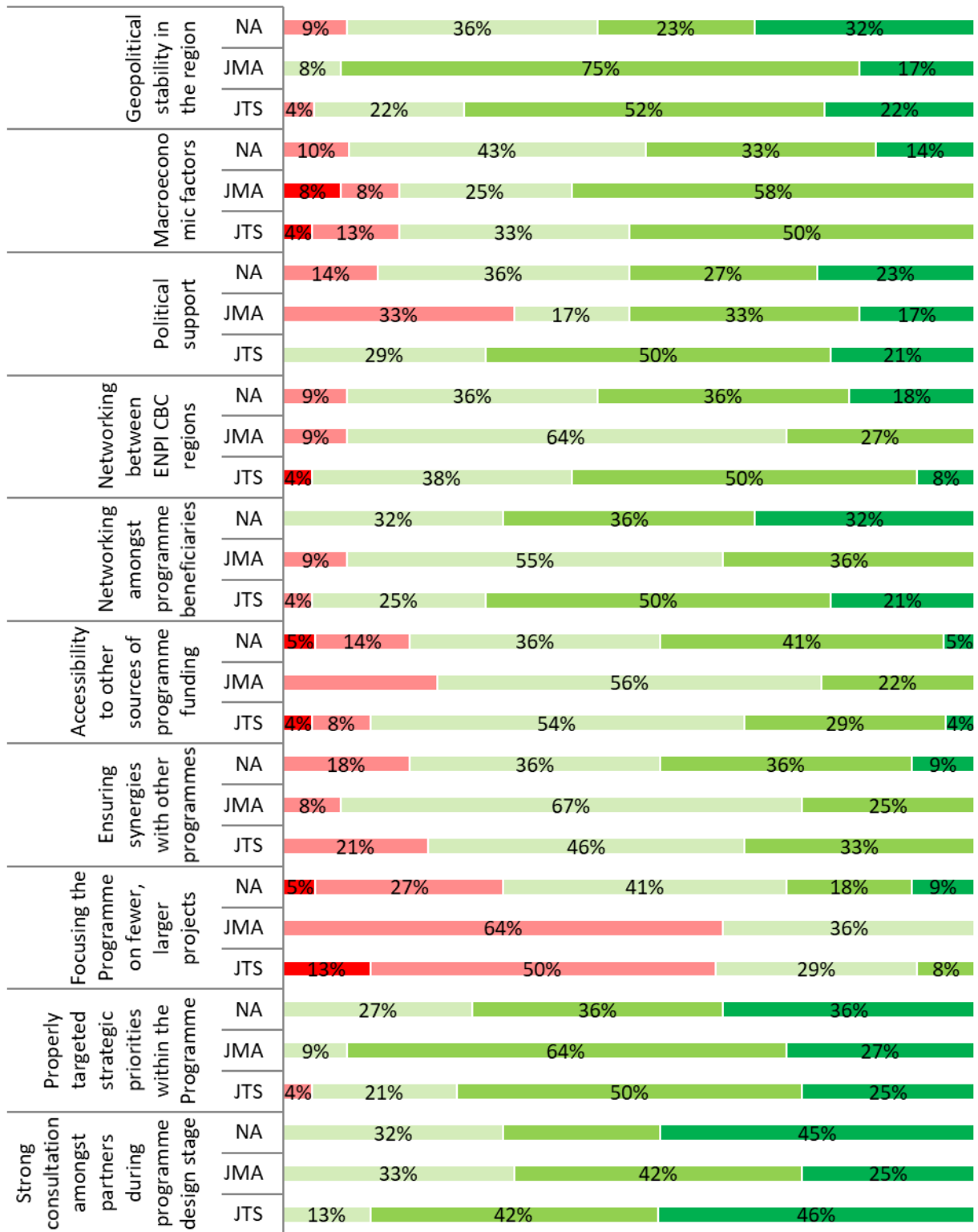


Figure 27: Survey on programme authorities: importance of the following factors in ensuring the maximum impact of the Programme as a whole:



■ 1: not important ■ 2: not very important ■ 3: important
■ 4: very important ■ 5: extremely important



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?

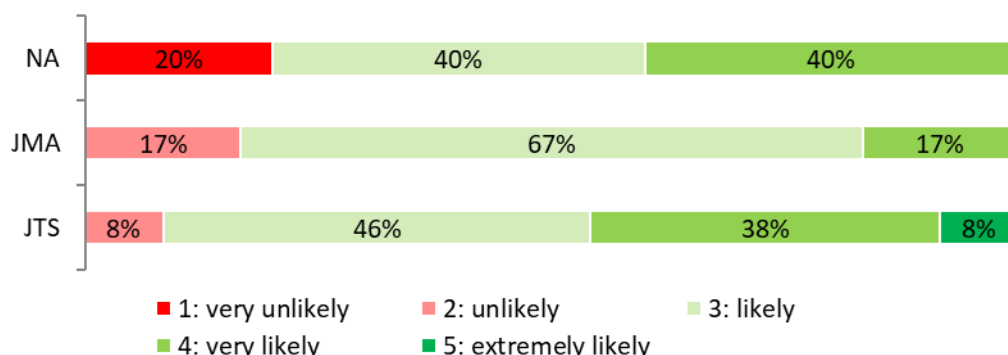


Figure 29: Survey on programme authorities: Which factors can improve long-term sustainability of programme outcomes and impact?

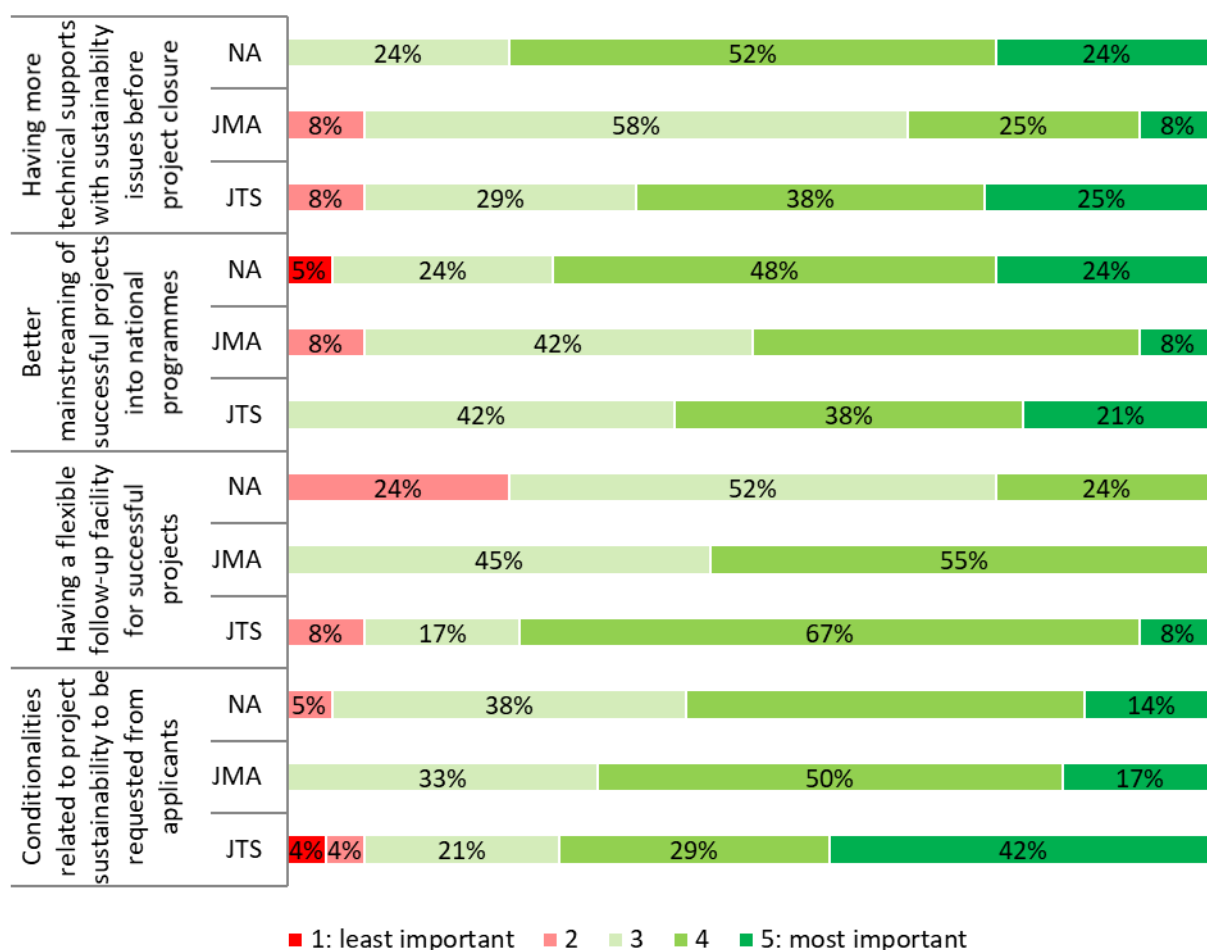


Figure 30: Survey on programme authorities: how do you rate the coherence and complementarity of ENPI CBC with other EU programmes or donor's programmes ?

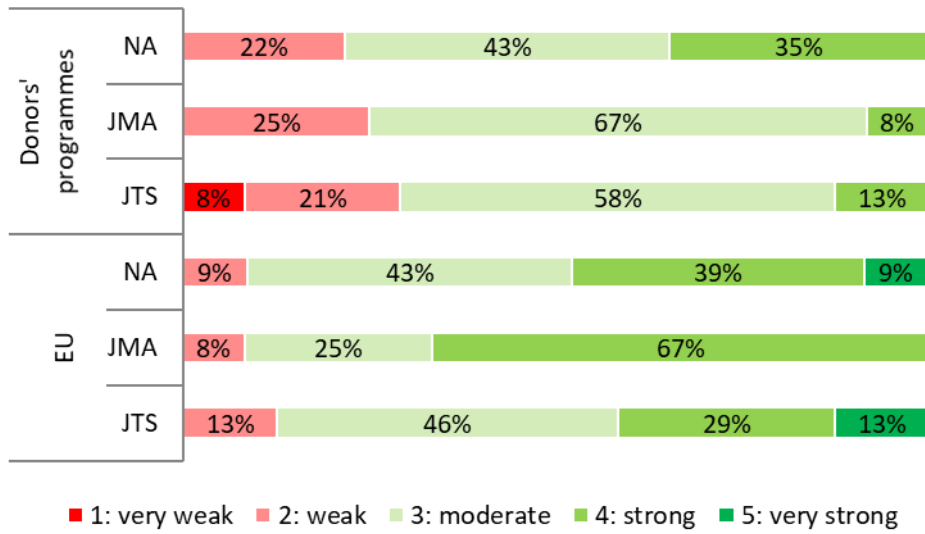


Figure 31: Survey on project partners: What do you consider is the added value of cross-border cooperation?

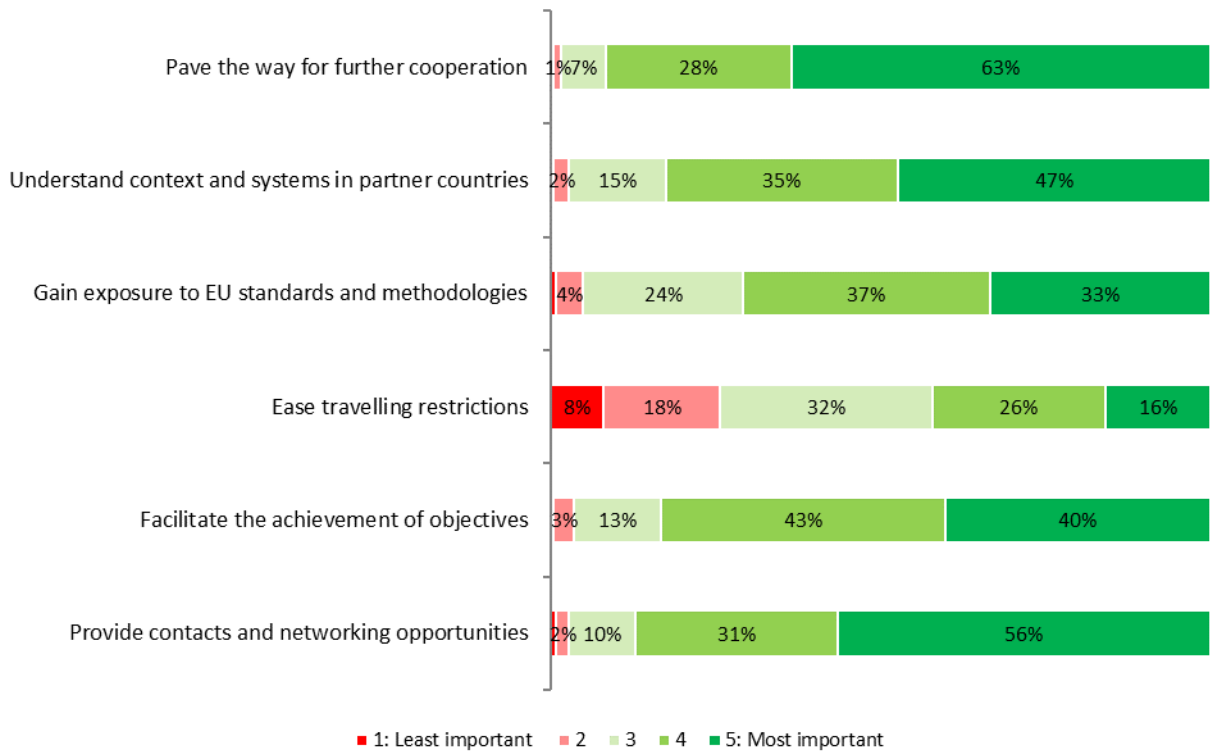


Figure 32: Survey on programme authorities: please indicate whether you agree with the following statements:

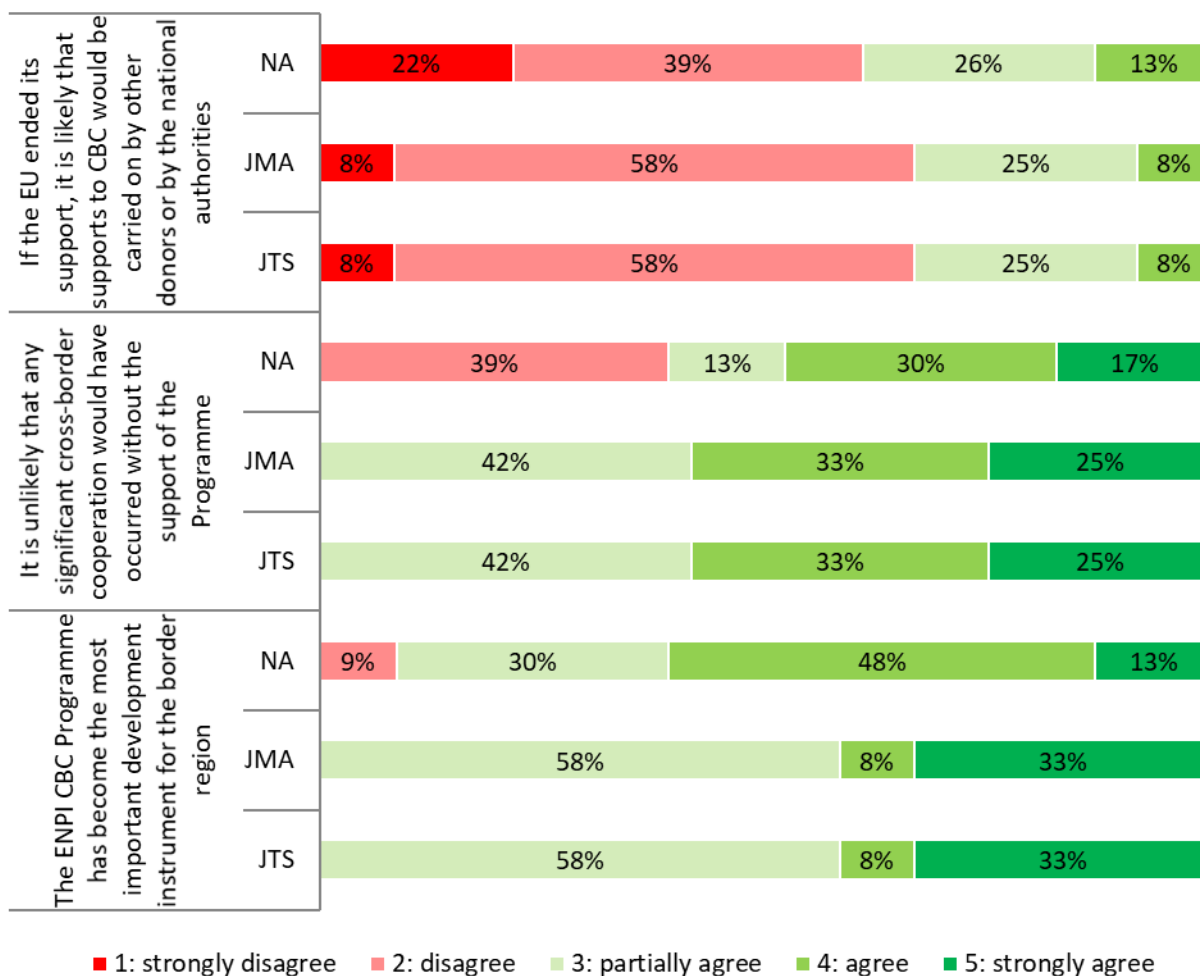


Figure 33: Survey on programme authorities: to what extent did ENI programmes take into account lessons from ENPI CBC?

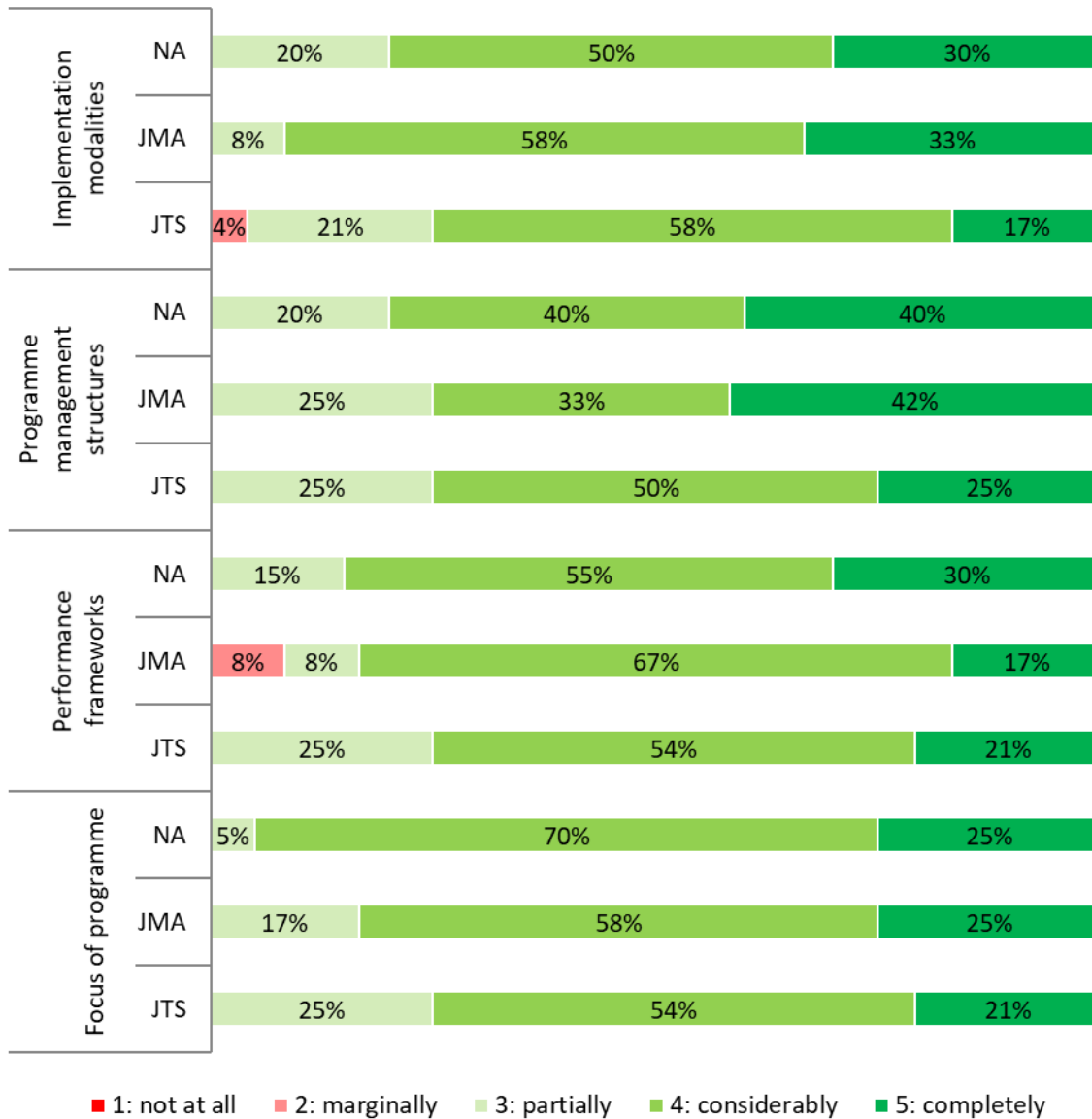


Figure 34: Survey to programme authorities: how do you rate RCBI support for Programme Management Structures?

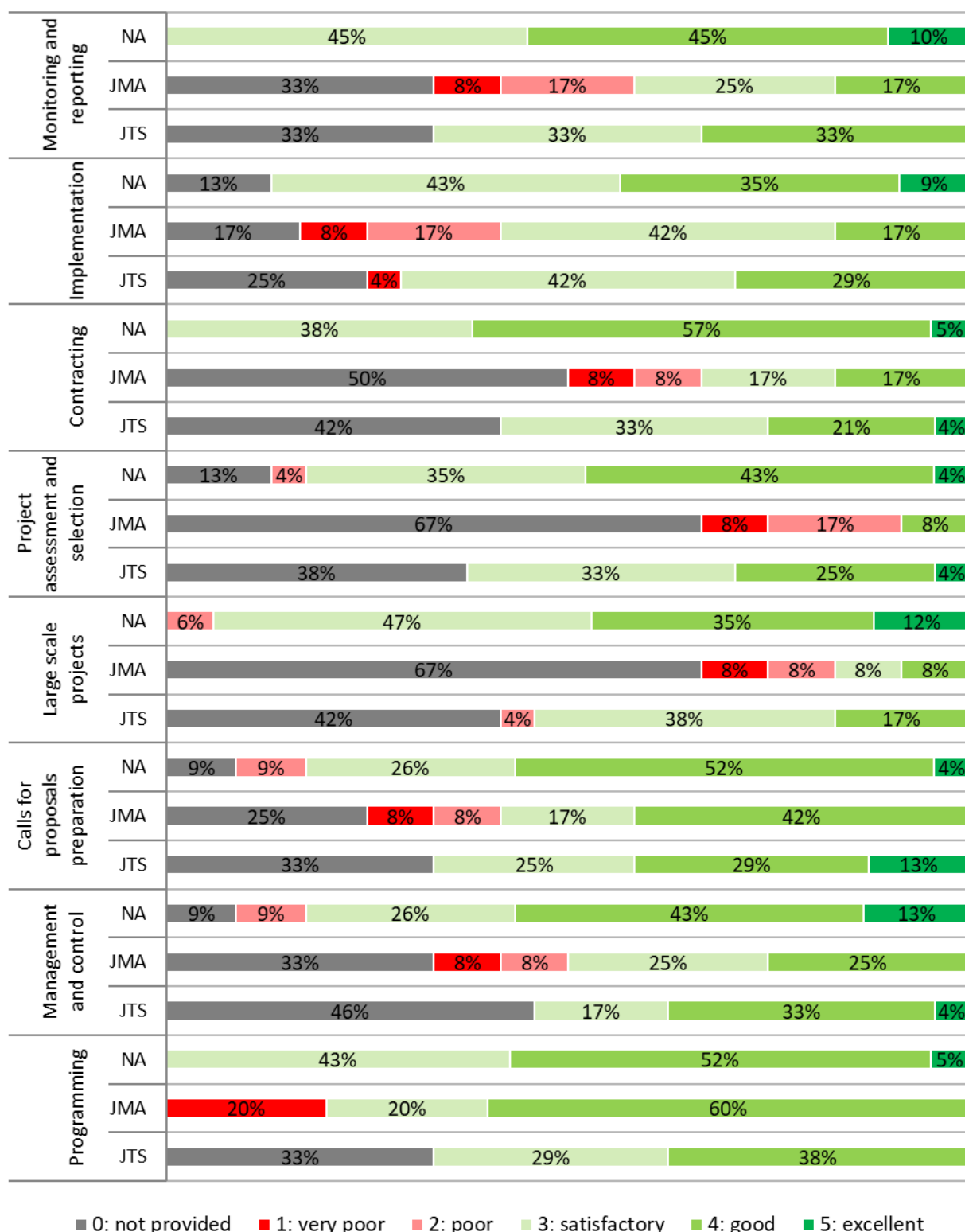
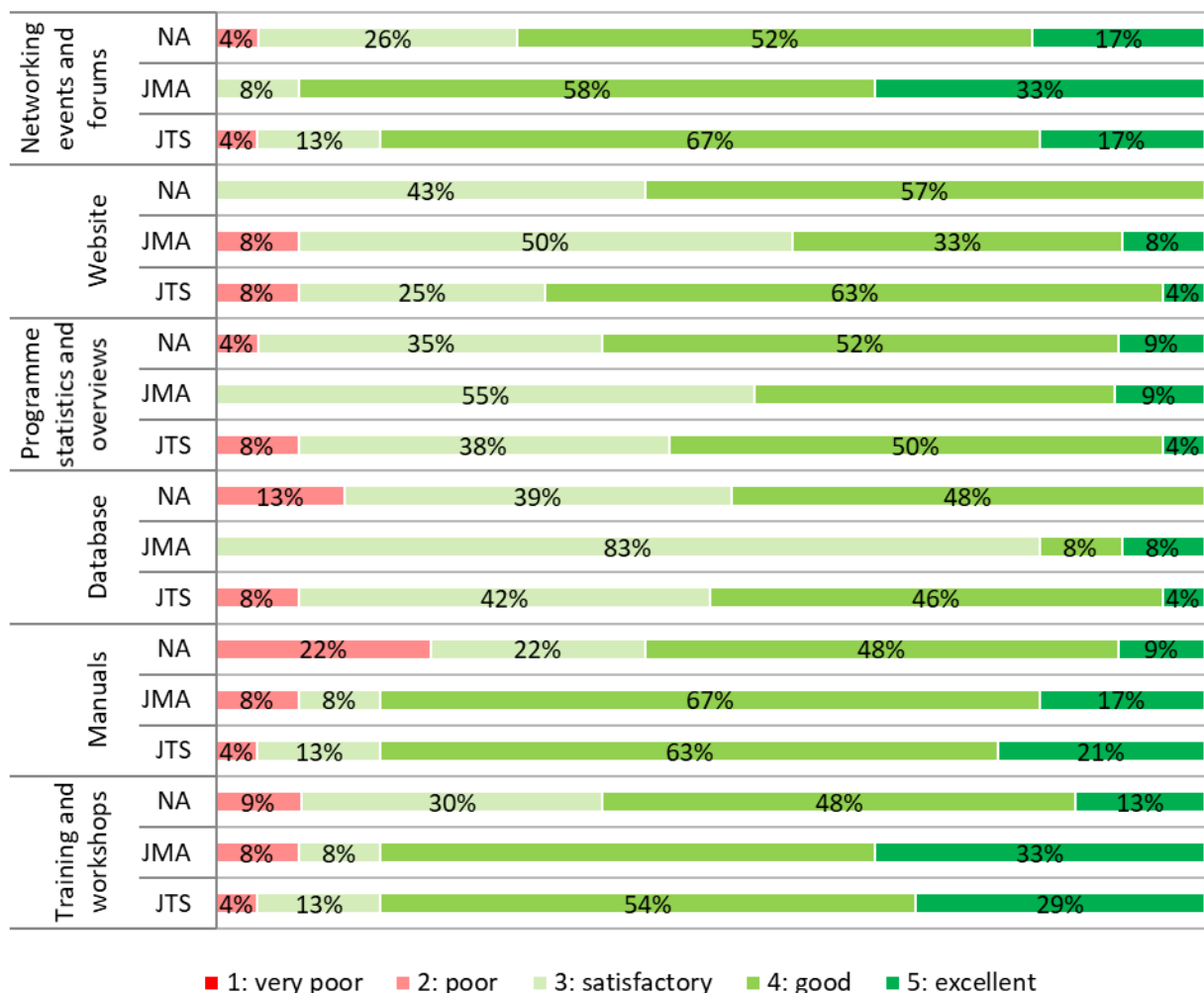


Figure 35: Survey to programme authorities: how do you rate the quality and value of INTERACT ENPI delivery tools?



Annex 10. Database analysis

1. Database themes and sectors

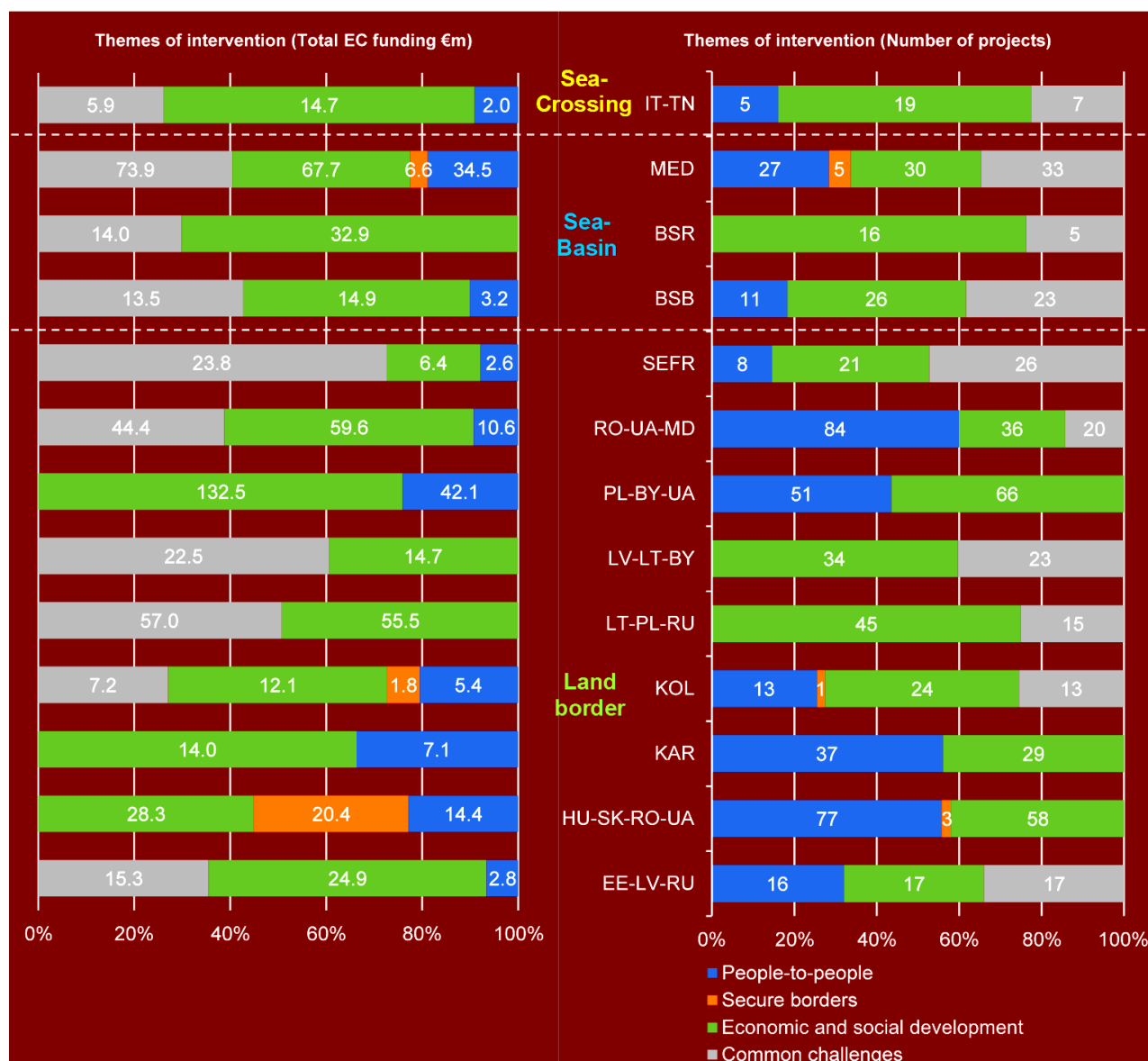
THEME	SECTOR	DESCRIPTION
Economic development	<i>Entrepreneurship and SME development</i>	Training and advice to SMEs with product development and marketing, promotion of entrepreneurship, B2B events, partnerships, networking and clustering, capacity building of business support organisations
	<i>IT & 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

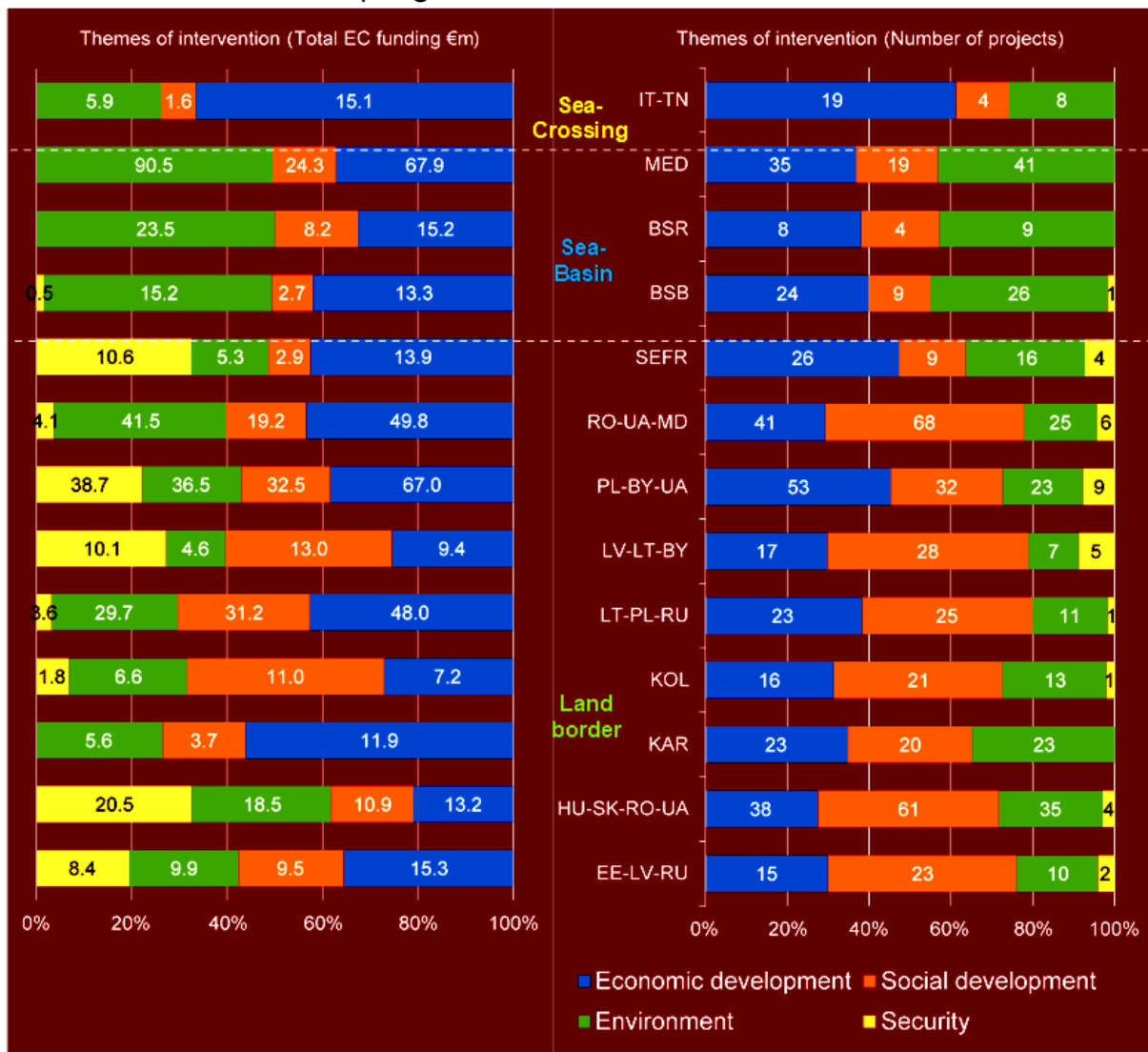
Overall objective strategy per programme



Source: JMA project data, April 2017 (see Annex)



Themes of intervention of programmes

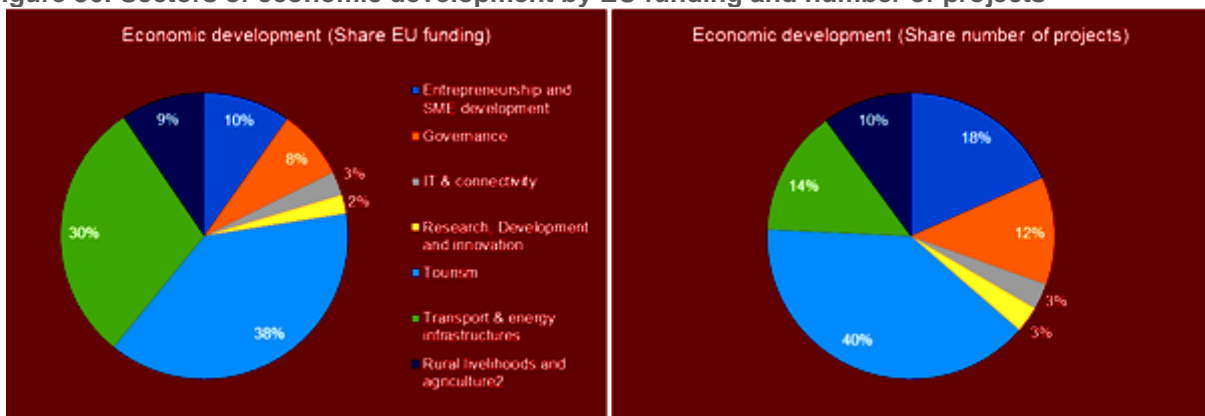


Source: JMA project data, April 2017 (see Annex)

Economic development

Overall

Figure 36: Sectors of economic development by EU funding and number of projects



Source: JMA project data, April 2017

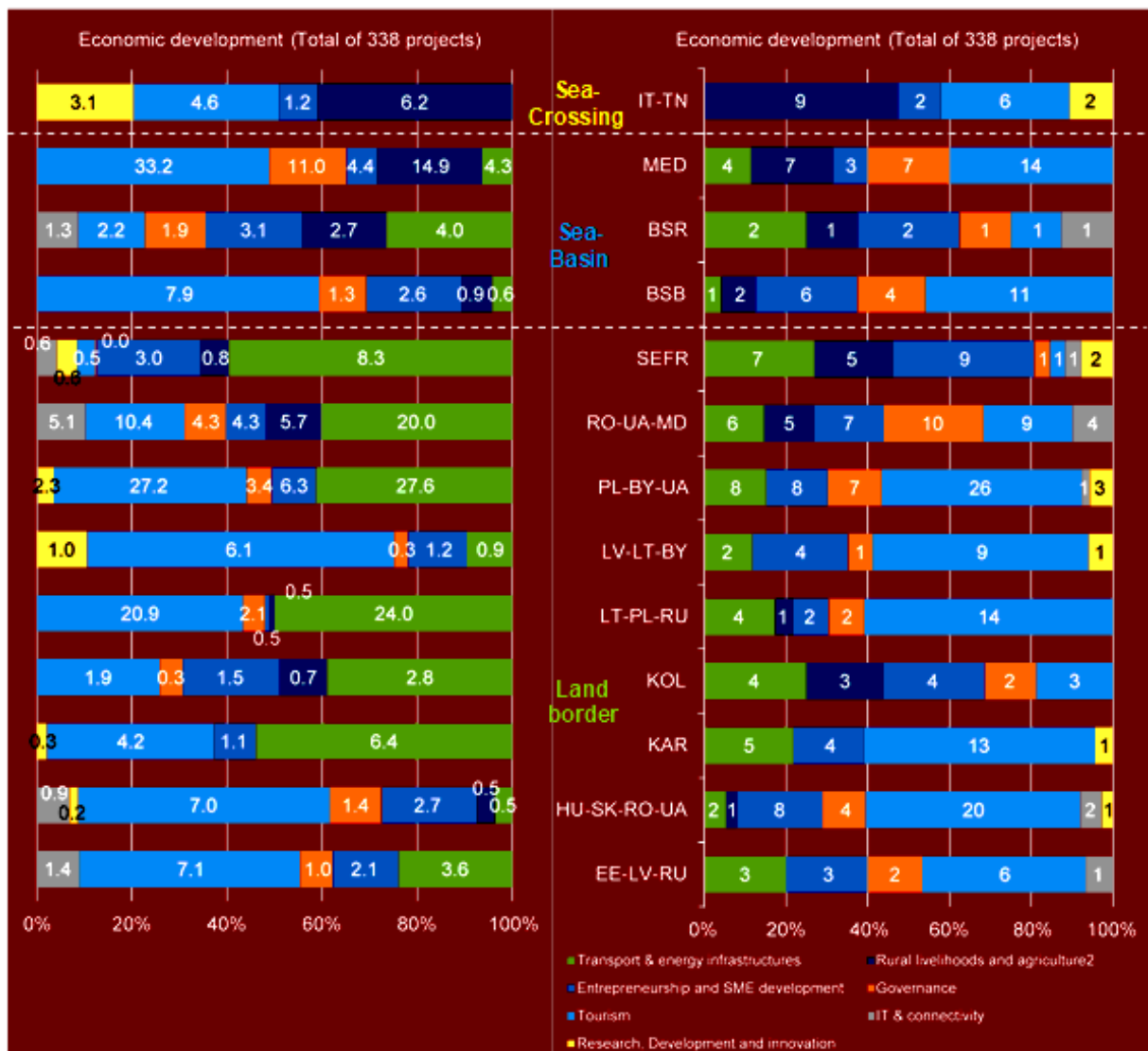


Regarding economic development, the projects funded under ENPI CBC programmes focused mainly on *tourism* (€132.7m. of EU funding and 133 projects). Other relevant sectors are *transport and energy* (€99.9m.), *entrepreneurship and SME* (€34.8m.), *rural livelihoods and agriculture* (€32.9m.) and *governance* (€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:

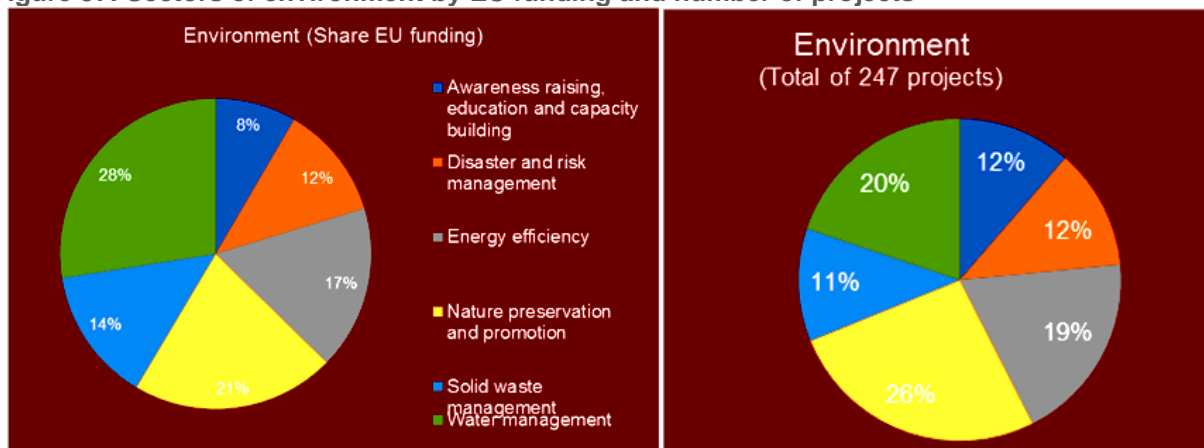
- In the sea-crossing programme IT-TN, there are more projects related to *rural livelihoods and agriculture* as compared to the other ENPI CBC programmes. No *IT & connectivity* projects are funded;
- The main sector of intervention in Sea basin programmes is *tourism*;
- For land border programmes, 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)

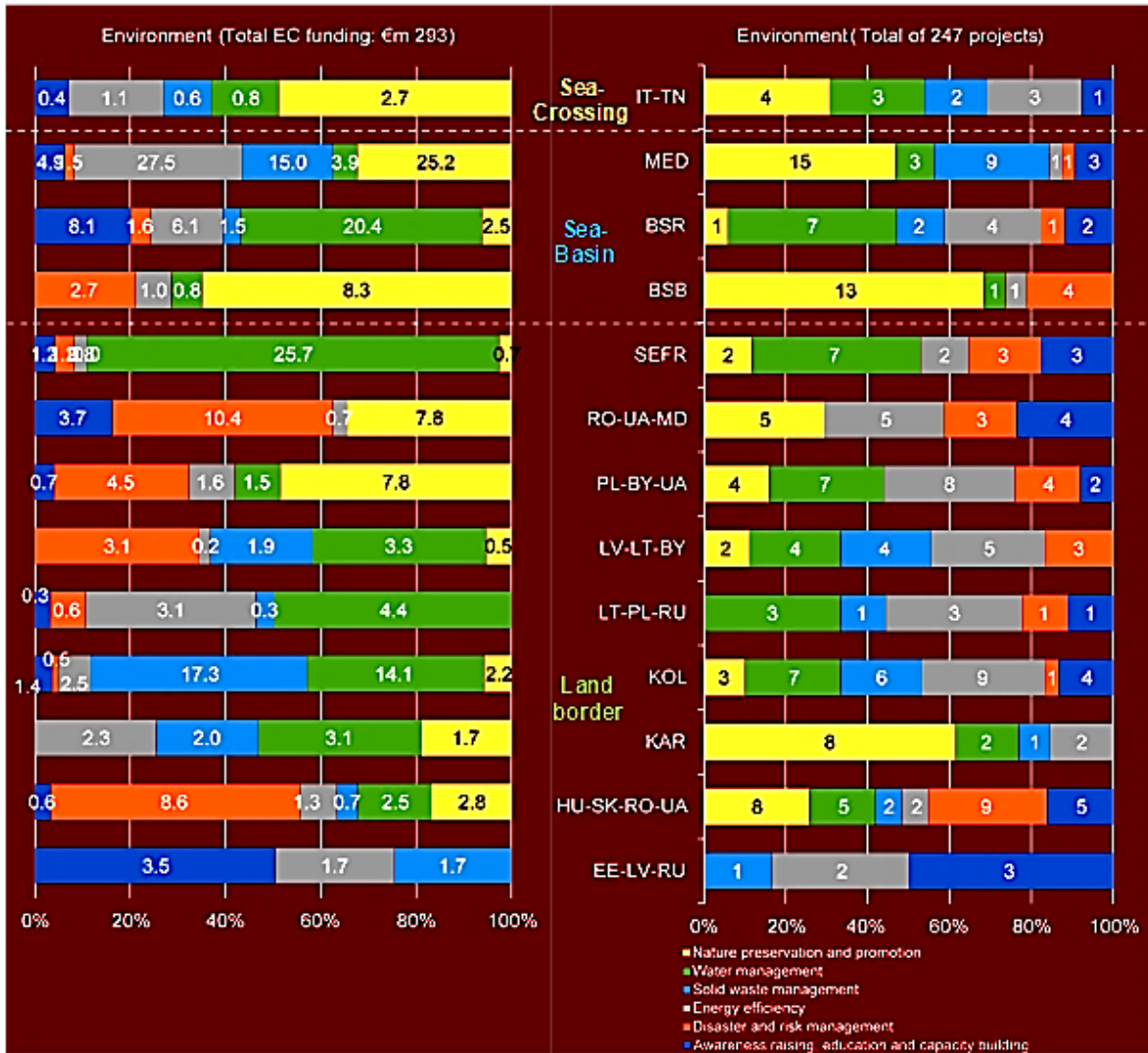
Interventions related to environment were funded under all programmes (in total accounting for more than 10% of the EU budget and more than 10% of projects). The two main sectors were *water management* (49 projects amounting to €80.6m.) and *nature preservation and promotion* (65 projects amounting 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*.

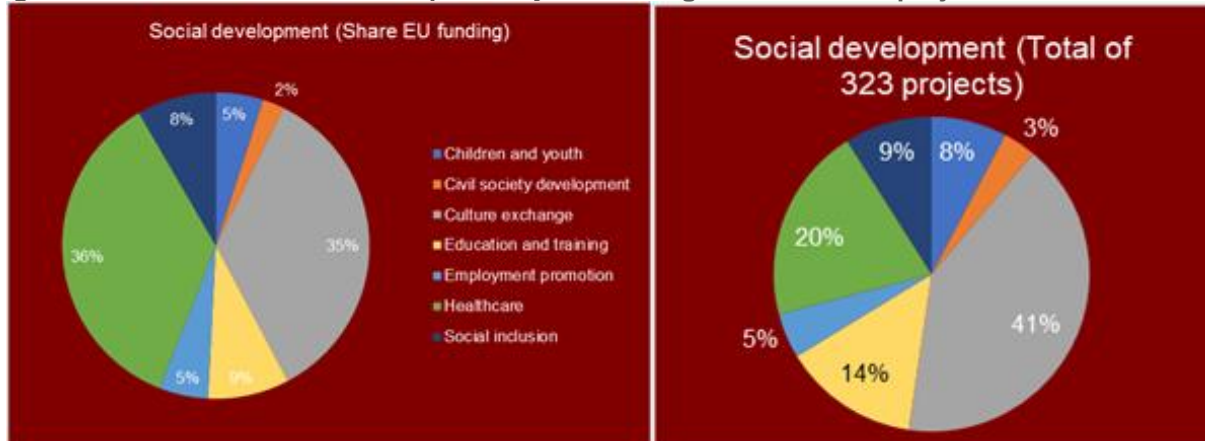




Social development

Overall

Figure 38: Sectors of social development by EU funding and number of projects



Source: JMA project data, April 2017

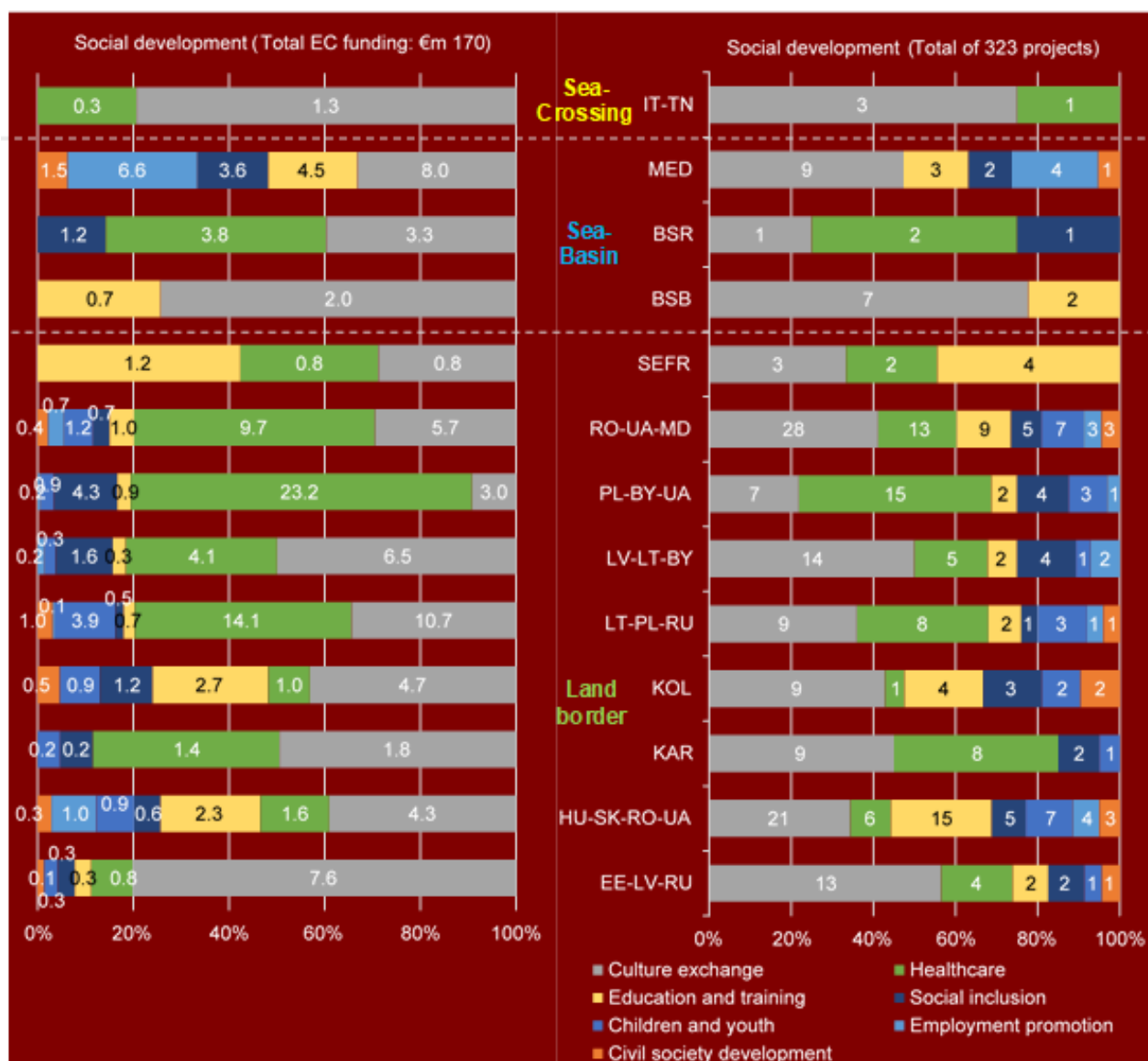


The two main sectors were *culture exchange* (133 projects accounting for €60.7m.) and *healthcare* (65 projects sharing € 60.9m.). Together, these sectors represent 70% of the EU funding and 61% of the projects in this field. *Education and training* ranked third overall (45 projects sharing €14.6m.). 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:

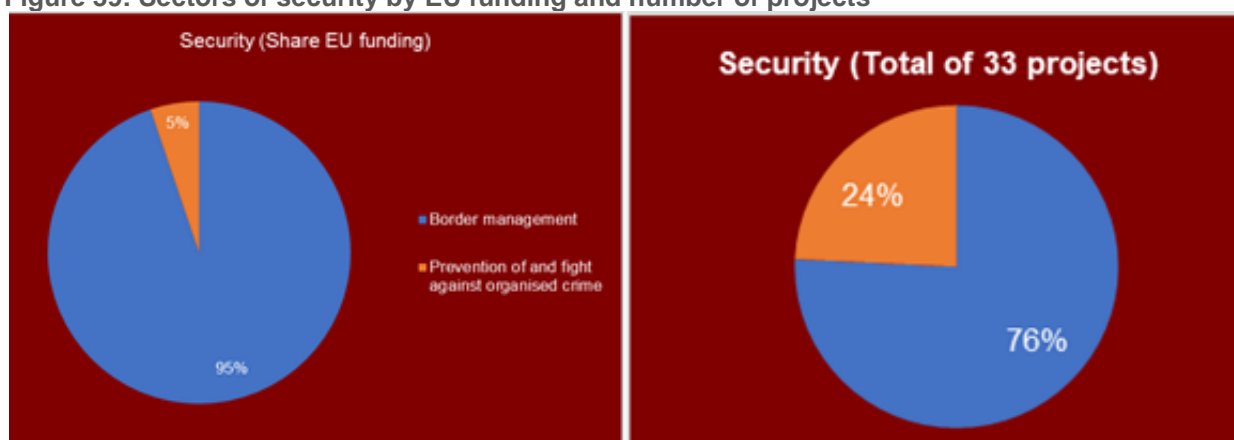
- The sea-crossing programme IT-TN focused only on *cultural exchange* and *healthcare* sectors;
- All sea basin programmes focused heavily on *culture exchange* (30% to 70% of EU funding and a similar proportion of projects). In addition, the MED programme covered several other sectors (*employment 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

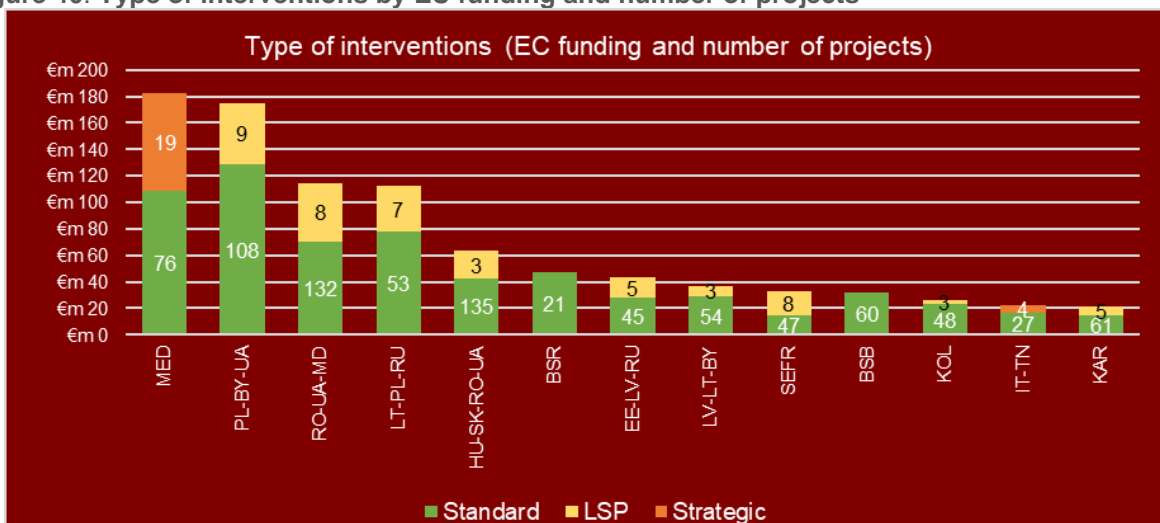
Security covered two sectors: *border management* and *prevention of and fight against organised crime*. The first sector included mostly border crossing infrastructure projects (mainly LSP), which accounted for 25 projects for a total EU amount of €93.3m. (representing almost 10% of the total EU funding 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

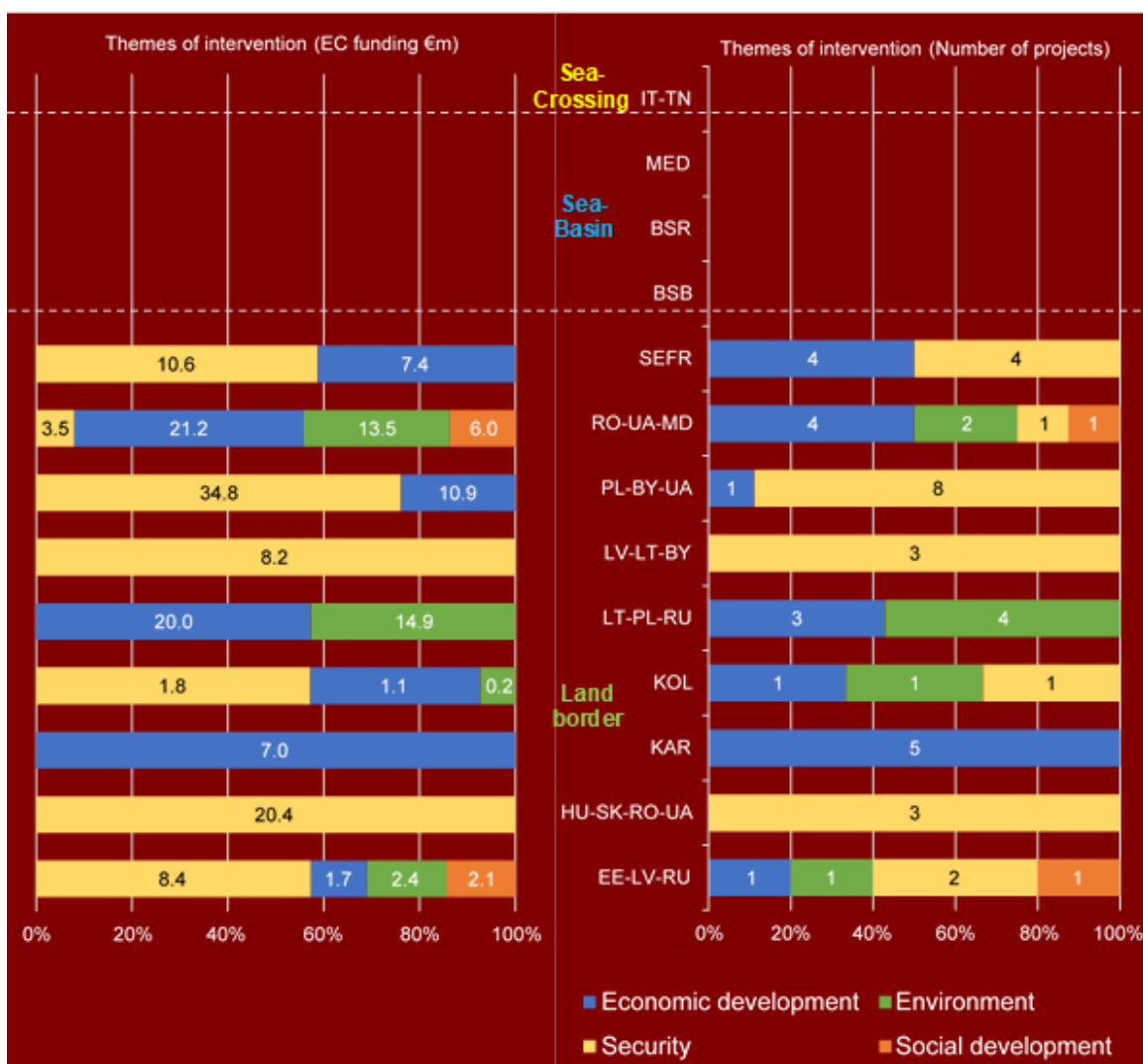
IT-TN, MED, BSR and KAR did not have any projects related to security. Of the three sea-basin programmes, only BSB tackled security but only projects dealing with *prevention of and fight against organised crime*. Three land border programmes funded projects dealing with *prevention of and fight against 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).



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

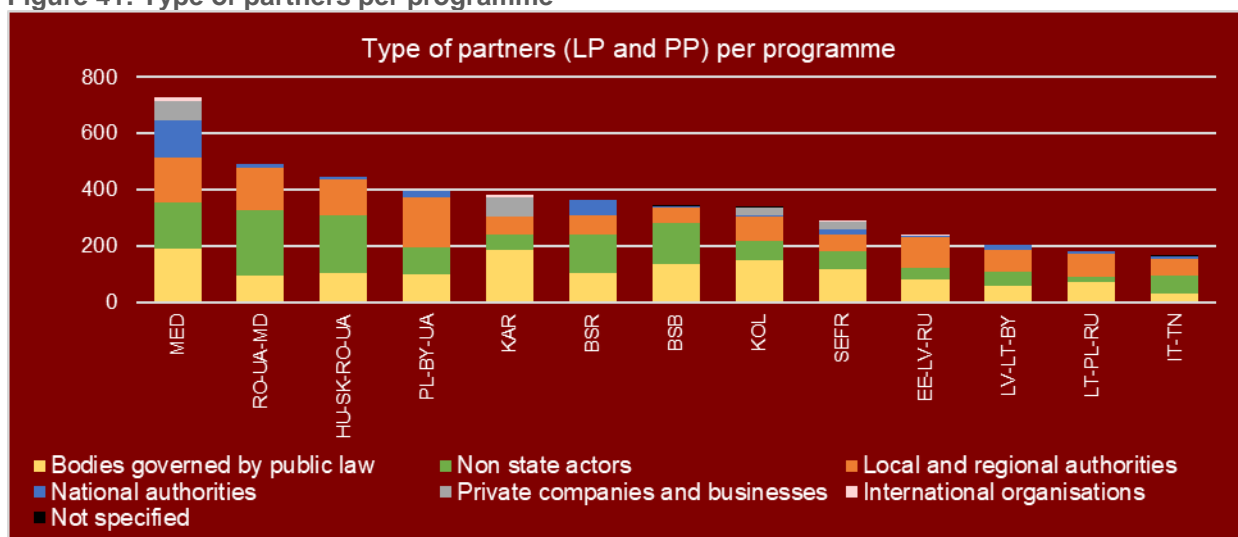


Type of partners

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



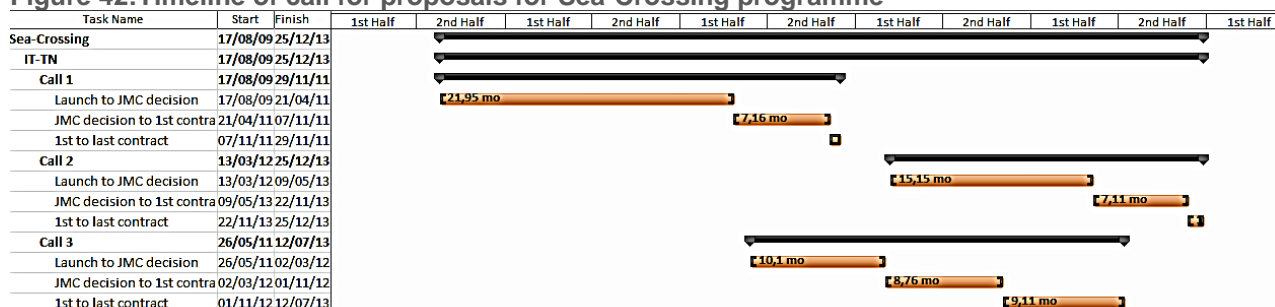
Source: JMA project data, April 2017

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:

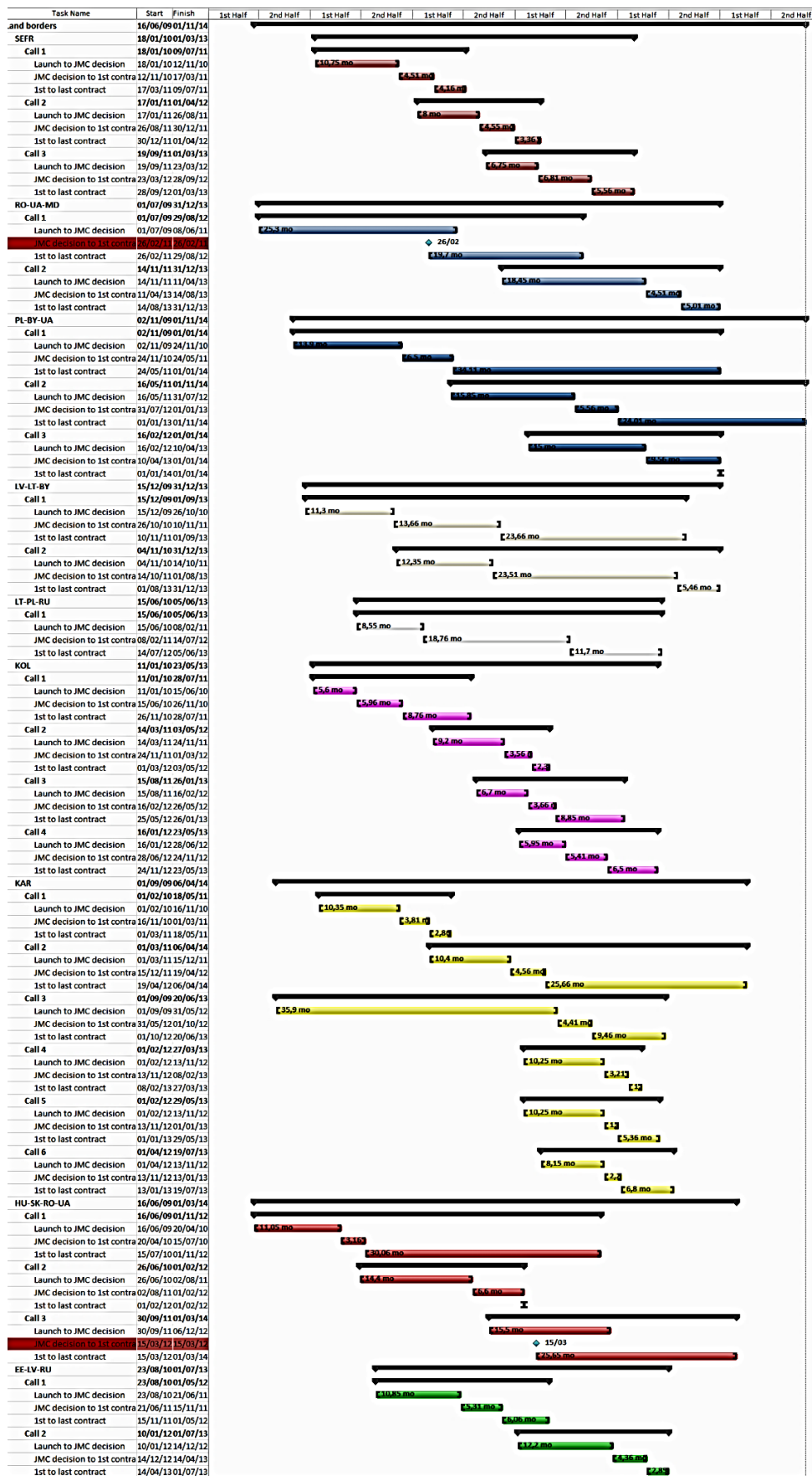
- 3 years, 4 months and 16 days for the first call
- 2 years, 7 months and 8 days for the second call
- 2 years and 5 months for the third call

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

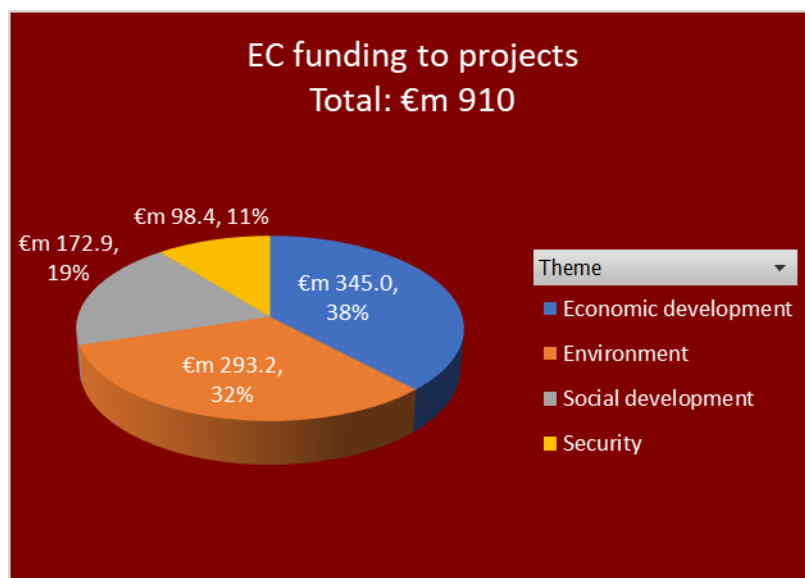
2. CASE STUDIES

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.

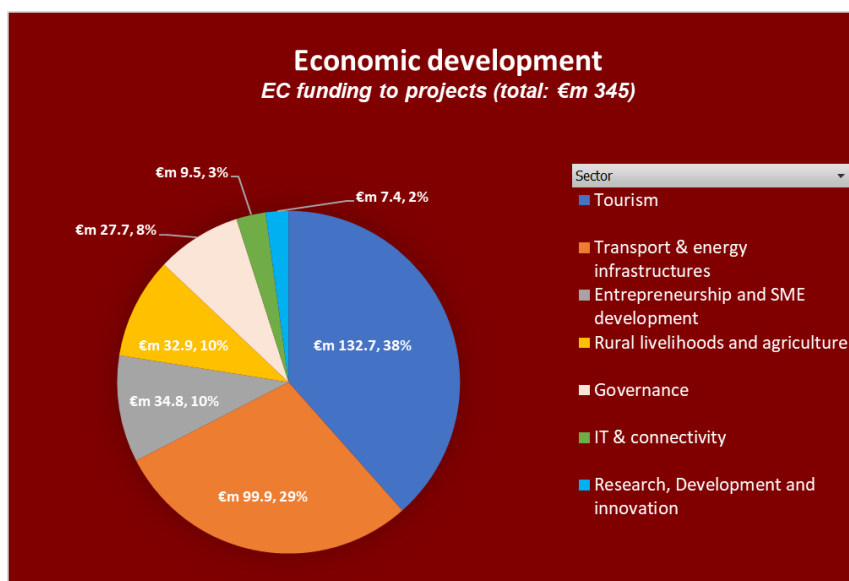
ENPI 2007-2013 CBC strategic objective	Focus	Programmes	Main evaluation question
Promoting economic and social development in border areas	Economic development (<i>Tourism</i>)	1. HU-SK-RO-UA 2. PL-BY-UA	Did ENPI CBC contribute to develop the economic potential of the tourism sector generating both outcomes 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.



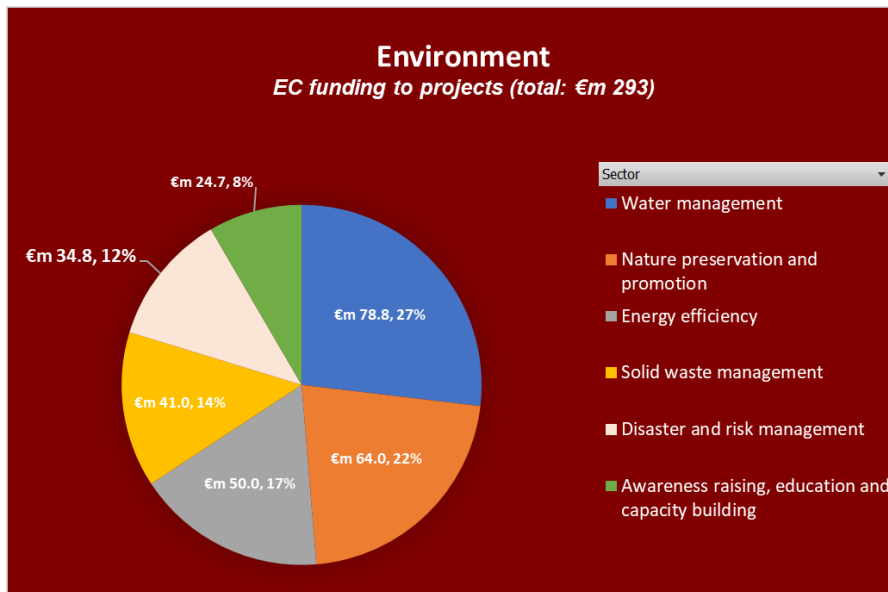
- Environment / Nature preservation and promotion

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.

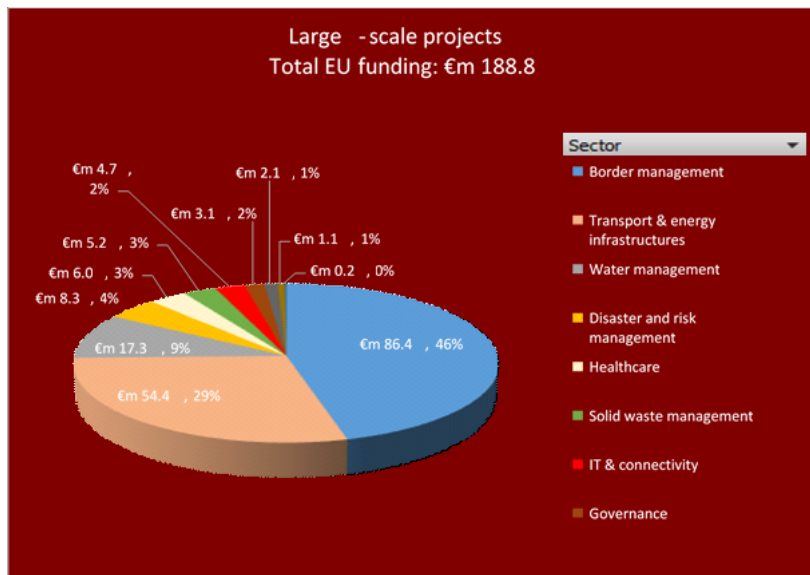




- Security

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.

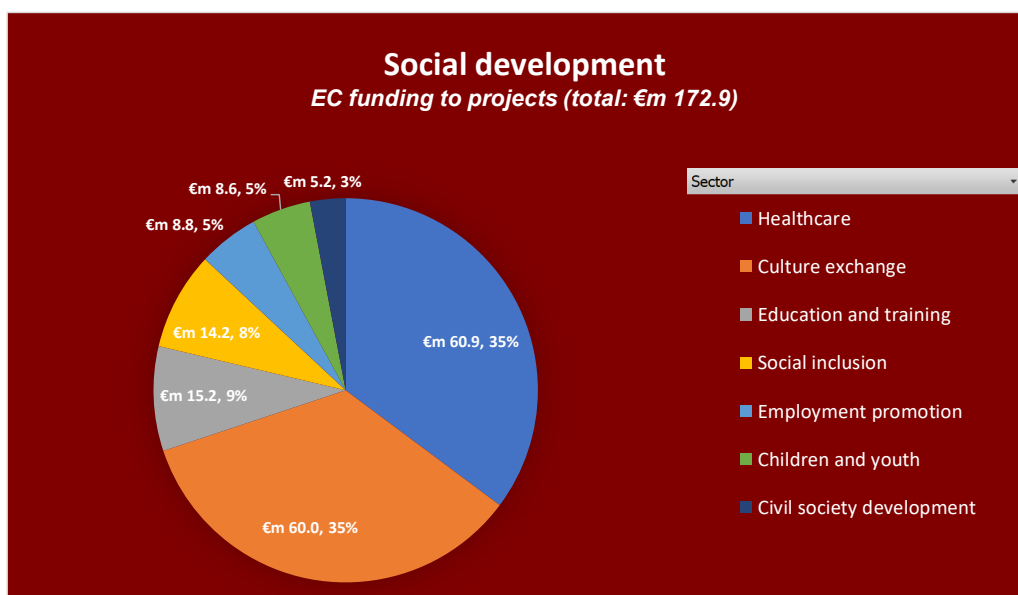
⁷¹ LT-PL-RU, LV-LT-BY, PL-BY-RU, HU-SK-RO-UA, RO-UA-MD, SEFR, EE-LV-RU, KOL

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:

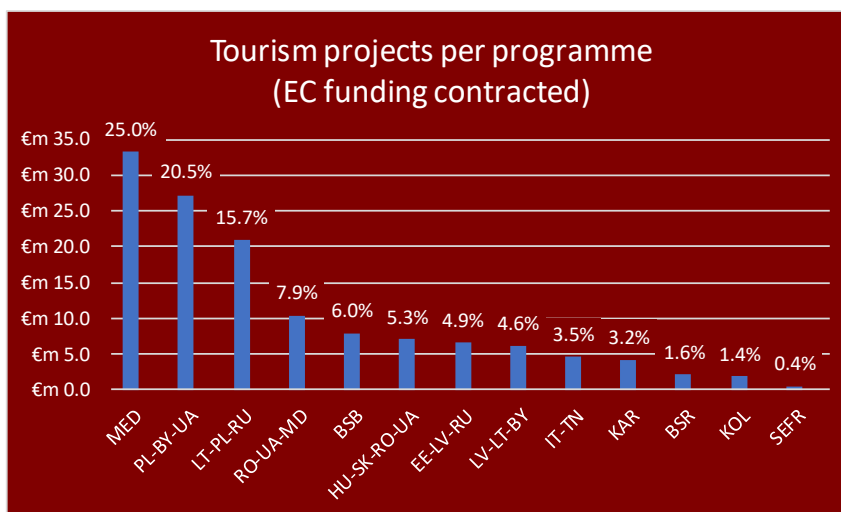
Case study	Programme	Type	Geographical focus
Tourism	HU-SK-RO-UA	Land	Central
	PL-BY-UA	Land	Central
Nature preservation & promotion	MED	Sea-basin	South
	IT-TN	Sea-crossing	South
	BSB	Sea-basin	East
Border management	SFRU	Land	North/East
	EE-LV-RU	Land	North/East

- 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.

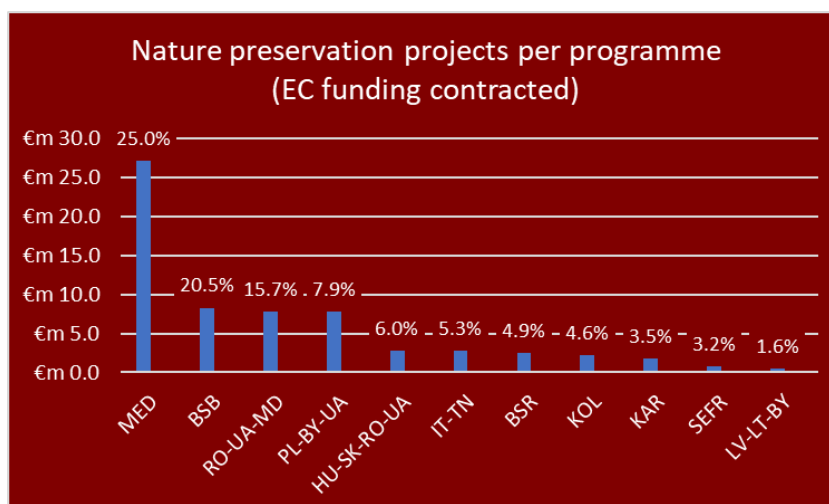
Together, tourism projects funded under these two programmes accounted for more than 25% of the total contracted EC funding to tourism projects across all programmes as shown in the figure below. Tourism projects represented more than 50% of EC funding contracted by PL-BY-UA and 46% by HU-SK-RO-UA.





- 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.

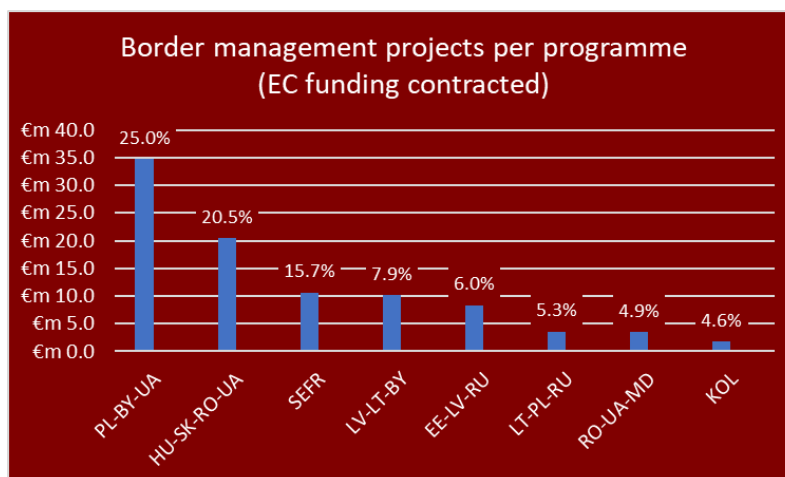


To ensure a sufficient focus, it proposed that the nature preservation and promotion case study covers only projects dealing with the management of sea resources which is a theme common to the MED, IT-TN and BSB programmes.

- 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 Zooprophyllactic 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.

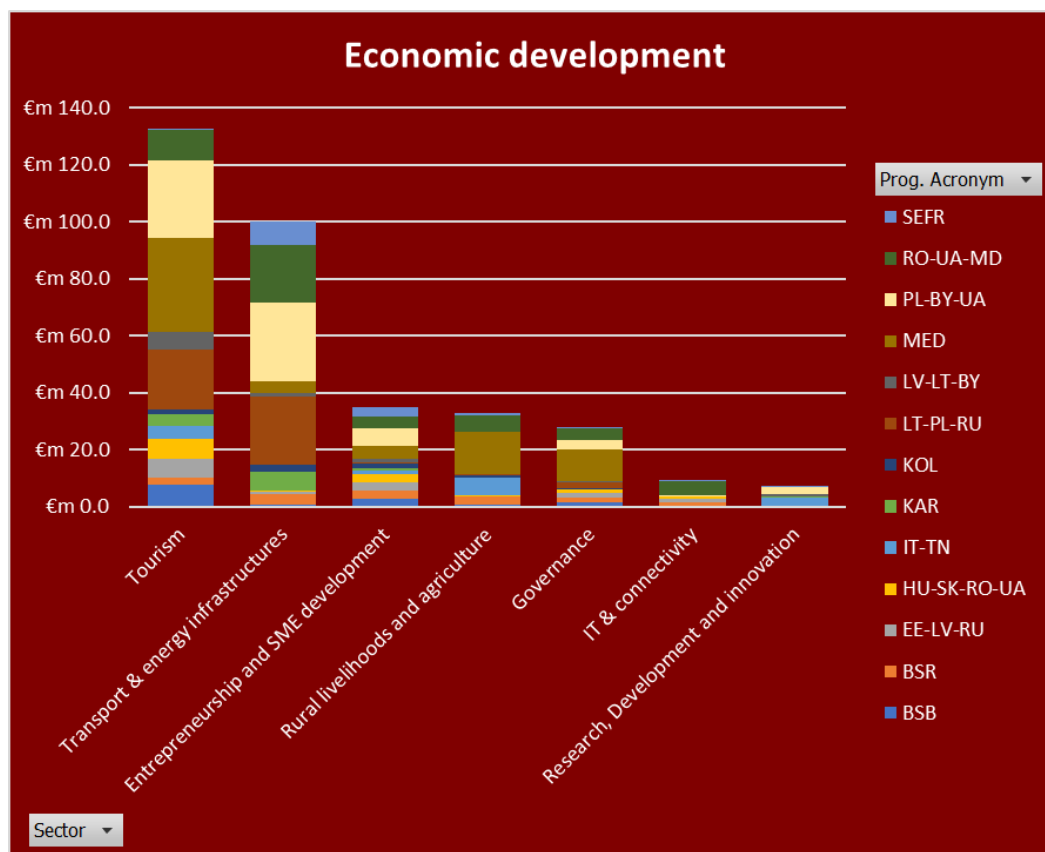
Appendix 6. Database themes and sectors

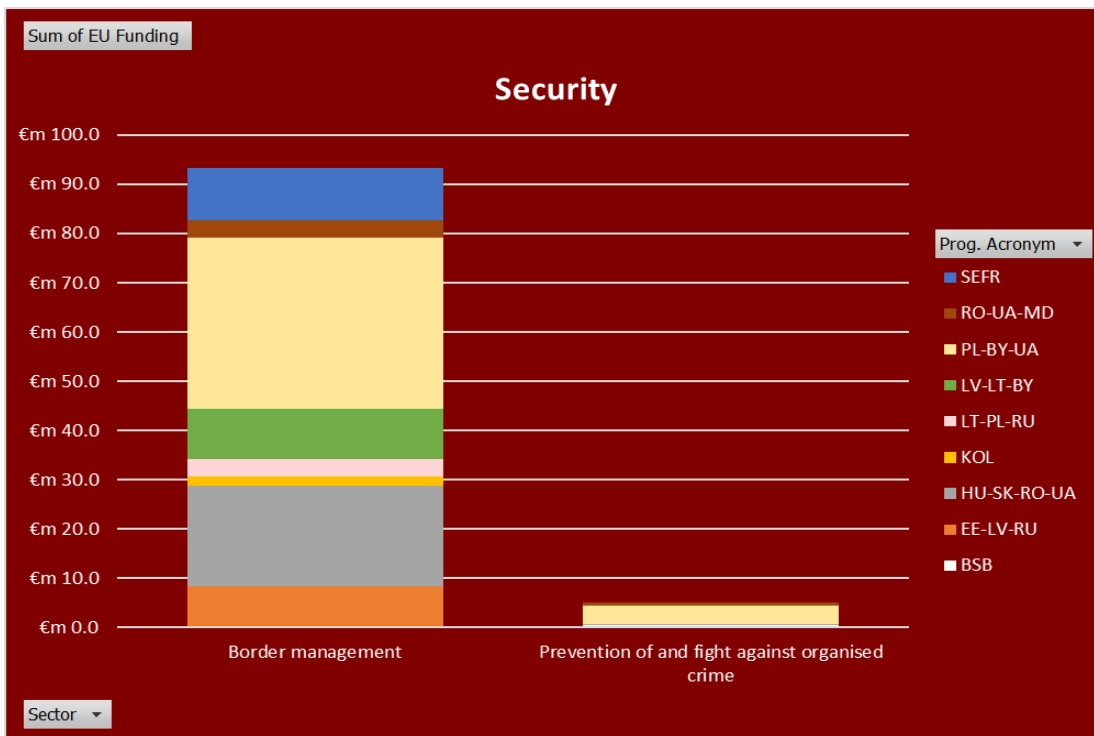
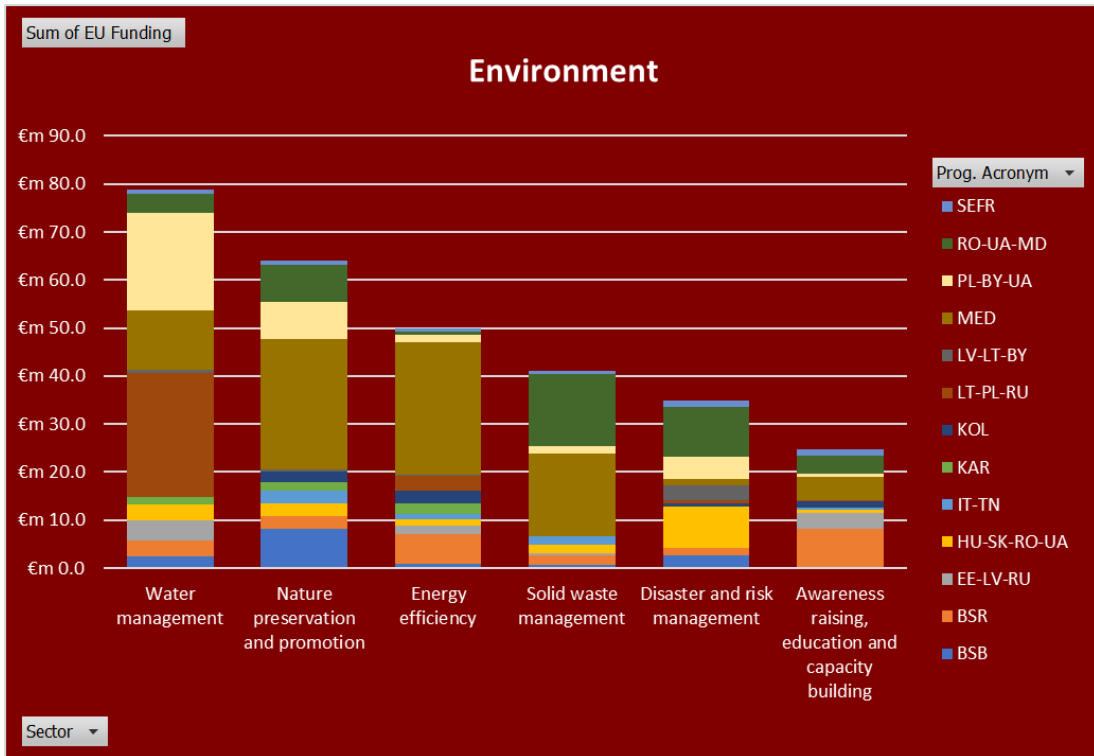
Theme	SECTOR	DESCRIPTION
Economic development	Entrepreneurship and SME development	Training and advice to SMEs with product development and marketing, promotion of entrepreneurship, B2B events, partnerships, networking and clustering, capacity building of business support organisations
	IT and connectivity	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,

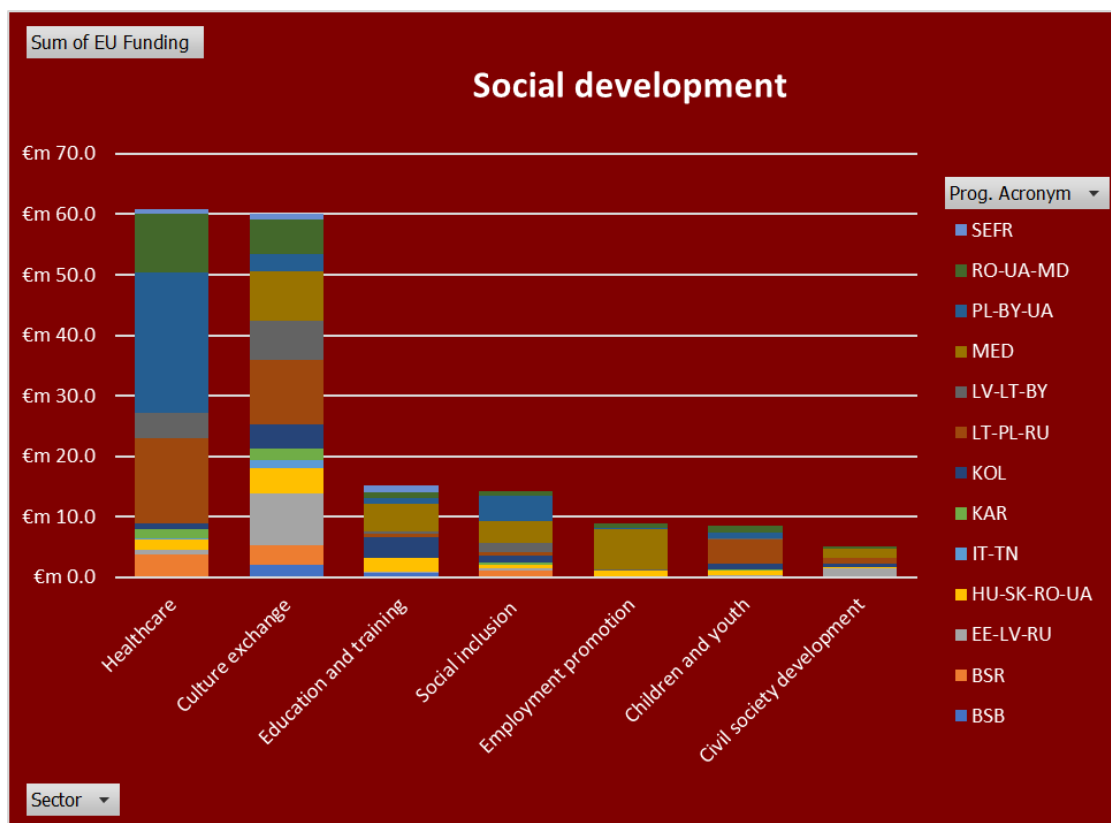


		promotion of EU environmental standards, exchange of information and know-how
Social development	Children and youth	Pre-school education, childcare and youth welfare, leisure and sports, youth promotion, training and education of young people, promotion of youth civic engagement,
	Civil society development	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 I EVP, 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 Varėna and Shchuchin cross border regions	Varėna 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-Volynskyi – 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	Kisebbségért - Pro Minoritate Foundation	Hungary	€	300,822
HU-SK-RO-UA	Future at hand! – Raising the civil partnership in strategic and project-planning	Kisebbségért - 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 Zakarpattya 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	Insinooritoimisto 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 MEditerranean 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 districtual 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	Improve 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 Värksa-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, Partnership 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

