

Cross Border Cooperation within the European Neighbourhood Instrument (ENI)

MEDITERRANEAN SEA BASIN PROGRAMME 2014-2020

Final Draft Strategy

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INTRODUCTION

The European Neighbourhood Policy (ENP), which was established with the objective of avoiding the emergence of new dividing lines between the enlarged European Union (EU) and its neighbours, aims at developing a special relationship between the EU and each of its partner countries, contributing to an area of security, prosperity and good neighbourliness. To this purpose the EU has been working closely with its Mediterranean partners to design cooperation programmes which take into account each country's specific needs and features.

The ENP is supported by substantial EU financial assistance. Under the European Neighbourhood and Partnership Instrument (ENPI) 2007-2013, nearly € 12 billion was provided in grants. For the period 2014-2020, the ENPI is succeeded by a new European Neighbourhood Instrument (ENI)¹. With a budget of €15.4 billion ENI will provide the bulk of funding to the 16 partner countries² covered by the ENP.

The Programming document³ adopted in October 2014 provides the strategic framework for ENI cross-border cooperation, for the period 2014–2020. In addition, the Programming document defines the types of programme and lists the individual CBC programmes which will be financed by the EU, including their geographic eligibility and financial allocation.

Within the general context set by the Programming document, the partners of the ENI CBC Mediterranean Sea Basin (ENI CBC MED) Programme 2014-2020 prepared the Joint Operational Programme (JOP) reflecting the specific circumstances and requirements of their cooperation area.

EUROPEAN NEIGHBOURHOOD INSTRUMENT (ENI) AND THE ENI CBC MED

The European Neighbourhood Instrument (ENI) principles and objective⁴, meant to progress towards 'an area of shared prosperity and good neighbourliness' between EU Member States and their neighbours, set out the framework on which the Strategy of the ENI CBC MED Programme is founded.

The overarching and thematic objectives of the present Strategy, and the related priorities and expected results, are based on a participatory methodology, conjugating a wide and extensive consultation process of national stakeholders. They also consider an in-depth analysis of the socio-economic context of the most relevant sectors of cooperation, which the Joint Programming Committee (JPC) - including 13 participating Countries of the Mediterranean area - deemed as necessary to investigate further. The analysis of the coherence and complementarities with EU and non-EU main programmes targeting the area provided further ground for the JPC decisions.

The paragraphs that follow offer a synthetic outline of the Strategy and the main outcomes of the analyses and consultation process. In particular, they include:

¹ Regulation (EU) No 232/2014 of the European Parliament and of the Council of 11 March 2014 establishing a European Neighbourhood Instrument.

² The partner countries are: Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, the Republic of Moldova, Morocco, occupied Palestinian territory (oPt), Syria, Tunisia, and Ukraine.

³ Programming document for EU support to ENI Cross-Border Cooperation (2014-2020), Annex to Commission Implementing Decision of 8.10.2014, C(2014) 7172 final.

⁴ Objectives and principles are recalled in articles 1-5 of the REGULATION (EU) No 232/2014 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 March 2014 establishing a European Neighbourhood Instrument (ENI).

- a socio-economic analysis of the area, that outlines main trends in terms of demographic, economic growth and social cohesion, also reflecting strengths, weaknesses and medium-term needs;
- an analysis of the environmental state of the area, that is based on a number of environmental sectors (namely water management, energy, waste management and integrated coastal zone management) that have been considered as most relevant for the area by participating countries;
- a wide consultation with participating countries and other stakeholders in harmony with principles of ownership and partnership, as briefly outlined in the introductory section to the present Programme. This wide consultative process is at the basis of the Strategy and has also oriented and focused the desk analysis on a number of key sectors for the area;
- a description of overarching and thematic objectives as well as the related priorities, expected results, output and their indicators;
- an outline of the synergies and complementarities with the main EU and non-EU funded programmes in the area and a preliminary version of the risk analysis.

ENI MEDITERRANEAN SEA BASIN PROGRAMME 2014-2020

Methodology and Steps Undertaken To Design the Strategy

The preparation of the Strategy of the Mediterranean Sea Basin Programme 2014-2020 followed two parallel and intertwined tracks:

- ⇒ One leading to the identification of the main thematic issues and medium-term needs (MTNs) and the selection of the objectives (overarching and thematic), at the basis of the Strategy and its programme priorities, expected results and indicators;
- ⇒ One aimed at defining the operational procedures for the programme implementation, the identification and definition of roles of the Managing Structures.

The Strategy was defined over two and-a-half-year long time, through a series of successive steps and based on a methodological process that has conjugated dedicated desk research and analysis of statistical data related to the Programme area with national consultations, including field visits in participating Countries and a wide stakeholders' consultation. Indeed, in order to select the objectives of the Programme, to identify the MTNs most relevant to the cooperation area and the related priorities as well as expected results and their indicators, a blended methodology was applied, combining top-down and bottom-up approaches, in the belief that the two approaches should not be considered as alternative or opposed to each other, but rather that the combination of the two may lead to better results. The desk research and analysis as well as the consultation process were conducted bearing in mind the cross-border dimension and finality of the Programme.

The results were, then, synthesized and rationalised so to increase coherence and logic flow between priorities, results and indicative outputs. The same principle applied to results and outputs indicators that were reduced and simplified following a first identification and discussion. At a JPC meeting held in January 2015, they were finally discussed and agreed by the participating Countries.

Consultation Process and Lessons Learnt

Based on the experience of the previous ENPI MED CBC Programme 2007-2013, the new JOP focuses on economic, social and environmental challenges of the uttermost relevance for the cooperation area: revitalization of the economy through innovation and euro-Mediterranean networks and value chains that have as ultimate goal that of boosting job opportunities and the social inclusion; the conservation of the unique ecosystems of the Mediterranean. The new strategic framework is based on several lessons learnt that have been continuously gained during the implementation of the Programme and the approved projects in 2007-2013 and onwards.

The ENPI CBC MED programme demonstrated not only a lively response to all its calls for proposals, but also a remarkable participation notably by local authorities, academia and civil society organizations of the countries in the approved projects. An outstanding result is the level of cooperation at project level established between a large number of institutions and organisations and the balanced distribution of funds, as a minimum of 50% of overall project's budget was allocated to activities implemented in Mediterranean Partner Countries.

However, the role of Lead beneficiaries was mostly played by EUMCs that benefited from the experience under EU cooperation Programmes. Thus, the new Programme shall invest on capacity building to support specifically southern shores potential applicants as well as through better focus on partnership quality and width. Along with a simplification of the application and management process these measures are expected to increase the participation of MPC Applicants allowing a greater and more coordinated effort in the governance challenges of involving multiple stakeholders. The ENI CBC MED shall then enhance cooperation with other Mediterranean Programmes and other relevant initiatives, encouraging also projects to exploit existing and/or potential synergies.

Aim of the ENI CBC MED Programme

The ENI CBC Mediterranean Sea Basin Programme 2014-2020 is an EU transnational cooperation programme to foster a fair, equitable and sustainable economic, social and territorial development aiming to advance cross-border integration and valorise participating countries' territories and values.

Overarching Objectives

CBC contributes to the overall ENI objective of progress towards 'an area of shared prosperity and good neighbourliness' between EU Member States and their neighbours. To advance this goal, based on reviews and evaluation of CBC under ENPI, CBC under the ENI will have 2 overarching strategic objectives. Through a consultative process based on detailed sectors analysis, the ENI CBC Mediterranean Sea Basin Programme have been selected two Overarching Objectives out of the three proposed by the Programming Document that are consistent with the needs of the territories of the Programmes

- A. Promote economic and social development⁵
- B. Address common challenges in environment

⁵ The Programming Document includes the first and second Overarching Objectives as follows: "Promote economic and social development in regions on both sides of common borders" and "Address common challenges in environment public health and the prevention of and fight against crime". The Thematic Objective 4 "Environmental protection, climate change adaptation" has been amended including "and mitigation". All definitions of the Objectives included in this JOP have been agreed among the JPC members and notified to the European Commission.

Beneficiaries

The programme targets actors from the public and private sector: public authorities, agencies, SMEs, higher education institutions, education/training centres, civil society organizations, NGOs, etc.

Budget

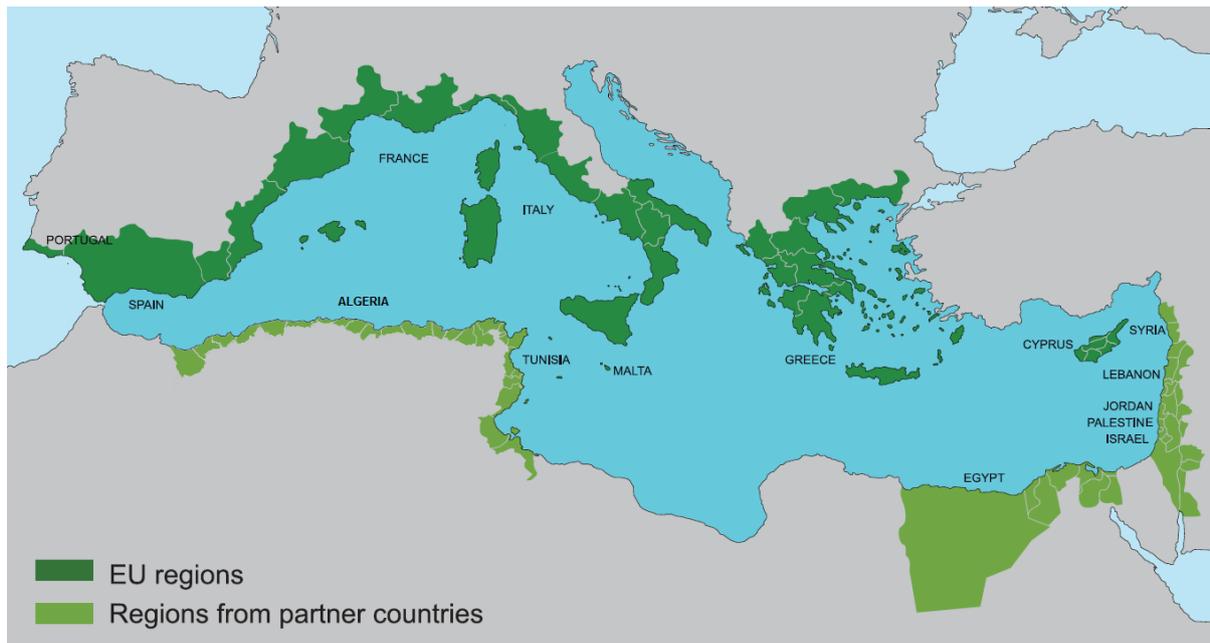
Over € 209 million have been granted by the European Union to the ENI CBC Mediterranean Sea Basin Programme for the period 2014-2020.

According to the Programming document, a fifth of the financial allocation for Cross-Border Cooperation (CBC) under the European Neighbourhood Instrument (ENI) total budget - € 1 billion - is dedicated to the Mediterranean Sea Basin Programme. This makes the Programme the largest one from a financial point of view out of 16 other programmes to be implemented with Partner Countries to the East and South of EU's external borders.

Cooperation Area

Algeria, Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Syria, Tunisia, Turkey and United Kingdom (Gibraltar).

Eligible regions are: **Algeria:** Tlemcen, Ain Temouchent, Oran, Mostaganem, Chlef, Tipaza, Alger, Boumerdes, Tizi Ouzou, Bejaia, Jijel, Skika, Annaba, El Tarf; **Cyprus:** the whole country; **Egypt:** Marsa Matruh, Al-Iskandaryah, Al Buhayrah, Kafr ash Shaykh, Ad Daqahliyah, Dumyat, Ash Sharquiyah, Al Isma'iliyah, Bur Sa'id; **France:** Corse, Languedoc-Roussillon, Provence-Alpes-Côte d'Azur; **Greece:** Anatoliki Makedonia - Thraki, Kentriki Makedonia, Thessalia, Ipeiros, Ionia Nisia, Dytiki Ellada, Sterea Ellada, Peloponnisos, Attiki, Voreio Aigaio, Notio Aigaio, Kriti; **Israel:** the whole of the country; **Italy:** Basilicata, Calabria, Campania, Lazio, Liguria, Puglia, Sardegna, Sicilia, Toscana; **Jordan:** Irbid, Al-Balga, Madaba, Al-Karak, Al-Tafilah, Al-Aqaba; **Lebanon:** the whole of the country; **Libya:** 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; **Malta:** the whole country; **Morocco:** Oriental, Taza-Al Hoceima-Taounate, Tanger-Tetouan; **Palestine:** the whole of the country; **Portugal:** Algarve; **Spain:** Andalucia, Catalonia, Comunidad Valenciana, Murcia, Islas Baleares, Ceuta, Melilla; **Syria:** Latakiah, Tartus; **Tunisia:** Madanin, Qabis, Safaqis, Al Mahdiyah, Al Munastir, Susah, Nabal, Bin Arous, Tunis, Al Arianah, Banzart, Bajah, Juridubah; **Turkey:** Tekirdağ, Balıkesir, İzmir, Aydın, Antalya, Adana, Hatay; **United Kingdom:** Gibraltar



Adjoining regions are: **Egypt:** Al Gharbiyah (Gharbia), Al Minufiyah (Monufia), Al Qalyubiyah (Qalyubia), As Suways (Suez) **France:** Rhône-Alpes, Auvergne, Midi-Pyrénées; Greece: Dytiki Makedonia (Western Macedonia); **Italy:** Molise, Abruzzo, Marche, Umbria, Emilia Romagna, Piemonte; **Jordan:** Al-Mafraq (Mafraq), Ma'an, Amman, Ajlun, Jarash (Jerash), Az Zarqa' (Zarqa); Portugal: Alentejo; **Spain:** Extremadura, Castilla La Mancha, Aragon; Syria: Hama, Idlib, Homs; **Tunisia:** Tataoune, Kebili, Gasfa, Sidi Bouzid, Kairouan, Zaghuan, Manouba, Le Kef, Silian.

List of Major Social, Economic and Cultural Centres

According to article 8 par. 3 of the Regulation (EU) No 232/2014 establishing a European Neighbourhood Instrument "In duly justified cases, major social, economic or cultural centres in the Member States or in other cross-border cooperation participating countries that do not adjoin eligible territorial units may be included on condition that such participation contributes to the objectives laid down in the programming document."

The Portuguese delegation introduced the proposal for including Lisbon Region as a major social, economic and cultural centre during the JPC held in Aqaba in May 2014. Following a deeper analysis and discussion during the JPC held in Rome in January 2015, the proposal was accepted as an exceptional case under the overarching objective "Promote economic and social development".

THEMATIC OBJECTIVES

Coherently with the Overarching Objectives of the Programme, 4 Thematic Objectives have been singled out from the list of 10 thematic objectives provided by the Programming Document to form the backbone of the ENI CBC Med Strategy. These 4 Thematic Objectives have been considered as most relevant and appropriate to consolidate the cooperation initiated through the Programme 2007-2013. They are complemented by expected results, indicative list of outputs and indicators which are quantified and detailed in the Indicative Monitoring and Evaluation Plan to be annexed to the JOP.

1. Business and SME development

One of the biggest challenges of the cooperation area is to create economic opportunities and jobs to reduce high rates of unemployment: the thematic objective entitled *'Business and SMEs development'* seeks to positively contribute to this situation through the support to start-up enterprises and the enhancement of Euro-Mediterranean value chains and clusters. Diversification of tourism into new segments and niches is also part of this first objective.

2. Support to education, research, technological development and innovation

Innovation is a major driver for competitiveness and productivity of Mediterranean economies. The objective referring to *'Support to education, research, technological development and innovation'* focuses on technological transfer, commercialisation of research results and links between industry and research.

3. Promotion of social inclusion and fight against poverty

'Promotion of social inclusion and fight against poverty' represents a new topic of the Programme compared to ENPI CBC Med 2007-2013. Issues to be addressed concern the support to the NEETS category (Not in Education, Employment or Training) as well to actors from the social and solidarity economy.

4. Environmental protection, climate change adaptation and mitigation

'Environmental protection, climate change adaptation and mitigation' continues to be a major field of intervention of the Programme. Efficiency in water, waste and energy management as well as conservation of coastal areas are set to contribute to a more sustainable Mediterranean region.

'People to people cooperation' shall be considered as a modality to achieve the four thematic objectives mentioned above while *'institutional capacity building'* will act as a transversal priority

1. Promote economic and social development

1.A Business and SME development

1.1 Support innovative start-up and recently established enterprises

1.2 Strengthen and support networks, clusters, consortia and value-chains

1.3 Encourage sustainable tourism initiatives and actions

1.B Support to education, research, technological development and innovation

2.1 Support technological transfer and commercialisation of research results

2.2 Support SMEs in accessing research and innovation

1.C Promotion of social inclusion and fight against poverty

3.1 Provide young people, especially those belonging to the NEETS, and women, with marketable skills

3.2 Support social and solidarity economic actors

TO 1 - Business and SME development

It is widely recognised that Micro, Small and Medium Enterprises (MSMEs) - over 90% of the total enterprises in the region - represent a significant economic and employment driver for the area, as they can generate jobs and play a leverage role in stimulating growth and innovation processes. The sectoral analysis on MSMEs and the related strengths, weaknesses and medium term needs, clearly shows that Mediterranean MSMEs face a number of challenges that might undermine their competitiveness on domestic and foreign markets, as well as their overall sustainability. In order to support medium to long-term competitiveness, the Programme is to focus on selected aspects that might contribute to improve the overall business framework.

One aspect is related to innovation, including both process and product upgrading. In fact, continuous technological, managerial and operational innovation is a major driver for competitiveness and productivity gains and, therefore, for ensuring MSMEs sustainability and growth. It allows firms to adapt to changes in the end market and can stimulate long run endogenous economic growth. Another aspect is related to the globalization challenge. Export is a strong precursor of growth. Establishing international linkages and clusters, as well as other cooperation forms among MSMEs, is crucial to overcome MSMEs intrinsic dimensional limits and achieve economies of scale beyond the reach of individual firms, but it has also the indirect advantage of stimulating enterprises to learn from each other and exchange experiences, sharing access to research and testing facilities, etc.

A sector that deserves special attention, given its significance in the area, is tourism. Indeed, tourism is a major pillar of the economies of the area, both in terms of contribution to GDP and to employment. Tourism faces important challenges that the Programme shall address and that are mainly related to the seasonality of tourism products in the Mediterranean.

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT											
Thematic Objective: 1.A BUSINESS AND SMES DEVELOPMENT											
Priority 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 commercialization where applicable											
Expected Results	Result Indicators	Indicative list of Output	Output Indicators								
<p>Innovative start-up enterprises having a cross border dimension managed by youths (graduates or equivalent between 24 and 35 years old) and/or women (all ages) sustainably grow their share in traditional and non-traditional sectors</p>	<p>Number of new jobs (contracts) created in knowledge intensive MSMEs for youths and women in the traditional and non-traditional economic sectors where innovative start-ups have entered</p>	<p>Training, mentorship, tutorship provided to young entrepreneurs (24-35 years old) and women (all ages) through youth-to-youth and women-to-women support and mentor networks</p> <p>Investment schemes with risks capitals dedicated and accessible to the start-ups</p> <p>Local hubs and accelerators created to train/coach and host talents in the creative sectors</p>	<p>Number of trainings provided to youths (graduates 24-35 years old) and/or women (all ages)</p> <p>Number of entrepreneurial ideas identified in the scouting stage and supported</p> <p>Volume of risk capital (in euro) raised by hubs and start ups accelerators</p> <p>Number of entrepreneurs that successfully launched new ventures/projects in a creative sector</p>								
	<p>Value of sales in existing and new markets of new youths/women led innovative start-up enterprises that are legally established, and continuously involving at least two Mediterranean countries that have a cross-border dimension</p>			<p>Increased share of youths/women staff in managerial positions in companies recently established (since 2011) that access and develop innovative markets domestically and/or in other MED countries</p>	<p>Enterprises, with youths/women staff in managerial positions, that have signed commercial contracts (domestic and for export) for the first time (Percentage out of the total number of the enterprises supported)</p>	<p>Specialized supporting services provided, such as in R&D services, sector specific product development services, scientific partner search etc that address especially needs of young/women staff in recently established enterprises</p> <p>New products/services/tools for enterprises to foster distribution, retail and access of products to new customers.</p> <p>Open Data initiatives / websites or learning platforms launched/developed</p>	<p>Number of youths and women participating in training activities and business meetings</p> <p>Number of business development organisations receiving support (ENI CBC 1)⁶ for coaching and acceleration programmes</p> <p>Number of launched/developed and operational websites and/or operational online platforms</p>	<p>Number of new products and services sold on domestic and foreign markets</p>	<p>Increased capacity of public authorities to facilitate access to and protect -Intellectual Property Rights (IPR) and commercial contracts of youths and women entrepreneurs</p>	<p>Number of public authority staff actively and directly involved in IPR and commercial cross-border projects</p>	<p>Bilingual (Arabic/English) and (Arabic/French) simple guidebook for business development</p> <p>IPR awareness campaigns designed and implemented</p> <p>Existing “one-stop-shop” service providers specialized in support services to start-ups and recently established firms (e.g. for technology transfer and proof of concept projects) reinforced or newly established</p>
<p>Increased share of youths/women staff in managerial positions in companies recently established (since 2011) that access and develop innovative markets domestically and/or in other MED countries</p>	<p>Enterprises, with youths/women staff in managerial positions, that have signed commercial contracts (domestic and for export) for the first time (Percentage out of the total number of the enterprises supported)</p>	<p>Specialized supporting services provided, such as in R&D services, sector specific product development services, scientific partner search etc that address especially needs of young/women staff in recently established enterprises</p> <p>New products/services/tools for enterprises to foster distribution, retail and access of products to new customers.</p> <p>Open Data initiatives / websites or learning platforms launched/developed</p>	<p>Number of youths and women participating in training activities and business meetings</p> <p>Number of business development organisations receiving support (ENI CBC 1)⁶ for coaching and acceleration programmes</p> <p>Number of launched/developed and operational websites and/or operational online platforms</p>								
	<p>Number of new products and services sold on domestic and foreign markets</p>			<p>Increased capacity of public authorities to facilitate access to and protect -Intellectual Property Rights (IPR) and commercial contracts of youths and women entrepreneurs</p>	<p>Number of public authority staff actively and directly involved in IPR and commercial cross-border projects</p>	<p>Bilingual (Arabic/English) and (Arabic/French) simple guidebook for business development</p> <p>IPR awareness campaigns designed and implemented</p> <p>Existing “one-stop-shop” service providers specialized in support services to start-ups and recently established firms (e.g. for technology transfer and proof of concept projects) reinforced or newly established</p>	<p>Number of bilingual (Arabic/English) and (Arabic/French) guide books acquired by public authority staff and entrepreneurs</p> <p>Number of trainings for public authorities and brokers (e.g. Technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)</p>	<p>Number of products registered and protected under IPR Laws and regulations</p>		<p>IPR Laws and regulation reviewed and developed to reflect international best practice</p>	
<p>Increased capacity of public authorities to facilitate access to and protect -Intellectual Property Rights (IPR) and commercial contracts of youths and women entrepreneurs</p>	<p>Number of public authority staff actively and directly involved in IPR and commercial cross-border projects</p>	<p>Bilingual (Arabic/English) and (Arabic/French) simple guidebook for business development</p> <p>IPR awareness campaigns designed and implemented</p> <p>Existing “one-stop-shop” service providers specialized in support services to start-ups and recently established firms (e.g. for technology transfer and proof of concept projects) reinforced or newly established</p>	<p>Number of bilingual (Arabic/English) and (Arabic/French) guide books acquired by public authority staff and entrepreneurs</p> <p>Number of trainings for public authorities and brokers (e.g. Technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)</p>								
	<p>Number of products registered and protected under IPR Laws and regulations</p>				<p>IPR Laws and regulation reviewed and developed to reflect international best practice</p>						
	<p>IPR Laws and regulation reviewed and developed to reflect international best practice</p>										

⁶ All indicators reported under each Priority / table and coded (ENI + nr.) are part of the “List of Common Output Indicators for ENI CBC 2014-2020”, edited by Interact and the European External Action Service.

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT

Thematic Objective: 1.A BUSINESS AND SMES DEVELOPMENT

Priority 1.2: Strengthen and support euro-Mediterranean networks, clusters, consortia and value-chains in traditional (agro-food, tourism, textile/clothing, etc.) and non-traditional sectors (innovative ideas solutions for urban development, eco-housing, sustainable water-related and other clean technologies, renewable energy, creative industries, etc.)

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Increased number of MSMEs participating in Euro-Mediterranean enterprise alliances	<p>Number of newly established business alliances in traditional and non-traditional sectors (at local and international level)</p> <p>Number of new products and services sold on domestic and foreign markets</p>	<p>Quality consultancy services provided to SMEs (e.g. marketing, logistic advices, internationalization, ICT applications, governance, clustering, etc.)</p> <p>International business events / initiatives organized aiming at enlarging activities to new markets of enterprises involved in CBC-MED projects</p> <p>New joint products / brands developed in key sectors or locations, that provide added value</p>	<p>Number of enterprises substantially and actively involved in CBC-MED projects satisfied with consultancy services and making requests for follow-up (ENI CBC 2)</p> <p>Number of enterprises participating in cross-border business events (ENI CBC 3)</p> <p>Number of enterprises involved in CBC-MED projects that share common knowledge on specific items (i.e. food security, sustainable tourism, eco-innovation, green and sustainable water technologies, internationalisation processes etc.)</p>
Cross-border-enterprise alliances empowered by the support from and cooperation with public authorities	<p>Number of created public-private partnerships promoting demand-driven innovation in the public and private sector and implementing new medium-long term investments</p> <p>Additional public and private resources invested by created PPPs as co-financing of project activities (in Euro)</p>	<p>Public Private Partnerships (PPPs) between public actors and enterprises involved in CBC-MED projects formally established during project implementation and operating beyond project closure</p> <p>Trainings provided to and joint pilot initiatives undertaken by business actors, civil servants, responsible public authorities and relevant stakeholders at regional level on the adoption of PPP models</p> <p>Effective alliances set-up involving stakeholders, enterprises, public sector and non-profit organisations to promote cross-border economic activity</p>	<p>Number of public tenders awarded as results of joint collaborations and additional resources allocated</p> <p>Number of public and private stakeholders involved in training events and joint pilots that have made written commitments to engage in PPP undertakings</p> <p>Number of campaigns (e.g. global forums, seminars, platforms etc.) where public sector and PPP practitioners exchange knowledge to support value chains and their economic activity</p>

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT

Thematic Objective: 1.A BUSINESS AND SMES DEVELOPMENT

Priority 1.3: Encourage sustainable tourism initiatives and actions aimed at diversifying into new segments and niches

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
<p>Increased attractiveness of less known touristic destinations</p>	<p>Increased domestic and international tourist flows visiting the targeted area</p>	<p>Quality Support services (technical and financial assistance) provided to Local communities, SMEs, Tour Operators, Protected Area Managers, and other relevant stakeholders for the different types of tourism (i.e. eco-tourism, adventure tourism, medical tourism, wine and food tourism, historic, cultural and religious tourism, etc.)</p> <p>Increased accessibility and visibility as well as improved environment of less developed touristic areas</p>	<p>Number of enterprises substantially and actively involved in CBC-MED projects (ENI CBC 2)</p> <p>Number of improved cultural and historical sites as a direct consequence of programme support (ENI CBC 7)</p> <p>Number of visibility/marketing initiatives to attract tourists in the targeted area</p>
<p>Increased diversification of tourism offer through the promotion of local and territorial assets / drivers in off season periods</p>	<p>Number of new sustainable touristic products in off season periods created in specific niches with a cross border dimension (i.e. eco-tourism, adventure tourism, medical tourism, wine and food tourism, historic, cultural and religious tourism etc.), and co-designed with local communities (bottom up approach)).</p> <p>Number of persons actively and directly involved in project activities having gained improved tourism management skills / profiles (particularly those in the area of Eco-tourism, Destination Management, Marketing, etc.)</p>	<p>Diversified products/tools created to address selective demand in the off- season</p> <p>Sustainable practices promoted into planning and decision making processes and day to day operations of national, regional and local governments, as well as of the tourism industry</p> <p>Training / initiatives addressed to diverse groups of business and services providers (e.g. farm owners, tourist site managers, staff, etc.)</p> <p>Training, awareness raising campaigns (thematic seminars, etc.) aimed to sensitize local communities (schools visits and demonstrations, fairs, etc.) and the private sector</p>	<p>Number of private actors substantially and actively involved in new touristic initiatives</p> <p>Number of action plans adopted by local authorities based on participatory activities</p> <p>Number of cross-border agreements signed by competent bodies to promote low season networks of destinations and / or number of low-season initiatives offered in the participating countries</p> <p>Number of enterprises participating in cross-border business events (ENI CBC 3)</p> <p>Number of enterprises and local community entities participating in training and awareness raising events</p>

TO 2 - Support to education, research, technological development and innovation

The sectoral analysis on innovation, and the related strengths, weaknesses and medium-term needs, stresses that innovation is a major driver for competitiveness and growth. The Mediterranean countries are quite heterogeneous in terms of innovation policies and expenditures. Improving the linkages between the various innovation players, notably the science system and higher education, the government, the private sector, and also the not-for-profit sector is considered one of the main challenges of this thematic sector.

In light of the above, participating countries stressed the need for the area to create and strengthen a system to optimize research investment, enhance effectiveness of research results, and expand its social, economic and commercial benefits to societies. Such an integrated system could improve operations and synergies among different players (notably the science system and higher education, the government, the private sector). Each of the public and private entities operating in the field of innovation play a diverse, yet complementary, role vis à vis innovation and research: governments and public institutions are key players for creating favourable conditions for innovation, supports innovative firms and universities through incentives and other mechanisms; research institutions are typically involved in basic and applied research and generate new knowledge; firms are crucial in turning knowledge into new products and services, and are active particularly in the part of the R&D leading to commercialisation through development testing, prototypes, etc. Coordination and synergies among these players are essential to build an effective system.

Another important aspect that partner countries agree in considering very relevant for the Mediterranean area is SMEs access to innovation. Often, Mediterranean SMEs lack capabilities, and financial and human resources, to access technologies that could improve their products, enhance their competitiveness and adapt to changing and new needs of end markets. With respect to some of the specific technologies the ENI-CBC Programme might focus on, partner countries indicated clean/environmental technologies (from renewable energies to water to eco-construction, etc.) as very relevant; other specific technologies relate to new technologies applied to cultural heritage (conservation techniques, new technologies for 3D-illustrations, e-learning, interactive technologies for museums).

In addition, it is also important to mention the importance of Key Enabling Technologies (KETs), given their intrinsic systemic value and the role they can play in building a knowledge economy.

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT

Thematic Objective: 1.B SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION

Priority 2.1: Support technological transfer and commercialisation of research results, strengthening the linkages between research, industry as well as private sector actors

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Enhanced demand driven technological transfer among research, industry and SMEs in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETs)	Number of demand driven Cross Border Living labs created for R&D and technological transfer among research, industry and SMEs	<p>Living labs established where the scientific, industry and business communities can work and innovate together by matching the request of innovation (SMEs) and offer of technological solutions (research actors/Universities).</p> <p>Enhanced institutional capacity to manage cross sector projects involving both science and industry</p>	<p>Number of institutions using programme support for cooperation in education, R&D and innovation (ENI CBC 4)</p> <p>Number of Enterprises cooperating with research institutions (ENI CBC 5)</p> <p>Number and type (bilateral, consortium, etc.) of industry-academia research agreements before, during and after intervention</p>
	Number of spin-offs established as new enterprises and operating across borders, able to sell their products or services	<p>Increased specialized staff engaged in industries and SMEs in the targeted fields</p> <p>Enhanced capacity of public authorities and specialized intermediaries (e.g. Technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)</p> <p>Co-publications (in specific technological fields)</p>	<p>Number of industries and SME researchers trained to initiate / create enterprises</p> <p>Number of researchers and specialized staff in public authorities involved/contracted in joint activities with industries and SMEs</p> <p>Number and field of co- publications</p>
Increased commercialization opportunities of research products in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETs)	Forecasted value of sales of newly identified innovative products/services	<p>New products/services developed for commercialization in the earmarked technological fields</p> <p>Effective platforms allowing a pre-competitive analysis of promising products and services</p>	<p>Number of new products/services developed</p> <p>Number of platforms allowing a pre-competitive analysis of promising products and services put in place and effective</p>
	Number of co-patents registered	Science to business brokerage events/fairs organized (e.g on market opportunities for researches and business actors)	<p>Number of brokerage events for scientist /researchers and entrepreneurs-organisations</p> <p>Number of Technology transfer support and new intellectual property brokering services delivered</p>

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT			
Thematic Objective: 1.B SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION			
Priority 2.2: Support SMEs in accessing research and innovation also through clustering			
Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Upgraded innovation capacity of SMEs participating in CBC Med projects in processes, products and management systems for uptake of research outcomes	<p>Number of innovative products/services created by clustered SMEs across or within borders</p> <p>Investments (in euro) in targeted SMEs for new knowledge and equipment (hardware and software) and joint R&D and innovation activities</p> <p>New (foreign) investments (in euro) in targeted SMEs</p>	<p>New and/or adapted business support services developed in compliance with SMEs needs to raise capacities of SMEs for greater innovation and management efficiency (e.g. mentoring, training, coaching schemes, etc.)</p> <p>Cross-border innovation advisory support services developed (e.g. Innovation Voucher, Product & Idea development, Market Research, Sales, Finance and Funding, Networking, etc.).</p> <p>Tailored training events for SMEs public authorities, researchers, managers, relevant businesses and end users</p>	<p>Number of SMEs substantially and actively involved in projects as final beneficiaries (ENI CBC 2)</p> <p>Number of SMEs using programme support for cooperating with research institutions (ENI CBC 5)</p> <p>Number of SMEs receiving grants for operational instruments (equipment) to favour their innovation</p> <p>Number of SMEs using programme support for cooperation in education, R&D and innovation (ENI CBC 4)</p>

TO 3 - Promotion of social inclusion and fight against poverty

Poverty is a multidimensional phenomenon that can be defined as deprivation due to a lack/scarcity of both material and non-material resources, e.g. income, housing, health, education, knowledge and culture. Social exclusion is the effect of a range of difficulties that act as barriers to life opportunities and happens when someone is left out of mainstream society, deprived from participating fully in society. The conditions that prevent people from participating fully in society may include economic poverty, poor health, disabilities, poor education or skills and discriminatory or inequitable treatment.

People who are excluded are not only poor, but also they are disadvantaged by who they are or where they live, and as a result are locked out of the benefits of development. As a result of inadequate income and resources, people may be excluded and marginalised from fully participating in the social and political life.

Thus, the term social inclusion refers to a multidimensional phenomenon or process that goes beyond material poverty to encompass a vast array of concepts that include also integration and minorities (gender, disabled, youth, elder, etc.), access to services, access to basic needs (food and shelter), employment, political participation, citizenship and civil networks (popular organization and solidarity), access to information.

The socio-economic analysis underscored that poverty and social exclusion are crucial issues in both European and Mediterranean partner countries. Further aggravated by the recent crises, the percentage of the population at risk of poverty and social inclusion has soared up in the EUMCs and regional inequalities are widening. The incidence of poverty has risen also in MPCs, where stark differences between rural areas (lack of access to clean water, poor education, inadequate health services and inadequate infrastructure) and the urban areas along the coasts enjoying higher living standards still persist.

Women and youth, particularly the so-called NEETS (young people Not in Employment, Education and Training), are among the most disadvantaged categories across the area and have been severely affected by the economic crisis.

Partner countries also support the vision that improving outreach, efficiency and effectiveness of services to population is another important aspect that is to be duly taken into account by the Programme.

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT			
Thematic Objective: 1.C PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY			
Priority 3.1: Provide young people, especially those belonging to the NEETS, and women with marketable skills			
Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Increased employability of women (all ages) and youths up to 30 years old, especially those belonging to the NEETS	Number of women (all ages) and youths up to 30 years old, especially those belonging to the NEETS supported by the Programme who have found a job	<p>Branding' and marketing campaigns to enhance services that foster youth employment</p> <p>Targeted training courses oriented to the labour market addressing youths (18-24 year old and women (all ages) especially those belonging to vulnerable groups</p> <p>Innovative learning tools and methodologies supported by new technologies (social media; mobiles)</p> <p>Coaching and tutoring actions with leading mentors, especially women, from successful businesses and civil society experiences</p> <p>Initiatives to better connect Technical Vocational Education and Training (TVET) with market needs and socio professional sectors</p> <p>Social employment initiatives jointly implemented by public institutions and civil society organisations</p>	<p>Number of socio or sector professional representatives involved in social inclusion actions and networks</p> <p>Number of new curricula proposing skills required by the labour market (new professions)</p> <p>Number of training courses designed and targeted to youths(18-24 year old) (especially those belonging to the NEETS and women)</p> <p>Number of youths, NEETS and women trained</p> <p>Number of social media specifically targeting learning for unemployed youth and women</p> <p>Number of associations (civic, sports, performing arts) launched by young people, NEETS and women.</p> <p>Number of agreements between TVET institutions and the business sector</p> <p>Number of public institutions engaged (i.e. through charters, protocols, Memoranda of Understanding) in employment schemes to foster employability of young people and women</p>

Overarching Objective: PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT			
Thematic Objective: 1.C PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY			
Priority 3.2: Support social and solidarity economic actors, also in terms of improving capacities and co-operation with public administrations for services' provision			
Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Enlarged access and improved quality of existing social services in favour of vulnerable people	Population covered by improved social services as direct consequence of Programme support (ENI CBC 9)	<p>Social pilot schemes jointly developed for social services to the benefit of vulnerable populations</p> <p>Cross-border learning and sharing events of different actors tackling specific social issues</p> <p>Established and/or strengthened social and solidarity actors</p>	<p>Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13)</p> <p>Number of cross-border events on social services supported by CBC-MED projects</p> <p>Number of new social enterprises established and strengthened</p>
Reinforced planning, operational capacities and cooperation of public administrations and relevant stakeholders in providing social services	Number of agreements between public administrations and relevant stakeholders for coordinated planning and implementation of social services	<p>Workshops, on line platforms etc for learning and sharing about cooperation modalities for social services delivery</p> <p>Case studies, reports, analysis on modalities for delivering social services</p> <p>Cross border staff exchanges and joint trainings among public authorities to plan, implement and coordinate social service delivery</p>	<p>Number of public institutions involved in social inclusion actions as part of the CBC MED projects</p> <p>Number of Action plans to coordinate social services' provision</p> <p>Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13)</p>

2. Address common challenges in environment

2.A Environmental protection, climate change adaptation and mitigation

4.1 Support innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply

4.2 Reduce municipal waste generation and promote source separated collection and the optimal exploitation of its organic component

4.3 Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings

4.4 Incorporate the Ecosystem-Based management approach to ICZM into local development planning

TO 4 - Environmental protection, climate change adaptation and mitigation

The sectoral analysis and the related data highlighted that water availability in the Mediterranean basin is limited and resources are unevenly distributed, with countries suffering from water scarcity. Water is a renewable resource but its capacity to self-generate varies according to space and time; over-exploitation of this resource could lead to disequilibrium in water balance. Some Countries of the area are close to or exceed the average annual volume of renewable natural resources.

Waste, and particularly efficient systems of municipal solid waste management (integrating reduction, re-use and recycle measures), represents still an important challenge for Municipalities of the Programme area. Europe succeeded in decoupling, that is in breaking the link between the production of material wealth and the production of waste, but EUMCs have room to further reduce their waste generation to align with EU countries average (500 kg/capita/year). In MPCs, estimations indicate a significant increase in municipal waste generation rate from 1998 to 2010 in MPCs.

GHG emissions due to CO₂ connected with energy use are over 70% in the Mediterranean (accounting for around 7% of the World's total CO₂ emissions). Energy demand has grown by 1.8% per year from 1990 to 2009 – driven by transport in the EUPCs and by industrial and residential sectors in MPCs – and is projected to increase by less than 1.7% per year on average until 2030; therefore, it becomes imperative to try to satisfy these growing needs but at the same time comply with international obligations (to control global warming) and tackle economic sustainability issues (related to scarcity and price volatility).

Despite a comprehensive legal framework, clearly a sign of the Countries' political commitment, "the Mediterranean continues to be a valuable, treasured region, yet one clearly under threat" and there is a strong need to manage coastal areas in an integrated manner and make planning efforts consistently with the Ecosystem-Approach. All taken into consideration, TO4 focuses on the following 4 priorities.

Overarching Objective: ADDRESS COMMON CHALLENGES IN ENVIRONMENT			
Thematic Objective: ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION			
Priority 4.1: Support sustainable initiatives targeting innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply			
Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Increased adoption of innovative sustainable water-efficiency technologies and systems in agriculture by public authorities, specialized agencies and other relevant stakeholders	Surface in ha. of land irrigated with treated wastewater and non conventional water or equipped with modern and efficient irrigation systems	Functional cross-border research networks on efficient water use and use of non-conventional water supply for irrigation purposes	<p>Number of new or enhanced ICT solutions for water resources management in agriculture</p> <p>Number of public / private actor alliances engaged in non-conventional and efficient water management plans</p> <p>Number of local authorities applying integrated approaches for water cycle management in agriculture</p> <p>Number of staff of different stakeholders trained that are involved in CBC-MED projects</p> <p>Number of replicable technologies for water efficient use and use on non-conventional water</p> <p>Number of organizations involved in WRM applying sustainable innovative water efficiency and non-conventional water technologies within local water governance frameworks</p>
	Number of measures and initiatives to showcase, exchange, test and transfer water management solutions to end-users in the agricultural sector in view of improving water use efficiency and quality and use of non-conventional water resources in agricultural practices	New / enhanced cross-border thematic practitioner networks on water in agriculture with broad involvement of different relevant stakeholders to compile, disseminate and further develop technological solutions and stakeholder dialogue and water governance approaches	
	Investments in up-scaling of appropriate technologies to increase water efficiency and use of non-conventional water supply systems for irrigation purposes	<p>Tailored training events on water use efficiency and non-conventional water addressed to farmers, practitioners and other relevant stakeholders</p> <p>Initiatives/pilot projects to showcase, exchange, test and transfer water management solutions (water-efficient irrigation, drip-irrigation, grey water/wastewater treatment plants,)</p> <p>Water management and local governance plans in participating countries that integrate non-conventional water resources and water efficiency concerns</p>	

Support research and development for locally applicable and low cost technologies for the use of non conventional water resources for safe drinking water	Number of technologies applied for the use of non-conventional water resources for domestic purposes	Tailored trainings and events to raise awareness on the use of non conventional water resources for domestic water supply	Number of staff of different stakeholders trained that are involved in CBC-MED projects
	Number of measures and initiatives to showcase, exchange, test and transfer water supply and demand solutions to end-users in view of improving water use efficiency and quality and use of non-conventional water resources for drinking water supply for domestic purposes	New / enhanced cross-border thematic practitioner networks on domestic water supply with broad involvement of relevant stakeholders to compile, disseminate and further develop technological solutions and stakeholder dialogue and water governance approaches	Number of local authorities applying integrated approaches for water cycle management in domestic water supply
	Volume (m3) of non-conventional water supply used for domestic purposes	Initiatives/pilot projects to showcase, exchange, test and transfer water management solutions (rooftop water harvesting, grey water/ wastewater treatment plants, desalination plants)	Number of new or enhanced ICT solutions for water supply and demand management in urban areas

Overarching Objective: ADDRESS COMMON CHALLENGES IN ENVIRONMENT

Thematic Objective: ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

Priority 4.2: Reduce municipal waste generation, promote source separated collection and its optimal exploitation in particular its organic component

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
<p>Efficient and effective integrated municipal waste management systems are planned and operationalized on a pilot basis</p>	<p>Number of local authorities adopting and implementing new solid waste management plans (e.g. system of separate collection of municipal waste)</p>	<p>Twinning and other exchange programs to improve technical and operational capacities of public administrations and relevant institutions/bodies</p>	<p>Number of staff of public administrations and other stakeholders trained in integrated municipal waste management</p>
	<p>Number of enterprises involved in waste reuse and recycling</p>	<p>Tailored events and trainings delivered to municipal officials and staff</p>	<p>Number of integrated municipal waste management plans Additional waste recycling capacity (ENI / CBC 18)</p>
	<p>Number of new waste management technologies adopted</p>	<p>Cross-border plans and pilot actions on integrated municipal waste management, in close cooperation with private companies</p>	<p>Biodegradable municipal waste (m3/tons) reused as fertilizers Amount of energy produced (kph) based on waste conversion</p>
	<p>Number of new waste management technologies adopted</p>	<p>Common solutions and approaches developed for optimization of the Municipal Waste Management System Increased awareness of citizens, industries and SMEs towards the reduction of waste generation, reuse and product valorisation</p>	<p>Number of actions and common approaches to reduce food waste and municipal waste and packaging materials generated at relevant stages of the food system Number of supported awareness raising initiatives (events, meetings, campaigns, spots broadcasted on TV/radio/internet etc) promoting efficient waste collection</p>

Overarching Objective: ADDRESS COMMON CHALLENGES IN ENVIRONMENT

Thematic Objective: ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

Priority 4.3: 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

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
Enhanced capacity of public institutions to plan and implement sustainable energy policies and measures with regard to public buildings	Number of public institutions that adopted energy mix efficiency plans/strategies	Administrative and legal provisions for sustainable urban design through innovative approaches regarding sustainable building and energy efficiency	Number of new or revised procedures (legal, regulatory, economical, etc.) initiated as a result of a transfer of good practices
	Number of public authorities cooperating towards a strengthened multi-level governance (linking up local, regional and national levels) for delivering integrated sustainable energy action planning and measures	Energy mix efficiency plans/strategies developed to stimulate cost-effective deep renovations of buildings	Number of energy mix efficiency plans/strategies approved
Reduced and cleaner energy consumption in public buildings through the use of renewable energy measures and energy saving interventions	Estimated annual decrease of greenhouse gases as a result of renewable energy and energy efficiency measures implemented in public buildings (ENI CBC 23)	Cross-border case studies that demonstrate potential replication of proposed measures and solutions (including technologies, methodologies, systems or tools)	Number of innovative and affordable renovation solutions and technologies for public buildings that can deliver significant improvements in energy performance while ensuring indoor comfort requirements, and being non-invasive, and reversible
	Total kWh generated (expressed in budget reductions) using renewable energy applied to public buildings	Twinning and knowledge sharing activities involving public authorities	Number of tools for planning and implementing the renovation of public buildings
	Total kWh saved (expressed in budget reductions) using renewable energy applied to public buildings	Implementation of pilot cost-effective technologies for energy efficiency and renewable energy	Number of cost-effective technologies for energy efficiency and renewable energy solutions implemented on a pilot basis
		Energy performance certificates	Additional capacity of renewable energy production (ENI CBC 22)
		Renewable energy systems (solar, etc) application to public buildings	Number of energy audits carried out on public buildings
			Number of public buildings and/or facilities benefiting from REEE measures

Overarching Objective: ADDRESS COMMON CHALLENGES IN ENVIRONMENT

Thematic Objective: ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

Priority 4.4: 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

Expected Results	Result Indicators	Indicative list of Output	Output Indicators
<p>Enhanced capacity of public authorities to plan for, sustainably manage, use and monitor their coastal ecosystems, using an effective participatory approach with relevant stakeholders and local communities</p>	<p>Newly adopted integrated strategies and tools for sustainable management of coastal areas, etc. that include appropriate reflection of the ecosystem approach and that have been developed through a participatory exercise</p> <hr/> <p>Number of coastal cities, relevant public authorities and other key stakeholders adopting new ICZM plans / guidelines for the sustainable management and use of coastal areas</p>	<p>Training activities and workshops addressing different stakeholders to support ecosystem based planning and management for coastal zones</p> <p>Spatial planning software, information tools (GIS) and tools for data analysis, data integration and forecasting in support of decision-makers that contribute to ecosystem assessment and monitoring of Mediterranean coastal zones</p> <p>Knowledge sharing platforms benefitting local stakeholders involved in coastal planning and management</p> <p>Communication materials for dissemination and engagement with societal stakeholders and public at large, e.g. via schools, aquaria, maritime and science museums, etc.</p> <p>Studies and data collection activities aimed at improving knowledge of marine ecosystems and their interlinkages with human activities</p>	<p>Number of replicable or transferable actions to improve or restore the targeted ecosystem</p> <p>Number of participating organisations that cooperate for improved local governance in coastal zones</p> <p>Number of organizations and their staff participating in workshops/training</p> <p>Number of measures adopted to prevent negative impacts of coastal hazards</p> <p>Number of systemic tools available to strengthen planning, monitoring and management of coastal areas</p> <p>Number of communication awareness raising events</p> <p>Surface area of habitats supported in order to attain a better conservation status (ENI / CBC 15) Number of studies, based on data collection activities, studying interlinkages between human activities and the environment</p>

Cross Cutting Issues

Environmental sustainability is a cornerstone of sustainable development, strongly intertwined with its other dimensions, i.e. the social and economic ones. It is important to recognize that environmental sustainability is not a problem to be solved but rather an opportunity to help achieve broader social and economic goals in addition to a healthy environment and society. This is important for adaptation and resilience to rapidly and continuously change in environmental and socio-economic conditions.

Gender mainstreaming is an important cross-cutting issue in all aspects of work within the Programme. Indeed, gender equality and women and girls' empowerment are important elements for a fair, equitable and inclusive sustainable development.

Democracy provides an environment for the protection and effective realization of human rights. Human rights and fundamental freedoms should be respected, protected and fulfilled in all aspects of Programme implementation. The Programme includes specific priorities addressing **poverty, exclusion and inequality** and one of the three key orientations on which cooperation among participating territories will be inspired and focused is institutional capacity building. Strengthened inclusive and democratic institutions will be essential for enhancing good governance and rule of law. The implementation of the Programme will be people-centred and ensure a rights-based approach encompassing all human rights and combat discrimination, including through enhancing gender equality. It will include in all its activities (including the projects) the principle of non-discrimination, preventing any discrimination based on race, sex, nationality, language or religion. Special attention will be paid to promote respect for the rights of workers and immigrants

Coherence and Complementarities

The Programme intervention strategy focus on a limited number of Priorities on which an effective cross-border cooperation both adds value to local, national and regional policies and also does not cover elements already funded or more suitably to be funded by other programmes and initiatives. Therefore, the strategy of the ENI CBC MED Programme relies upon both on the socio-economic and environmental state context analyses and the coherence and complementarities' analysis with other Programmes implemented in the same area by the EU and other players.

In particular, the coherence and complementarities between the ENI CBC MED Programme 2014-2020 and the local, national, regional strategies and other relevant EU financial instruments is ensured by the Managing Authority (MA) throughout the duration of the Programme. It takes into account both Programmes covering the whole cooperation area and those which are focusing on a smaller part of it. Some of them have a multi-sectoral approach while others focus on a limited field of intervention.

The MA intends to develop further synergies and complementarities with other relevant EU and international instruments (i.e. ETC cooperation programmes, ENI CBC programmes 2014-2020, several Thematic programmes, the Seven Framework Programme for Research and Development, EIB-FEMIP, etc.)⁷ based on the projects funded ENPI CBC MED Programme 2007-2013.

⁷ As far as the programming period 2007-2013 is concerned, particular attention is given to EU funded programmes and other initiatives which complement and generate synergies with the present Programme, as follows: ENPI CBC Italy-Tunisia 2007-2013, MED Programme 2007-2013, Ciudad Programme, Euromed Heritage IV, Tempus IV Programme (2007-2013),

Risk analysis

The risk analysis includes context-related risks which might affect one or more territories where projects activities are expected to take place. In case of occurrence, the adverse impact will go beyond programme bodies' responsibility and capacities. However, a flexible case-by-case approach in close cooperation with the National Authorities will be then applied in order to keep on implementing the project(s) as far as possible.

In addition, a second typology of risks (content specific) will be carefully considered during project planning and mainly tackled by the beneficiaries, in case of occurrence. During the implementation, mitigating measures could be defined with the support of the JTS, MA and National Authorities, as the case may be. In all cases of major changes in project design (i.e. revised partnership composition and/or expected results modification) the final decision has to be taken by the JMC.

Minor technical risks such as financial losses resulting from fraud or financial mismanagement are considered both with a low risk of occurrence and low potential impact, and are therefore not reported. Finally, The MA will inform the JMC on all key procedures (Call for proposals, pre-financings, assessment of progress reports etc.) and put in place all necessary measures to reduce their length and increase the overall programme efficiency.