

**MED PROGRAMME 2007-2013  
EUROPEAN TERRITORIAL COOPERATION**

**FINAL  
IMPLEMENTATION  
REPORT**

**2015-16**

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## 1. SUMMARY DETAILS

OPERATIONAL PROGRAMME	Objective concerned: European Territorial Cooperation
	Eligible area concerned: MED area*
	Programming period: 2007-2013
	Programme reference (CCI Code): 2007CB163PO045
	Programme title: MED
ANNUAL IMPLEMENTATION REPORT	Reporting year: 2015-16
	Date of approval of the Annual Report by the Monitoring Committee: Final version validated on the 8 February 2017

### LIST OF ELIGIBLE ERDF REGIONS:

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- The whole territory of Cyprus, Greece, Malta, Slovenia and Croatia (since the 1<sup>st</sup> July 2013)
- The regions of Abruzzo, Apulia, Basilicata, Calabria, Campania, Emilia-Romagna, Friuli-Venezia Giulia, Lazio, Liguria, Lombardy, Marche, Molise, Umbria, Piedmonte, Sardinia, Sicily, Tuscany, Veneto (Italy)
- The regions of Algarve, Alentejo (Portugal);
- The regions of Ceuta, Melilla, Andalusia, Murcia, Valencia, Catalonia, Aragon, Balearic Islands (Spain)
- The regions of Corsica, Languedoc-Roussillon, Provence-Alpes-Côte d'Azur, Rhône-Alpes (France).
- Gibraltar (United Kingdom).

### LIST OF ELIGIBLE IPA REGIONS:

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- The whole territory of Albania, Bosnia-Herzegovina and Montenegro.

### LIST OF ACRONYMS:

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- AA > Audit Authority
- FIR > Final Implementation Report
- CA > Certifying Authority
- CBC ENPI > Cross-Border Cooperation with the European Neighbourhood and Partnership Instrument

- SC > Selection Committee
- DB > Database
- DG > Directorate General
- DATAR > Inter-ministerial Delegation for the Development and Competitiveness of the Territories
- EC > European Commission
- EGCT > European Grouping of Territorial Cooperation
- ESF > European Social Funds
- GOA > Group of Auditors
- IPA > Instrument for Pre-Accession Assistance
- JTS > Joint Technical Secretariat
- LO > Liaison Office
- LP > Lead Partner
- MA > Managing Authority
- MC > Monitoring Committee
- MS > Member States
- NCP > National Contact Points
- OP > Operational Programme
- TA > Technical Assistance
- TF > Task Force
- TN > Transnational
- WG > Working Group
- WP > Written Procedure



## 2. OVERVIEW OF THE IMPLEMENTATION OF THE OPERATIONAL PROGRAMME

### 2.1. Achievements and analysis of the progress

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#### Introduction

The MED 2007-13 programme still had 55 on-going projects until June 2015. The subsequent closure of these operations was successfully carried out by January 2016. The decommitment risk was again diminished with good cooperation with the first level controllers and the NCP's, and decommitment avoided during the full programming period both for ERDF and IPA funds.

In parallel with the closure of the last operations, the MED JTS was involved in preparing and launching the new programming period 2014-20. The new Interreg MED Programme was validated in June 2015, and the first call launched in September the same year. 375 new applications for Modular projects were received, and 14 proposals for Horizontal Projects. The parallel closing of Maritime and Thematic projects and the launching of the new programme architecture, confirmed the smooth transition from the previous programming to the new one.

Programme-level capitalization work had been carried out for several years with new types of projects and finally, especially with the Maritime and Capitalization projects, structuration of 'project communities' had begun. This previous work allowed to base the new programme architecture in a more precise way, which should in turn improve the impact of cooperation projects and hence the programme results.

#### 2.1.1: Information on physical progress of the operational programme

Indicators cumulative table (in annexes)

#### Short summary of preceding years of programming:

The MED Programme began in 2008 (OP approved on the 20th December 2007 – C52007 6578). Two calls for proposals were issued between 2008 and 2009 with almost 950 applications received. During this period, all procedures were finalised, processes were reinforced and background documentation drafted and approved by the Monitoring Committee. By the end of 2009, the MED Programme was fully operational with fifty on-going projects.

In 2010, another 51 'standard' projects were selected as the result of the 2<sup>nd</sup> call for proposals. The same year, the programme launched its first call for strategic projects on the topics of renewable energies / energy efficiency, and maritime safety. The key methodological elements for the calls for strategic projects were the *Terms of reference* that established in detail the content of the call and made links with other European programmes and policies, and the *seminars of 'brainstorming'* organised for key actors in the concerned sectors, in order to get relevant input for the contents of the call.

Another call for strategic projects was launched in 2011 for the topics of transport and accessibility. Starting from 4<sup>th</sup> year of programme implementation, there were no longer open calls for all Priority Axis of the OP, but specific methodologies and procedures for strategic, targeted, and capitalization projects were implemented.

During the year 2012, the programme developed the concept of Targeted Projects, using the mainly positive experience from the calls for strategic projects; the specific Terms of Reference elaborated to further define the contents of the call. Two Targeted calls were opened; one for Transport projects and another, for Renewable energy and energy efficiency topics.

With the 2012 calls, the MED programme not only had committed its whole original budget but also engaged with the call for Capitalization projects, most of the ERDF returning from 1<sup>st</sup> call projects that did not spend their whole budget by the end of the operations.

During 2012 and 2013, the projects from the first two calls (101 projects) ended, while the implementation of strategic, targeted and capitalization projects continued.

The last call for thematic Maritime projects was launched in 2013, and the projects selected in early 2014. In the end of 2014, the first three Strategic projects reached the end of their operational activity. Furthermore the duration of the all capitalization operations (13 projects) was extended through a common written procedure from December 2014 to April 2015 in order to allow the organisation of a common final event in Brussels on March 2015 at the Committee of the Regions.

Alltogether, 158 projects were programmed and the entire amount was implemented. There were no non-operational projects during the programming period.

It is important to underline that the programming strategy has evolved, from the simple bottom-up calls experienced in the beginning of programming, and which were a direct continuity of the types of calls that were launched in 2000-2006 programmes. The current programming period now ending, has allowed us to realize that the programme needs a more targeted approach towards the needs of the cooperation area and it needs to include in cooperation the not “usual” beneficiaries: it has to recall for certain types of partners or projects in order to address key problems. The bottom-up responses to calls opened on the basis of the OP only, are too divided and do not provide a grouped answer to the identified key needs. The development of Terms of Reference for more targeted calls, and the direct involvement of key stakeholders in developing calls for strategic projects, have allowed the emergence of more focused projects. These experiences have been capitalized in structuring the new programme Interreg MED 2014-20.

The concepts of Modular and Horizontal projects, and the top-down governance Axis of the Interreg 2014-20 MED Programme, were developed on the basis of the experiences received from these different types of projects.

### **Main milestones in 2015-16:**

The programme included the following main events in the two last years of implementation:

#### **FINAL EVENT OF MARITIME PROJECTS**

A joint final event for all Maritime projects (13) was organized in May 2015 in Barcelona, by the project COM&CAP MarinaMed. A summary of project results was presented by thematic groups, not by individual projects. This joint effort was the first structured step towards gaining more visibility and more impact for individual projects by acting as a thematic project community. However, for this first experience, the thematic concentration was only halfway there, as the Maritime projects represented

several themes and were financed from several Priority Axis (Energy, tourism, innovation, protection of natural resources).

The thematic projects showed results in Blue Growth and Integrated Maritime Policy, Energy, Tourism, Fisheries, Transport, Environment, Maritime economy, Maritime Spatial Planning and clusters, while COM&CAP Marinamed coordinated joint conclusions for the whole call.

The Integrated Maritime call developed common outputs and provided joint key deliverables: Policy Paper gathering the main political and technical findings and Core Recommendations addressed to stakeholders, as to the MED and other cooperation Programmes.

In particular the Policy Paper *“...highlights the importance of analysing and monitoring maritime activities, the whole range of their specific interactions, their pressures on the marine environment as well as their cumulative impacts more thoroughly. Indeed, in conjunction with climate change, the expected growth of the use of maritime space and coastal zones poses a considerable threat to the health of already-stressed Mediterranean ecosystems, an element that needs to be considered for the further sustainable development of these activities and the conservation of marine resources...”*

On the other hand, about the project experiences, conclusions supported that:

*“This COM&CAP horizontal approach could be fundamental to:*

- *shape and feed into axis 4 on governance of the new programme and the implementation of emerging sea-basin and macro-regional strategies in the Mediterranean;*
- *retro-feed INTERREG programmes implementation in a gradual, coordinated, and participative way, by taking stock of past and on-going experiences and including those coming from other programmes;*
- *develop a framework for identifying, monitoring and measuring multidimensional policy effects*
- *maximise the co-ownership of the cooperation processes, experiences and outputs by reaching the widest range of stakeholders possible;*
- *build and provide a more efficient, joint, consistent and tailored communication of results, and in a more constant way;*
- *promote specific advocacy and awareness raising activities on strategic issues that are relevant for the reference area of cooperation programmes addressing the right targets and in the proper way;*
- *build a true project and knowledge community on a specific group of related topics or themes.*

More information is available on the following website: <http://www.medmaritimeprojects.eu/>: 13 maritime thematic projects (BLUENE, CORINTHOS, CAIMANS, MED-IAMER, FISHMPABLUE, ENERCOAST, MEDTRENDS, MERMAID, MITOMED, NEMO, POSEIDON, SMART-PORT, TOURMEDASSETS) + 1 COM&CAP project (MarinaMed).

#### FINAL EVENT OF CAPITALISATION PROJECTS (COMMITTEE OF THE REGIONS 24-25 MARCH 2015)

In the framework of the capitalisation process launched by MED and gathering all 13 projects approved in the specific call *“...four analytic dimensions of effective capitalisation were identified:*

- **Scaling up**, *or the consolidation of results and their adoption at regional/national level as a follow up to project activities;*
- **Scaling out**, *or the geographical extension of results to other contexts, including concepts such as replication, transfer, adaptation, networked learning, etc.;*

- **Policy learning**, or the actual uptake of a project result or recommendation on the part of the relevant target policy makers;
- **Policy impact**, or the possible transformative effect on higher-level policy frameworks and in general the practice of policy making.

Key recommendations emerged:

- **First and foremost**: capitalisation does make sense, in MED as well as other programmes, however the tools and methods available are still in their infancy and need further development and experimentation across the 2014-2020 period.
- **How the EU level can support**: through embedding the capitalisation function more tightly in the design and implementation of ETC projects and programmes, without forgetting the cross-programme evaluation dimension.
- **How the MS level can support**: by setting out their priorities and coordinating the extension of best project results (evaluated according to those priorities) to non-participating countries and regions.
- **How the Regional level can support**: by promoting the appropriation of project's good practice at policy, and possibly market, level in the participating territories.

Furthermore, three common approaches were identified across capitalisation strategies:

- **Clustering**, or grouping of projects and experiences according to common issues, in order to gain a broader view of results and overcome fragmentation of messages to the relevant stakeholders.
- **Systematisation of knowledge**, or the development of common libraries of project outcomes to facilitate access to results over time.
- **Mainstreaming**, or efforts to promote institutional uptake of results, primarily through incorporation into regional ESIF Operational Programmes.

Finally, nearly all of the Capitalisation projects made recommendations for EU, national and regional policy makers, in particular “there is evidence that the nature of the thematic domains addressed does indeed have a transnational dimension, which is rarely taken up at either the EU or the regional level, and fails to be fully captured in the rigidities of macro-regional strategies. The main areas that demonstrate they have something to say in this respect are:

- Industrial and development policies: SME support, ICTs, clusters
- Culture, social innovation, sustainable consumption and production, welcoming policies
- Maritime, coastal, and transport policies”

More information is available on <http://www.programmemed.eu/en/information-center/events/past-med-events/med-capitalisation-event.html>

#### VALIDATION OF THE INTERREG 2014-20 CP AND LAUNCHING OF THE PROGRAMME

After two years of intense preparation, the Interreg MED 2014-20 CP was submitted to the EC in the end of September 2014 and finally validated on the 2<sup>nd</sup> of June 2015. The launching of the new programme followed immediately from the validation, with the organization of the 1<sup>st</sup> Monitoring Committee meeting in 9 and 10<sup>th</sup> June 2015 in Malta and the kick-off event on the 22<sup>nd</sup> and 24<sup>th</sup> June.

The kick-off event, organized in Marseille, was composed of three parts:



- A 'political launching' (in cooperation with the EC delegations of Marseille, Milano and Barcelona) with aspects discussed with regional and local authorities, on priorities and needs of the programme area, and how the Interreg financing could respond to these needs.
- A 'technical launching' with potential project operators, explaining the new project architecture and the programme approach based on capitalization and building thematic project communities. All programme rules and practical aspects of participating were equally discussed, with key elements of the upcoming first call, such as the Terms of Reference for each priority Axis and objective.
- A meeting for structures interested in developing a proposal for a 'Horizontal project'.

Alltogether, over 900 persons participated to these events, of which 700 to the main 'technical launching' event.

The kick-off was followed by the launching of a 1<sup>st</sup> call for modular projects and a call for horizontal projects, which were open to all programme Priority Axis, except the Axis 4 Gouvernance. All calls documents were published in July, but the online applications were available starting from September. The modular call was closed in the beginning of November, with 375 project proposals and the horizontal call was closed in January 2016 with 14 projects submitted.

## Programme management and monitoring

### CONTROLS CARRIED OUT:

As each year, for 2015 the programme audit (**2<sup>nd</sup> level control**) was carried out during the first half of the year. 9 operations + Technical Assistance (23 structures) were controlled with a sample established by the Audit Authority. The audit was carried out by the Deloitte firm, under the responsibility of the Audit Authority.

In 2016, the last audits of 2007-2013 were performed by Ernst and Young firm which was appointed to this task in 2015 by the GOA and the MED Audit Authority.

The last campaign concerned a total of 8 operations + Technical assistance (21 structures) selected according to the sample methodology established by the MED GOA and confirmed during its meeting of 16<sup>th</sup> of November 2015.

The Certifying Authority performed 3 **certification quality checks** during 2015-2016 on projects REMIDA, MITOMED and PHILOXENIA PLUS (see detailed info on section 2.4)

No on-the spot visits were carried out by the Managing Authority in 2015-2016, however, many specific coordination activities were implemented with the MED National Authorities in order to find common solutions aiming at closing efficiently the last running projects in a restricted timeframe (3 months only for the closure of last MED projects).

### INTEGRATED MANAGEMENT OF ERDF AND IPA FUNDING:

Whereas it was confirmed in the closure phase that the IPA partners had, globally speaking, participated to the implementation of activities as actively as the ERDF partners (their financial consumption rate was comparable in the end of the projects, to the exception of Transport projects where difficulties were observed), the joint management of funds continuously suffered from the lack of precise rules from the side of the Commission. From the Managing Authority point of view, interpretation

of IPA rules in transnational programmes did not have a coherent logic, and guidance from the DG Regional Policy was repeatedly contradictory.

No other major difficulties were observed except this lack of precision, and to some extent the insufficient capacity of IPA national authorities to declare technical assistance costs in due time. Part of the participating IPA countries were not able to adopt on time the new system of reimbursement of TA costs, as the bilateral budget allocations previously managed by EC delegations, had a different procedure for financing TA costs.

For the rest, the IPA participation to calls and selected projects was, starting from the integrated management becoming operational, active and in proportion with the size of available funds.

### **Programme capitalization leading into the new programming 2014-20**

When the 2007-13 MED programme started, it was a new programme without direct information capital from the past, and the Managing Authority was also new in its tasks. No information transfer was possible from previous Mediterranean cooperation programmes, and concepts like result-based approach, critical mass/project community, and capitalization, were not yet forming the basic approach and culture of the cooperation programmes – neither in MED nor in other ETC programmes.

After the experience of two massive ‘bottom-up’ calls for projects, and the broad range of proposals received and selected in all programme themes, the MED Monitoring Committee took interest in the concept of capitalization. Through the ‘in itinere’ evaluation exercise, it also became aware of the lack of structure in the information transfer. Once the individual projects ended, there was no tool in the programme to gather the results they had provided and make its transfer and reuse possible within future activities. Several measures were taken based on these observations:

- The programme launched a public tender for external expertise that would facilitate the capitalization of individual project results and bring scattered individual projects together in order to raise awareness of other on-going activities on similar themes and foster possible clusters;
- The concept of ‘strategic projects’ was developed, and specific Terms of Reference were drafted to guide their construction. The strategic projects were to address key themes of the programme, with more important partnership and the presence of adequate public authorities, especially Regional. Via the concept of Strategic projects, the programme got its only larger-scale project on maritime safety, and three major projects producing Mediterranean level policy instruments in the energy sector (energy efficiency in housing, and renewable energies sector);
- Thematic and specific calls for projects were developed, each with their own guidance documents (Terms of Reference). These calls provided more targeted thematic projects and thus facilitated the first steps of ‘community-building’ between projects working in same themes. The programme encouraged inter-project cooperation and provided facilitation via the capitalization experts. One of these calls was particularly inviting projects that would work on already provided previous results and facilitate their transfer to target groups. These projects were called ‘capitalization’ projects.

The programme developed a statistical database of project outputs and results, and started to develop a Library of deliverables in order to guarantee their availability for future operators. Key outputs and deliverables of each project that ended, are kept in the on-line programme library, and they can be consulted through a userfriendly search engine covering several possibilities concerning both thematic

approach and types of outputs. Most often, the production of projects are state of the art studies, identification of best practises, followed by guidelines, action plans, shared strategies, memorandums of understanding, databases. By providing them to the use of future partnerships, we hope to promote a step towards concrete implementation of project results, which only few projects manage to really exploit and transfer to target groups before they come to their end. The 'library' is constantly updated with new project results and by the closure of the programme, includes selected results from all projects financed within the programme.

The library is accessible online in the address: [www.programmemed.eu/library](http://www.programmemed.eu/library).

The pooling of results, and progressively developing networks or communities of projects, is hence deemed necessary for the visibility and the impact of individual projects' results. In regard to the cooperation area, the financing is small scale, and its impact can be visible only if the projects are clustering their work and if mechanisms for data compilation, transfer and communication are provided by the programme. These measures were tested and developed throughout the programming period, and are now serving as the basis for the new 2014-2020 programming: no previous information is lost, the capitalization effort continues directly from the previous programming, with improved and more structured tools.

Although the 2014-20 programming is a continuous evolution in regard to basis laid in 2007-13, we need to precise that there are no projects financed en phases that would concern the two programming periods.

### 2.1.2 Financial information:

In the 2007-13 programming, altogether 158 projects had been financed and carried out their activities by June 2015. The final ERDF consumption rate of the programme was 93.66% and IPA, 67.86%<sup>1</sup>.

The elements impacting the final consumption rate of the projects were:

ERDF:

- Difficulties observed in particular in transport projects, that in general were not as mature as project financed on other topics
- Short projects at the end of the period, (1-2 years) without possibilities of extension of the project duration
- ERDF not 'overprogrammed' in further calls after the 1st before actually having had a return to the programme after 1<sup>st</sup> call projects closure.

IPA:

- Delays in signatures of Financing Agreements and subsequently ineligibility of expenditure for IPA partners, in already on-going projects, until the signatures were confirmed

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<sup>1</sup> Data as of November 15<sup>th</sup>, 2016.

- Transport Strategic projects (MEDNET) with very high budgets for IPA partners and insufficient coordination from the LP to ensure smooth project implementation

### Financial information<sup>2</sup> (all figures are in euros)<sup>3</sup>

	Total funding of the operational programme (Union and national)	Basis for calculating Union contribution (Public or Total cost)	Total amount of certified eligible expenditure paid by beneficiaries (1)	Corresponding public contribution (1)	Implementation rate In %
Priority axis 1 State the fund concerned ERDF	83 457 371	Public	78 064 639,14	78 064 639,14	93,54%
Priority axis 2 State the fund concerned ERDF	93 260 872	Public	86 451 514,28	86 451 514,28	92,70%
Priority axis 3 State the fund concerned ERDF	36 213 438	Public	31 477 592,24	31 477 592,24	86,92%
Priority axis 4 State the fund concerned ERDF	25 527 167	Public	25 104 566,38	25 104 566,38	98,34%
Priority axis 5 (TA) State the fund concerned ERDF	13 676 714	Public	15 043 635,52	15 043 635,52	109,99%
<b>Grand total amount</b>	252 135 562	Public	236 141 947,56	236 141 947,56	93,54%

<sup>2</sup> Data as of January 25<sup>th</sup>, 2017. After deduction of irregularities related to the operation check of 2016 audit campaign and modifications following Art 57 of EC 1083/2006 (for more information see section 2.5 of the present document).

<sup>3</sup> Cumulative

### 2.1.3 Information on the breakdown of the use of funding by category

Table of ventilation by category (in annexes)

This information is only partially applicable, as there is no possibility, in a transnational programme, to provide categorisation by territorial dimension. As it can be seen in the initial categorisation of ERDF allocation in the OP, the territorial dimension cannot be identified following the NUTS nomenclature, as all cooperation projects include several territories.

The categorisation reinforces the same message that we are receiving from data compiled in the project database: some categories foreseen in the OP did not receive so many eligible/programmable proposals, and there are very few operations in these categories. The programming of targeted projects has not brought significant change in the situation. By priority, the main categories that only have financed a small number of projects (in proportion to what was foreseen in the OP) were the following:

In the Innovation and support to SME's; the projects treating innovation from *scientific and technological* point of view (categories 01 and 04) are rare, even if projects that treat innovation as a procedure, are frequent. There were only very few projects on information technologies, (categories 11-14), although quite many projects touched this domain but considered the ICT as a tool to achieve other objectives, not an objective per se.

In Transport, in general there were few projects and multi-modality was not receiving as many proposals as was estimated in the original programme planning. In Environment, there was only one project on solar energy (40) but projects dealing more generally on energy efficiency were frequently proposed.

Finally, there were no projects dealing with cultural infrastructure (59).

### 2.1.4 Assistance by target groups

Not Applicable

### 2.1.5 Assistance repaid or reused and use of interests

2.1.5.1 Information on the use made of assistance repaid or re-used following cancellation of assistance as referred to in Articles 57 and 98(2) of Regulation (EC) No 1083/2006:

Not applicable

2.1.5.2 Use of interests (Article 83 of the General Regulation)

In the framework of their mission, the Certifying Authority had opened a deposit account generating interests. The total amount of interest generated by ERDF allocations was 271 853,06 € for the programming period.

The use of this amount was decided in the moment where the share of the technical assistance budget between the Member States and the Managing Authority was modified. This modification created an increase in national contributions of the MS to the transnational TA budget which was increased. For this reason, in its decision of 25 October 2013, the Monitoring Committee agreed to cover this proportional increase of national contributions to the transnational TA budget, with the available amount of interests.

### 2.1.6 Qualitative analysis: The nature of cooperation projects, their outputs, results and achievements

The MED Operational programme had 4 priority axes for projects (and the fifth for Technical assistance), with altogether 10 Objectives. Apart from the thematic classification, the observations from the In Itinere evaluation identified three **types of projects**: network projects, innovation projects and 'atypical projects'. These were detailed in the 2010 Annual report. The difference between the two first categories, that constitute the main types of our projects, is:

- networking projects propose a continuous 'discussion forum' that carries out networking activities throughout the programmes and programming periods, whereas the
- 'innovation projects' punctually develop a transferable product, method or strategy.

The first category is problematic when it tries to combine a durable activity with punctual financing, but it can, through a maturing process, reach good visibility and promote real transnational policies. The weakness of more punctual innovation projects is that they do not always reach concrete implementation but finish on the level of the 'prototype' and disappear without continuity. However, if their results were sustainably promoted and put into practise, their value added would considerably increase. Hence the importance of a capitalization approach.

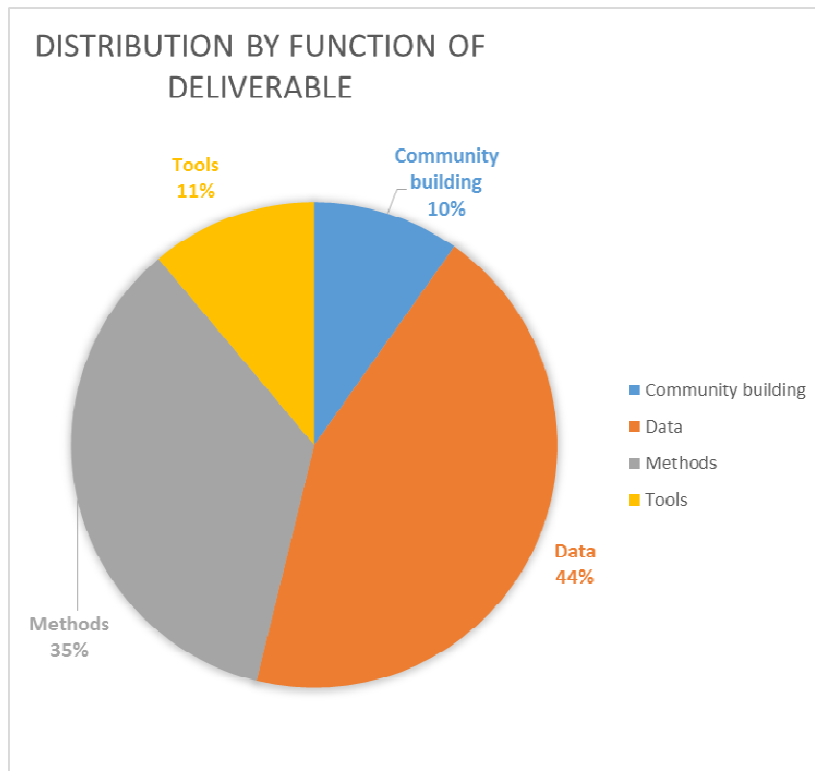
In 2012, the programme undertook the creation of a complete database of all the outputs of projects to deepen the analysis of results, to help making decisions on the expectations for the following calls, improve the follow up of projects, and support the capitalisation process of results.

The JTS identified 3 main types of outputs: outputs related to the development of the theme of the project, to the evaluation of the project and to the management of the project. All types of outputs that have been compiled on the project evaluation are valuable to explain what has been elaborated in order to ensure quality and reliability of result. Outputs related to the management of the project are valuable to explain how the projects organise themselves to ensure a successful cooperation among partners. In the future, identified good practices can be shared between projects.

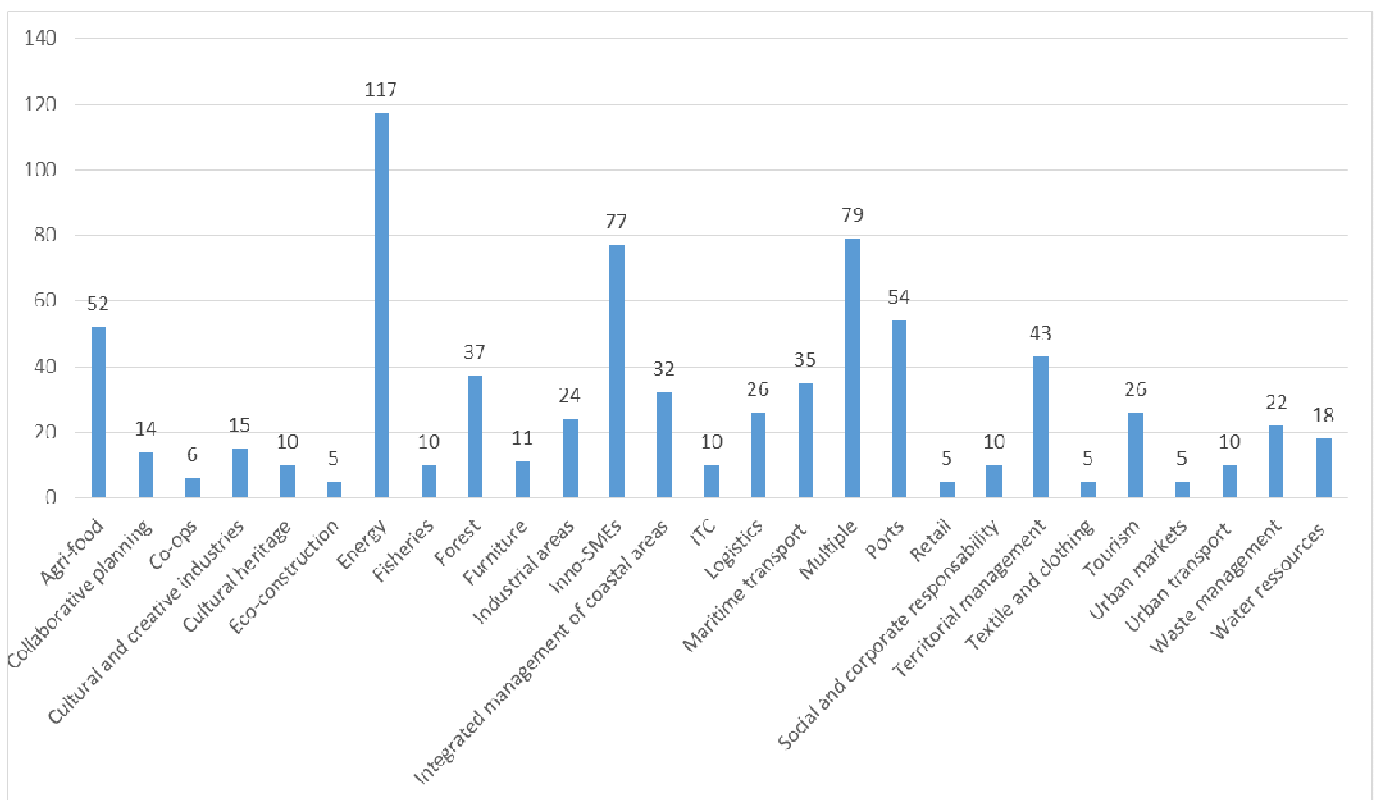
In the end of the programming, the programme database includes information from 4202 deliverables from 8 calls. Of this mass of total production we have selected for further analysis, 758 deliverables that qualify as main/final outputs of the projects, and give the most adequate idea of the type and quality of the outputs and results produced in co-financed MED projects.

Production linked to the implementation of the project itself, eg manuals and methods of management and evaluation of the project, are left out of this final analysis that mainly concentrates on what the project has produced to its beneficiaries and target groups.

The final deliverables are categorized in the following way:



### PROJECT ACHIEVEMENTS CATEGORIZED BY THEME/SECTOR



The data analysis has been useful to identify types of outputs the projects generally produce, topics they focus on within the priorities and objectives, but also the fields which need further development, or where overlapping of themes might occur. It has been used in the definition of the output indicators (and their target values) for the new programming period.

None of the projects finished without delivering their main outputs and products, and in many cases, unexpected complementary outputs were observed. However, the quality of production was variable, part of the projects being more successful in creating concrete results and impact than others. The impact of a cooperation project can often be described as intangible elements, for instance, enhanced knowledge of actors in a specific domain and/or territory. But also more tangible results such as integrating a new rule, method, or procedure in territorial, national or European policy framework, occur. Behind the projects that demonstrate the most visible and durable results are invariably at least the following elements:

- The Lead Partner shows capacity of leadership and coordination skills (management of partnership)
- The partners have competency in line with the activities and objectives of the project
- There is political support at adequate level, facilitating the knowledge transfer and policy improvement (whether this support comes via full partners or associated ones)
- The partnership knows how to make use of networking, synergies, and capitalization, and targets its actions towards concrete target groups and concrete purpose

It is a difficult mix to combine all these aspects in a transnational partnership: for instance, political support for part of the partner structures might prove to be less durable than the project implementation period, due to elections and political changes not foreseen in the beginning of a project.

To some extent the programme can improve the quality of proposals via a framework such as Terms of Reference that specify the abovementioned elements as conditions for quality projects. During the programme implementation and development of more precise calls, the MED programme evolved in this sense, but as the capitalization and community building was not structurally and functionally constructed within the programme from the start, we could only use this learning by doing-process to develop the completed architecture and set of modalities to the 2014-20 programming.

When we assess the concrete production of projects, in all thematic fields, we can confirm that they do respond to problematics of the eligible area, and are in line with the territorial SWOT analysis that formed the basis of the programme intervention strategy. As an example:

- Projects treating problems linked to touristic pressures; Ex. transnational maps (transport flow, maritime pollution, density of tourism enterprises, and number of harbors for yachts) presented to policy-making bodies in order to impact integrated coastal zone management.
- Isolated islands with problems of energy supply: Ex. guides targeted to national level policy-makers to develop cooperation projects on blue energy.
- Protection of natural and cultural resources; Ex. definition of a mediterranean forestry model, or Indicator grid to optimal use of land targeted to territorial planning bodies, and a parallel publication targeted to citizens.

The projects respond frequently to the horizontal principle of sustainable development, with concrete actions. They do not often give concrete evidence of addressing equal treatment, mainly indicating only a neutral impact.

The type of production resulting from projects is homogeneous regardless of the thematics, as the model structure of a cooperation project applied in this programming period (not only by MED but in an overall way) was recalling similar organization of the work plan from all projects:

- Transnational state of the art, production of data, pilot tests and policy recommendations.



Most projects reached the level of recommendations and methodological proposals during their life span, but only part of them constructed tools and services directly usable - and used - by policy-makers.

The 'standard implementation' of a MED cooperation project in 2007-13 is reflected via the production of key deliverables of the following nature:

Phase 1/ The project creates new macro-regional data, or compiles existing territorial data into larger transnational context, with the intention of making a transnational state of the art, raising knowledge or awareness of stakeholders. Depending on the type and theme of the project, the achievements of the first phase (concrete outputs) are called:

- Analysis, assessment, study, benchmarking, gap analysis, SWOT, survey, mapping, inventory, or diagnostic

Phase2/ The preliminary work on sharing a state of the art with the transnational partnership, is followed with organizing the data/knowledge in a format usable as an initial support for decision-making, development, policy-making that can be diffused among the partners and towards other beneficiaries and target groups of the project. The organized data then takes the form of one of the following output types:

- Method, guide, handbook, catalogue of Best Practises, indicators, protocole, MoU, report, manual, model, recommendations, or white or green paper

In this phase, the transnational state of the art is elaborated to contain policy indications, but it is not yet developed to a direct policy or procedure proposal, ready to be implemented and effectively transferred. Depending on the concreteness of the target groups of the action, and the competency of the partners in using this output (or capacity to transfer it to relevant structures), these outputs can either fall into oblivion once the project ends, or they can be efficiently used to development and policy-making purposes. As an example, the one-year Maritime project **MEDTRENDS** 'only' produced a study and maps on different (conflictual) uses of the Mediterranean sea, but the efficient communication and advocacy campaign of the partnership after the project, has managed to sensibelize a large number of national and international policy-making bodies and deciders with the help of this data, on the measures that should be taken to avoid conflicts within and between countries and improve maritime planning.

Not all projects reach this impact, but the Targeted and especially the Capitalization projects selected at later stages of the programming period, were required to work on the transfer of available knowledge towards target groups in different territories. Projects that achieve this activity, often go beyond recommendations and produce a technical support tool to facilitate diffusing and involving of their target groups. These tools take mainly the form of:

- Platform, portal web, database, GIS tool, maps, e-book, or another publication often in digitalized form.

Part of the projects reach the stage of providing tools and services ready to be implemented by policy-makers, deciders, and interest groups. These are mostly:

- New services, support systems, help desks, monitoring tools, e-learning devices, educative plays, software, but also policy proposals such as Action plans and master plans, roadmaps and strategies.

Again, the further impact of the result of the project depends on the efficiency of the partnership in actually involving the relevant stakeholders to the use of these supports, tools and proposals. Some projects reach a visible and durable impact for instance via integrating a procedure or an action plan to

a national policy/law, others are more limited in time (project duration) or within a smaller territory (that of direct partners).

The fact that not all projects achieve effective transmission of their outputs and results towards beneficiaries and decisioners, and that all projects do not create a sustainable change, is not a failure per se in this period of programming 2007-13, as the result-oriented approach was not built in the objectives of the programme. Neither MED, nor other cooperation programmes had built in capitalization mechanisms from the start: as a result, programmes did not have any structural capitalization support towards implemented projects that could have massively enhanced their impact. The result-based approach and supporting measurable indicators, have been developed gradually in recent years and are now the basis of the 2014-20 programme architecture for MED, and a given objective for all programmes in the new period.

MED programme authorities have learned during the 2007-13 programming and progressively concluded that the tasks of advocacy, lobbying, transfer, involving relevant stakeholders, cannot be left only in charge of individual projects and partnerships, to be eventually taking place at the end, or after the end, of a project. The programme needs to offer the individual projects a mechanism allowing them (and requesting them) to come together, to form thematic groups, to develop a critical mass, and to create synergies and capitalize results together. The individual projects can greatly increase their visibility, and the transfer / use of their results improves by this method of built-in peer review between individual projects. The choice of the Interreg MED 2014-20 programme was to develop Horizontal projects to assure the construction of thematic project communities, and further on, a governance platform that could build the bridge between the supply (results of projects) and demand (evidence-based tools to policy-making).

## **2.2 Information on compliance with Community law**

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Not Applicable

## **2.3. Significant problems encountered and measures taken to overcome them**

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### **Implementation difficulties observed in projects**

Despite the difficult economic situation touching in particular the South European countries after 2008, the MED projects successfully carried out their implementation. No project interrupted their activities because of financing difficulties, but several individual partners have retrieved for financial reasons. However, it is a fact that most public structures have been confronted to budget cuts and this has made the work in projects more difficult. For the first call projects, this was often combatted with a demand to allow the project to continue its activities until the 36 months, when the original duration had been shorter. Allowing project extensions helped many partnerships to carry out most of their foreseen activities and contract expenses. However, this measure was no longer possible for projects programmed from 2012 onwards.

In many countries, especially with centralised first level control system, the delays of certifying expenses are long, and this is constantly creating strain in respect of submission deadlines for payment claims. However, the FLC of centralized countries have responded well to the coordination and planning efforts of the JTS in previous years, when the decommitment risk has been high. Due to their good cooperation the risk has been avoided throughout the programme implementation.

The biggest challenges in terms of risk concentration during the programme implementation, have been the strategic projects. They had important budgets, between 4 and 7M€ of ERDF, and higher number of partners, on the average over 20 structures participating from more than 6 countries. It is clear that they faced the same risks and constraints as standard projects, potentially subject to budget cuts, political constraints and delays in certifying expenses. Despite these difficulties, similar to smaller-scale projects, the financial consumption rate of all other Strategic projects except those of the 3<sup>rd</sup> Priority Axis (Transport) is practically as high as that of smaller projects, although reaching this has needed a considerable accompanying effort from the JTS Project Officers as well as much more time for the implementation (4 years on the average).

Targeted projects also presented a relatively high risk to the programme. They included a considerable amount of new partners who had never participated to MED programme, and some of them lacked altogether any previous experience of Structural funds. While this is indeed a good proof of the capacity of the thematic calls to attract new types of structures to MED projects, towards the end of the programme this also increases risks. It became visible that part of the Targeted projects achieved lower ERDF/IPA consumption rates than the average of the programme, especially in the theme of Transport.

#### SHORT CLOSURE DELAYS

The last year of on-going operations, 2015, was also the final year of eligibility of expenses. The closure delays were very short and in parallel, the JTS staff was in charge of the launching of the new programming, with the first call for projects open from September. The decommitment was avoided and projects closed mainly thanks to the good interal coordination: cooperative relations between the JTS and the national FLC who made big efforts to certify expenses on time. Most project operators also contributed with significative flexibility, in order to shorten the process of compiling final payment claims.

#### **Programme level implementation difficulties:**

The programme JTS was in the first years understaffed in regard to the workload (number of calls, proposals, and on-going projects). The staff was progressively increased and reached a correct level by 2011, but suffered regularly from a turnover and change of staff members. This turnover is natural per se, but provoked repeated periods of understaffing because of the long recruiting procedures of the MA institution, and because of the lack of a coherent and transparent salary policy. A constant turnover in the long run causes significant punctual workload to the remaining colleagues while processing the replacement, and can provoke errors in procedures or additional delays in programme implementation. Lack of coherence in the recruiting and salary policy of the MA institution also contributes to increase the normal turnover.

#### SYNERGIE TOOL FOR THE NEW PROGRAMME

The on-line monitoring tool Presage CTE for the 2007-13 period, was provided by the French State authorities. Through significant development work, where the MED JTS contributed regularly, the tool became reliable and fully operational, although not very ergonomic. The Monitoring Committee was hoping for a more user-friendly tool for the new period, and when it decided to use the new Synergie

CTE-tool again developed by the French State, this message was sent through the French delegation in the MC. However, the new tool has proved to be even heavier and more complicated than the previous one, and has lost the reliability progressively acquired by the Presage CTE. The follow-up of the development of the new tool and correction of errors imbedded in it have proven to be very time-consuming for the programme staff that already is strained between the closing of the old programme and launching the new one. Despite repeated demands from the MA, the development of the tool is still not satisfying, mainly due to its excessively complex governance structure. However, the new JS continues its contribution to the development of the tool, hoping for its completion for the upcoming calls of the 2014-2020 period.

#### INCERTITUDES ABOUT RULES TO APPLY IN MANAGEMENT OF IPA FUNDS

It has been necessary to create a specific profile within the JTS staff to follow the implementation of IPA activities, because the guidance coming from the EC is not clear in the matter. There are subsequently different interpretations of Regulations that cause contradictory guidance and is a source of errors for the programme. Whereas the integration of IPA partners in projects has globally gone smoothly and has not required substantial supplementary resources from the programme management, the insecurity observed in the guidance coming from the EC has been a recurrent source of additional workload. No specific measures have been provided to clarify the situation. It is to be noted that this seems to stem from an organizational problem within the Commission rather than from individual Desk Officers, who do their best to advise the programme staff and are not to be blamed of any inconsistencies.

#### DIFFICULTIES TO IMPLEMENT AXIS 3

A limited number of projects/activities were financed on integrated coastal zones management, on ICT solutions, and more globally, in the domain of transport. We were already aware of these lacking activities after the 1<sup>st</sup> and 2<sup>nd</sup> call, although the strategic project calls partly improved this situation. For the transport projects in particular, the programme evaluation team has carried out a specific analysis on them, and exposed the main arguments to explain why the priority was not likely to be more successful. Contrary to other domains such as innovation and support to SME's, the domain of transport has been completely focused on maritime transport and more so, on the question of multimodality, logistics and port development. The quantity of potential project operators available to work in cooperation projects of this theme has remained limited.

#### INDICATORS

We observe a rather significant difference between the Target values foreseen for the result Indicators and the values realized by our projects at the end of the programme (values being much higher than estimated regarding most indicators in Priorities 1, 2 and 4).

The indicators of the MED Programme that are shown in the OP, are grouped by Priority Axis. In Presage, the online monitoring tool, all projects choose their indicators (more detailed) in a single list. We have extracted this list with all indicators and filtered it by priority Axis and by type and unit of indicator, to find the correspondence with the OP tables.

Some indicator values in the OP are shown in terms of *number of projects*. In these cases, the value from Presage is compared with the programme database that contains information on all on-going and finished projects (end 2015 situation). Information is categorized by main sector of activity of the project, by means of action and by its objective, and also by deliverables, which allows extracting information in coherence with the OP indicators.

The yearly extraction of indicators declared by MED partners as having been realized, are in certain cases largely above those estimated in the OP. This is in particular the case for the indicator (Axis 1): *number of SME's concerned by project activities*. In a more global way, the quantity of networks, cooperation activities, joint plans and studies is far beyond the estimations of the OP dating from 2006.

Given that the programme has a big Priority Axis (1) on innovation, and that the majority of the projects financed (almost 70 altogether) worked directly with enterprises, it is indeed coherent that the number of enterprises involved in project activities is in reality much higher than the Target Value estimated in the programme drafting phase.

As the Indicator values have been provided in 2006 by a team of external experts, who did not provide any specific guidance for the method of calculating the values, it is possible that the method of counting elaborated within the programme monitoring system is in reality different than the experts had imagined. These indicators are integrated in the monitoring tool of the programme (Présage CTE) and the project partners must fill in their estimated values in the beginning of their project, and then fill in the realized values regularly.

We also note that the estimations of project partners and the final values at the end of their projects correspond on the average rather well.

We believe that the major problem with our result indicators has been that each of them is composed of several units of measure, which results into compilation of different cumulative values. Examples are given for each concerned Priority further in the Report.

Lessons learnt from these 2007-13 indicators and with the help of the new result-based orientations given to the indicators of the new programming period, these latter have now been completely rethought and based on compilation of verifiable data, with accurate methods provided to carry out the verifications.

## 2.4 Changes in the context of the OP implementation

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Not Applicable

## 2.5. Modifications following Art 57 of EC 1083/2006

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Conclusions from a national monitoring report from Malta indicate that 7. 575 € has been unduly paid to the partner Local Councils' Association, partner in project MED Philoxenia that ended in March 2012. The conditions of Article 57 are fulfilled as the beneficiaries receiving this amount have closed their activity in 2016. A recovery procedure has been launched and is still on going in January 2017<sup>4</sup>.

## 2.6. Complementarity with other instruments

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### Liaison Offices in Valencia and Thessaloniki

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<sup>4</sup> Data as of January 25<sup>th</sup>, 2017.

The Liaison Office located in Valencia, based on the principles of complementarity and cooperation between MED and ENPI CBC MED programmes and projects, was in charge of the following tasks:

1. Steer the respective potential beneficiaries towards MED or ENPI CBC MED, depending on the programmes' aims and strategies.
2. Support to both Managing Authorities, in the dissemination of information on the specific features of both programmes.
3. Dissemination of results and good practices in relation to the specific thematic priorities of each programme.
4. Contribution to the evaluation and capitalization of the results achieved by the two programmes and the coordination of existing implementation tools.

Main achievements:

- The euro Mediterranean data base, a common tool, with a double purpose; to check multiple participation and double funding and possible clusters in the Mediterranean area.
- Identification of common clusters: the Valencia Liaison Office worked on comparing projects on water and energy efficiency in buildings. In this regard, the capitalization activity in the energy efficiency field was developed jointly with Interact Med Lab Group.
- Based on the need of influencing the EU institutions and regulations with the project results, the MED LO prepared a Training in Lobbying addressed to ETC stakeholders.
- Due to the knowledge of the Liaison Office on projects and clusters of both programmes and following the aim of seeking complementarities between these, the Liaison Office participated in the evaluation for MED's and ENPI CBC MED calls, supporting both Managing Authorities and Secretariats.

The Thessaloniki Liaison Office had the following two global objectives in its work:

1. Facilitate the participation of the IPA countries (Albania, Bosnia-Herzegovina, Montenegro) to the MED programme.
2. Links with other transnational cooperation programmes impacting the IPA area within the MED programme

Main achievements:

- Proximity support and accompanying to the IPA partners and national authorities in the process of integrating IPA funds to the direct management of the MA
- Sensibilization of ERDF countries and partners to the inclusion of IPA countries and partners to the programme.

## **2.7. Monitoring and evaluation**

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### **Controls in compliance with Article 60 of Regulation (EC) No 1083/2006**

## ON-THE-SPOT CHECKS PERFORMED BY THE MA/JTS

In compliance with the description of management and control systems of the MED Programme, **on-the-spot** visits were carried out by the MA/JTS during the whole 2007-2013 programming period. The structures visited were decided following a common methodology which was validated by the Monitoring Committee in 2009. These visits aimed at checking, on the beneficiaries' premises, the reality and eligibility of the expenses, the existence of the partner's management structures, the physical proof and results of the projects and the quality of procedures in place to deliver the project in accordance with the approval decision and the Subsidy Contract (quality of project management). Each on-the-spot assessment was summarised in a report using a template also approved by the Monitoring Committee in 2009.

Despite the very low irregularity rate observed by other levels of control, a total of 21 visits were performed by the MA/JTS from 2009 to 2016, covering all Member states of the Programme area. According to the methodology for sampling of structures to be checked by the MA/JTS agreed in 2009, IPA beneficiaries didn't answer to the criteria established by the Monitoring Committee and no IPA partner was subject to an on the spot visit.

For 2007-2013, on-the-spot checks performed by the MA/JTS led to a series of recommendations concerning mainly the quality of the audit trail, and minor corrections were identified with a total of **9 468.61€** of irregular amounts.

On the spot visits performed from 2007 are the following:

Name of partner to be checked	Country of the partner	Projects Acronym
Université Européenne des Saveurs et des Senteurs	France	MEDISS
Confindustria Palermo	Italy	ETHIC
Chambre de Commerce de Naples	Italy	SHIFT; REINPO RETAIL
CCIMP	France	INS MED; SECUR MED PLUS; MACC BAM; MEMO; SHIFT; IRH MED; IP SMEs; KnowInTarget; 2Ins Clusters; PORTA; Responsible MED; HIDDEN; SCORE; TEMA
Instituto Andaluz de Tecnología - IAT	Spain	AGROENVIRONMED; MED-IPPC-NET
Larnaca District development Agency	Cyprus	DEVELOP-MED; MEDLAB; MEDOSSIC; PHILOXENIA; RIMED; SMILIES; WASMAN
Paragone Europe	Malta	DEVELOP-MED
Région PACA	France	IC MED; MED GOVERNANCE; CREPUDMED; FORET MODELE; MAREMED; ENERMED
Piraeus Port Authority	Greece	MEMO; CLIMEPORT; TERCONMED; PORTA; SEATOLAND
Regione Marche	Italy	CYCLO; IKTIMED; ICS; MAREMED; WIDE
Slovenian FLC system	Slovenia	Check of Slovenian FLC system

Temí Zammit Foundation	Malta	I.C.E.; RIMED; TRANSit; IKTIMED; CreaMED; In.FLOW.ence; MEID; SEATOLAND
University of Algarve	Portugal	INS MED; PROTECT; ICS; IKTIMED; KNOWING; MED TECHNOPOLOIS; TEMA
University of Maribor	Slovenia	ENERSCAPES; IKTIMED; LOSAMEDCHEM; R&D Industry
Sicily Region	Italy	AGRISLES; BACKGROUNDS; MedLab; QUBIC; SECUR MED PLUS; TERCONMED; CypFire; IRH-Med; KNOWING; MEDIWAT; OTREMED
CRES	Greece	IC-MED; ENERMED; IRH-Med; MedStrategy; ZeroCO2; ELIH-Med; REPUBLIC-MED; WIDER; SMARTinMED; SINERGIA
BIC of ATTIKA	Greece	I.C.E.; MACC BAM; MEMO; SECUR MED PLUS; SusTEn; 2InS Clusters; KnowInG; KnowInTarget
CRPF	France	SYLVAMED; PROFORBIOMED; MEDLAND2020
Autorité portuaire de Valencia	Spain	CLIMEPORT; FREIGHT4ALL; GREENBERTH
Fundacion Valenciaport	Spain	DEVELOP-MED; FREIGHT4ALL; FUTUREMED; MEDNET; CO-EFFICIENT; MED.I.T.A.; INTE-TRANSIT
Maltese national coordination and First Level Control System	Malta	Check of Maltese FLC system

#### ANALYSIS OF PERIODIC PAYMENT CLAIMS

The description of management and control systems in compliance with Article 71 of Regulation (EC) No 1083/2006 required the examination of periodic payment claims which include the payment claim per se, a progress report, certification from the auditors for each of the partners and appendices.

An internal monitoring tool (checkgrid) was being used for the assessment of these documents.

Progress report assessment focused primarily on compatibility between the activities undertaken and those anticipated and described in the workplan (in the application form). Differences between planned activities and those delivered were also examined in each 6-month period, as differences between budgeted and incurred expenditure. If these differences were not justified in the report, clarification and additional justification of this were requested from the Lead partner.

Similarly, the checkgrid enabled the certification of expenditure of all project partners to be assessed, thereby guaranteeing that the specifications of the first level control systems (terms and conditions for certification by auditors, certification processes, eligibility of expenditure, etc.) of the Member States have been respected by all the partners.

In addition, Lead partners appended their progress reports with documents and other annexes which prove that the activities described have actually taken place (e.g., meeting agendas, attendance lists, notes of meetings, studies published, folders disseminated, edited promotional material, etc). The websites for each project were also checked.



Assessment of the payment claims, as mentioned above, enabled the project manager to verify the operational and financial progress of the project, completing the follow-up on a daily basis with the Lead partner.

In parallel to this type of monitoring, the JTS completed the existing monitoring system with tables which enable to have an overall view of operations progress at both project and partner level from a financial point of view. This allows identifying different problems which can be addressed in a proactive manner, to give precise information to national-level coordination bodies for better follow-up and to prevent any significant underspending.

These tables also enabled objective monitoring which is not limited to the person following the project (in the JTS) by facilitating the transfer of the project to another member of the team, if required.

### **Participation in project Steering Committees and Final Conferences**

In 2015, the JTS members attended 5 project Steering Committees, and 9 Final Conferences, in an effort to provide better accompanying and monitoring of projects. The complete list of project meetings and Interact seminars where JTS attended in 2015 is provided below:

#### PROJECT STEERING COMMITTEES

- BLUENE project Steering Committee – Barcelona, February 26<sup>th</sup> & 27<sup>th</sup>
- MARINA-MED project Steering Committee – Brussels, March 3<sup>rd</sup> – 5<sup>th</sup>
- SMARTinMED project Final Conference – Brussels, April 28<sup>th</sup>
- ENCERTICUS project Steering Committee – Barcelona, May 17<sup>th</sup> – 20<sup>th</sup>
- CAIMANS project Steering Committee – Venice, June 11<sup>th</sup> & 12<sup>th</sup>

#### FINAL CONFERENCES

- SINERGIA project Final Conference – Marseilles, March 19<sup>th</sup> & 20<sup>th</sup>
- MEDESS- 4MS project Final Conference – Rome, March 19<sup>th</sup> – 20<sup>th</sup>
- SMARTinMED project Final Conference – Brussels, April 29<sup>th</sup>
- SMILE project Final Conference – Brussels, April 27<sup>th</sup> – 29<sup>th</sup>
- ENCERTICUS project Final Conference – Barcelona, May 17<sup>th</sup> – 20<sup>th</sup>
- WIDER project Final Conference – Brussels, May 20<sup>th</sup> & 21<sup>st</sup>
- COM&CAP Marina-MED project Final Conference – Barcelona, May 25<sup>th</sup> – 27<sup>th</sup>
- MEDNET project Final Conference – Athens, May 26<sup>th</sup> – 28<sup>th</sup>
- Republic-MED project Final Conference – Nice, May 28<sup>th</sup> & 29<sup>th</sup>

#### CAPITALIZATION MEETINGS

- MED projects Capitalization seminar – Brussels, February 24<sup>th</sup> & 25<sup>th</sup>
- COM &CAP Marina-MED project mid-term conference – Brussels, March 3<sup>rd</sup> – 5<sup>th</sup>
- COM &CAP Marina-MED project conference – Florence, May 12<sup>th</sup> & 13<sup>th</sup>

#### PARTICIPATION IN THE INTERACT SEMINARS

- INTERACT seminar: “Programme Evaluation Plan” – Paris, February 24th
- INTERACT seminar: “Transnational Programmes network meeting” – Malmo, March 12th & 13th
- INTERACT seminar: “Finance network meeting of transnational and interregional programmes” – Lyon, March 18th & 19th
- INTERACT seminar: “Event on anti-fraud measures” – Brussels, March 25th
- INTERACT seminar: “Blue Growth” – Malaga, April 13th – 16th
- INTERACT workshop: “Cross-programme and cross-fund cooperation and exchange - Structural approach and human resources” – Barcelona, April 27th – 29th
- INTERACT workshop: “Impact evaluation” – Budapest, June 11th & 12th
- INTERACT seminar: “Evaluation Event” – Vienna, September 24th & 25th
- INTERACT seminar: “Transnational COMM/CAP network meeting” – Brussels, October 14th & 15th
- INTERACT seminar: “Coastal and Maritime Tourism – Knowledge of the Seas Network meeting” – Ostend, October 20th & 21st
- INTERACT seminars: “Transnational Programmes in the Med area” & “Enhancement of SMEs competitiveness in Southern Europe” – Valencia, November 11th

#### Controls in compliance with Article 61 of Regulation (CE) No 1083/2006

The description of management and control systems of the MED Programme states that the Certifying Authority “will assess the quality of certifications with specific controls called Certification Quality Checks”.

In 2015-16, 3 Certification Quality checks were implemented on:

- **REMIDA (axis 2):** 2 IPA Partners: Municipality Gračanica – Bosnia and Herzegovina (24 646.72€) and Capital City of Podgorica – Montenegro (4 858.84€). An ineligible amount of 3€ has been detected in the total amount of de 29 505.56€ that represents an error rate of 0.010%.
- **MITOMED (axis 1):** Lead Partner: Toscana Region – Italy (34 147.16€) and Partner: University of Girona - Spain (26 207.85€). No ineligible amount detected.
- **PHILOXENIAPLUS (axis 4):** Lead Partner: Local Employability-Loc.Em – Greece (794.37€) and Partner: eZAVOD – Slovenia: (48 280.87€). No ineligible amount detected.

For the full 2007-2013 programming period, a total of 23 structures were audited by the Certifying authority, leading to limited number of findings and recommendations and a total ineligible amount of **1 485.31€** out of 966 557.88€ audited.

#### Controls in compliance with Article 62 of Regulation (EC) No 1083/2006

SAMPLE FOR THE 2015 AUDIT CAMPAIGN (ON EXPENDITURES DECLARED IN 2014):

Projects having declared expenditure to the European Commission in 2014 constituted the basis for a sampling exercises undertaken by the CICC on the 28/01/2015, which were then validated by the members of the Group of Auditors on the 19/02/2015.

According to what was decided by the MED GOA members on their meeting of 13/11/2013, and following the updated guidance on sampling methods (COCOF\_08-0021-03\_EN 4 April 2013) issued by the Commission, the sample 2015 was determined following the non-statistical method (random sampling) and by combining the following parameters:

1 - The determination of the sample of transactions to be checked for expenditures of 2015 consist of two layers:

- A - A stratum of so-called high value transactions including:
  - a) Operations in the amount of expenditures reported more than 4% of the total expenditure of reference (expenses reported during the year 2014);
  - b) Operations with a partner who alone reported more than 2% of the total expenditure of reference, this partner (or Lead Partner) is automatically audited;
- B - A layer consisting of 10% of the total budget of other operations.

2 - For each operation selected, the audit includes control of the Lead Partner and a Project partner chosen randomly according to the "equal probabilities" method except 1-A-B above.

With respect to the IPA fund integration in the OP (EC decision - 16.3.2011 - C(2011) 1706 final), the AA decided to merge the expenditure declarations (i.e. interim payment claims) made in 2014 for both Funds (IPA and ERDF) and to draw one single sample of operations to be audited in 2015, covering both the expenditure related to ERDF funding and the expenditure related to IPA funding. Consequently for each operation selected for audit, the lead partner has been selected, one randomly selected ERDF partner and one randomly selected IPA partner whenever relevant. As a result, some operations selected for audit in 2015 (and following ones) entailed 3 controls on the spot.

The proposed audit strategy covering IPA funded partners was approved through written consultation of the MED GOA members on 20<sup>th</sup> February 2015

10 operations out of 61 were controlled in 2015. This control involved 10 Lead partners and 13 partners based in 11 countries participating to the MED Programme (10 ERDF partners and 3 IPA partners).

The Technical assistance lead by the French Managing Authority, was part of this audited sample as a "high value project".

For the 2015 sample an amount of **4 635 401.58€** was audited, corresponding to 10.36% of the expenditure declared to the Commission in 2014. Taking into account the coverage obtained by 2015 random sample, no complementary samples were selected.

The projects selected for the sample of 2015 were the following:

LIMIT4WeDA	Lazio Region - Department for transports	LP	Italy	7 294,83 €
	Cyprus Center for European and International Affairs (CCEIA)	PP	Cyprus	18 376,35 €
Technical Assistance	Managing Authority	LP	France	2 106 598,23 €
	Thessaloniki Liaison Office	PP	Greece	69 976,09 €

MARIE	Government of Catalonia	LP	Spain	495 347,29 €
	Institute of Accelerating Systems & Applications (IASA)	PP	Greece	145 850,17 €
ELIH-Med	Italian National Agency for New Technologies, Energy and Sustainable Economic Development (ENEA)	LP	Italy	120 165,40 €
	Region of Eastern Macedonia and Thrace	PP	Greece	116 771,73 €
MEDESS-4MS	Department of Merchant Shipping	LP	Cyprus	361 026,98 €
	Maritime Safety Department of Montenegro	PP	Montenegro	20 559,68 €
	Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea (REMPEC)	PP	Malta	66 789,17 €
FUTUREMED	Lazio Region	LP	Italy	169 736,00 €
	Business Support Centre (BSC) regional development agency of Gorenjsk	PP	Slovenia	167 051,18 €
INTE-TRANSIT	Institute of Communication and Computer Systems (ICCS)	LP	Greece	155 508,66 €
	Andalusian Institute of Technology (IAT)	PP	Spain	115 509,67 €
GREEN PARTNERSHIPS	Institute of Agriculture and Forestry Maribor	LP	Slovenia	187 525,38 €
	Regional Energy Agency of North Alentejo (AREANATEjo)	PP	Portugal	31 192,83 €
	Sarajevo Institute of Hydro Technology	PP	Bosnia Herzegovina	35 969,41 €
COASTGAP	Lazio Region - Directorate of Environment	LP	Italy	28 657,77 €
	Foundation Port Institute of Studies and Cooperation of the Valencian Community (FEPORIS)	PP	Spain	43 412,84 €
MEDLAND 2020	Forest Sciences Center of Catalonia (CTFC)	LP	Spain	135 586,37 €
	Regional Council of Shkodra	PP	Albania	1 644,55 €
	Province of Macerata	PP	Italy	34 851,00 €
<b>TOTAL</b>				<b>4 635 401,58 €</b>

10 796,56€ were declared ineligible amount. The projected error rate in 2015 was 1.43%.

As the annual control reports indicate, the results of the operation controls led to the conclusion that: *“the results of systems audits and operations audits lead to a high level of reasonable assurance concerning the correctness of the system and the effectiveness of management and control systems implemented”*.

The results of 2015 campaign were presented and approved by the MED GOA during their meeting of 16/11/2015.

All irregular amounts detected were successfully recovered.

Sample for 2016 audit campaign (on expenditures declared in 2015-2016):

Projects having declared expenditure to the European Commission in 2015-16 constituted the basis for a sampling exercises undertaken by the CICC on the 02/05/2016, which were then validated by the members of the MED GOA on the 09/05/2016.

As for 2015, the 2016 sample was determined following the non-statistical method aforementioned (random sampling) with two samples adapted to the context of programme closure with: a first sample based on expenditures declared by closing thematic projects and a second sample including only cost related to the operation Technical Assistance. Taking into account the coverage obtained by 2016 random sample, no complementary samples were selected.

9 operations out of 58 were controlled in 2016. This control involved 9 Lead partners and 12 partners based in 9 countries participating to the MED Programme (9 ERDF partners and 3 IPA partners).

FUTUREMED project, MEDNET project and the Technical assistance under the responsibility of the French Managing Authority, were part of this audited sample as “high value projects”.

For the 2016 sample an amount of **3 715 489.41€** was audited, corresponding to 7.74% of the expenditure declared to the Commission in 2015/16.

The projects selected for the sample of 2016 were the following:

FUTUREMED	Région de Lazio	LP	Italy	262 941,59 €
	AFT	PP	France	103 758,52 €
MEDNET	RAM – Rete Autostrade Mediterranee	LP	Italy	215 300,71 €
	CENIT, Center for Innovation in Transport	PP	Spain	129 635,37 €
	Port Authority of Rijeka	PP	Croatie	180 518,61 €
Technical Assistance	Managing Authority	LP	France	1 884 823,33 €
	Portugal	PP	Portugal	61 991,34 €
	Montenegro	PP	Montenegro	29 591,10 €
NEMO	Region Marche, Dep. Agriculture, Forets et Peche	LP	Italy	49 043,41 €
	Institut d'océanographie et des pêches	PP	Croatie	54 123,37 €
ACCELMED	BARCELONA ACTIVA SA SPM (ACTIVA)	LP	Spain	68 281,35 €
	PROMOS – Agence spéciale de la Chambre de commerce de Milan pour les activités internationales	PP	Italy	38 946,39 €
MEDLAND2020	Centre Technologique Forestier de Catalogne (CTFC)	LP	Spain	72 026,63 €
	Université Européenne des Saveurs et des Saveurs	PP	France	30 392,56 €

	Conseil Régional de Shkodra	PP	Albania	38 086,41 €
CITEK	Marche Région - Direction de l'internationalisation, de la Culture, du Tourisme et du Commerce et des activités promotionnelles	LP	Italy	79 047,76 €
	Zadar Prefecture	PP	Croatie	57 105,13 €
INTE-TRANSIT	Institute of Communication and Computer Systems (ICCS)	LP	Greece	156 529,52 €
	Andalusian Public Ports Authority	PP	Spain	109 657,77 €
iFreightMED-DC	RÉGION DE LA CATALOGNE – MINISTÈRE RÉGIONAL DE TERRITOIRE ET DURABILITÉ	LP	Spain	26 213,48 €
	GOSPODARSKA ZBORNICA SLOVENIJE	PP	Slovenija	67 475,06 €
<b>TOTAL</b>				<b>3 715 489,41 €</b>

7 414.41€ were declared ineligible amount. All the recovery procedures have been launched by the Managing Authority. To this date, all the recoveries are done.

The annual control reports, including the conclusions of the audit campaign and the projected error rate, and well as the results of the 2016 campaign have been presented and approved in the framework of the MED GOA held on the 8<sup>th</sup> of March 2017.

For the full 2007-2013 programming period, a total of 117 structures were audited in the framework of operations audits carried out by Second level auditors, leading to no identification of systemic errors. The error rate of each campaign is presented here below:

- The operations audits carried out in 2010 – the error rate was 0.16%
- The operations audits carried out in 2011 – the error rate was 0.00%
- The operations audits carried out in 2012 – the error rate was 0.0019%
- The operations audits carried out in 2013 – the error rate was 0.3829%
- The operations audits carried out in 2014 – the error rate was 0.1873%
- The operations audits carried out in 2015 – the error rate was 0.241%
- The operations audits carried out in 2016 – the error rate was 0.1996%

Besides, 2 audit of systems were carried out by the Second level auditor during the programming period.

The results of the different audits campaign lead to the conclusion that: *“the results of systems audits and operations audits lead to a high level of reasonable assurance concerning the correctness of the system and the effectiveness of management and control systems implemented”*.

All irregular amounts detected in previous campaigns were successfully recovered with the cooperation of the GOA members and auditors recommendations were taken into account on project's follow up.

Regarding the 2016 campaign, all the recovery procedures have been launched and closed by the Managing Authority..

For the full period 2007-2013 a total ineligible amount of 38 161,45€ were identified by Second level control out of 19 721 292,22€ audited.

## **2.8 National performance reserve**

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Not Applicable

## **3. IMPLEMENTATION BY PRIORITY**

# T INNOVATION





66

projects



### 3.1. Priority 1: Strengthening innovation capacities

CODES FOR PRIORITY THEMES	OUTPUT INDICATORS	TARGET VALUE OP	PRESAGE REALISED 2014	PRESAGE REALISED 2016
01, 03, 04, 05, 09	No of transnational co-operation networks including research centres, economic operators and training centres/universities for facilitating technology transfer and the dissemination of innovative practices and know-how	15	86	111
	No of transnational studies/ plans/ strategies developed for facilitating innovation capitalisation and dissemination among resource, innovation and entrepreneurship centres	15	234	293
	No of SMEs involved in exchanges of experiences and technology transfer	20	3654	5054
	No of transnational structures for disseminating common standards for enhancing regional policies and innovations capacities	2	97	103
	No of projects for supporting innovation processes in the Med sp	18	66	66

#### 3.1.1 Achievement of targets and analysis of progress

##### INFORMATION ON THE PHYSICAL AND FINANCIAL PROGRESS OF THE PRIORITY

First of all, as we can see from the follow-up of indicators, the values reached are considerably higher than estimated in the original Target values. It is however rather evident, that with a high number of innovation projects financed, and each of them working directly with enterprises, the values of indicators such as 'No of SMEs involved in exchanges of experiences and technology transfer' should result relatively high to justify the level of financing. The main problem with the values of indicators for Priority 1 is that they are composed of different measures that cumulate (exchange of experience AND technology transfer), which makes it difficult to stick to the original Target value. If the indicator was measuring ONLY technological transfer, the Target value would be more realistic, whereas it is obvious that this cannot be the case for number of enterprises involved in exchange of experience, which is necessarily higher.

##### QUALITATIVE ANALYSIS:

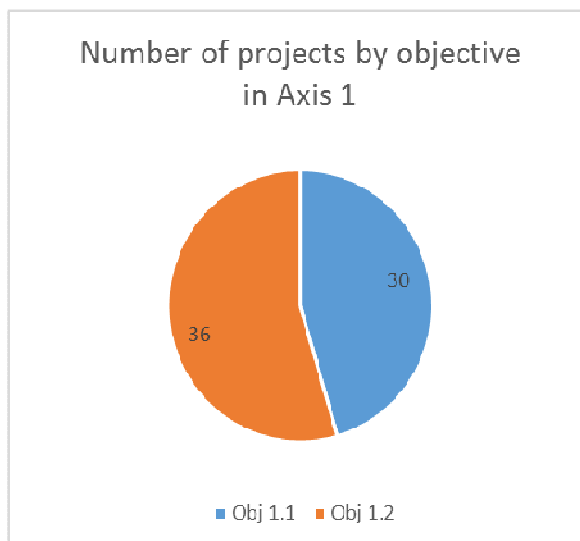
The priority received a considerable amount of spontaneous response to the 1<sup>st</sup> and 2<sup>nd</sup> call that committed over 85% of the total budget allocated to it.

The remaining budget, 8,6M€, would not have been sufficient to open a call for strategic projects, which is why the programme MC decided to allocate it to a Targeted call under this theme. The Targeted call was launched in 2012 and the projects started their activities in early 2013. The capitalisation call, launched in 2013, allowed the approval of 6 projects in this axis, which started their activities by the end

of that year. The nature of these latter operations combined the short duration (18 months) with a focus on the analysis and synthesis of available outputs and results. A small amount of ERDF returning from closed projects was yet used to program Maritime projects in 2014 on several priority Axis, including 6 projects in Axis 1.

**66 projects approved :**

CALLS FOR PROPOSAL	OBJ 1.1	OBJ 1.2	TOTAL
Standard call 1	10	11	21
Standard call 2	8	16	24
Targeted call	7	2	9
Capitalisation call	2	4	6
Maritime call	3	3	6
<b>Total</b>	<b>30</b>	<b>36</b>	<b>66</b>



In greater detail, it can be observed that for priority 1, there are projects proposing many pilot and experimental activities in line with the so-called “innovative” type of projects. These are projects which are less “institutional” by type of partnership, or networks with a partner mix between scientific, administrative and private sector stakeholders (although limited by “de minimis”) which are quite diverse and strong.

They attempt to provide solutions to lack of financing mechanisms, access to innovation, clustering, internationalisation and market search, using and testing methods that are claimed to be innovative.

The projects under Priority 1 overwhelmingly treated the conditions of the SME, either by direct accompanying measures or by cooperation of public authorities for legal and policy frameworks that improve the competitiveness of enterprises. The concept of innovation was largely understood from the point of view of procedures and methods: only a few projects concentrated on technological innovation.

The Priority 1 projects provided technical and regional analysis, identified best practises, and proposed coordinated transnational solutions such as guidelines, strategies and action plans. There were three main approaches:

- By sector of activity, being the most relevant: agrifood, energy, cultural and creative industries and some specific Mediterranean domains as aromatic plants, furniture and textile industries.)
- Non-sectorial approach, concentrating on legal, logistic, technological solutions for enterprises, including Social and Corporate Responsibility and eco-innovation.
- Framework cooperation between public authorities, research institutions and the enterprises, in particular the SME.

Regarding the thematic fields identified in all of the MED projects, 17 were targeted within the Axis 1:

THEMATIC	N° OF PROJECT	Acronym Obj 1.1	Acronym Obj 1.2
Agri-food	9	AGRO-ENVIRONMED - BIOLMED MEDISS - KnowInTarget - SINERGIA	AGRISLES - Flomed - QUBIC - PACMAN
Collaborative planning	2	MedLab	MEDOSSIC
Co-ops	1		ICS
Cultural and creative industries	4	I.C.E. - SOSTENUTO - 3C 4 Incubators	CreativeMED
Eco-construction	1		INS MED
Energy	7	IRH-Med – EMILIE - ENERGEIA	WOODE3 - FireMed - BLUENE - ENERCOAST
Fisheries	1	NEMO	
Furniture	2	Planet Design - Ecomovel	
Industrial areas	4	MEID - ECO-SCP-MED	ECOMARK - MER
Inno-SMEs	14	IP-SMEs - EASY FINANCE - WIDER - CO-EFFICIENT - ECOFUNDING	IC-MED - INNOVATE-MED - TEMA - WIDE - IKTIMED - HIDDEN - SMARTinMED - ACCELMED - CITEK
ITC	1		WINNOVATE
Multiple	11	MET3 - MED TECHNOPOPOLIS - R&D Industry - CoRINThos	MACC BAM - SMILIES - CreaMED - KnowInG - EMMA - 2InS Clusters - MED- KED
Ports	1	GREENBERTH	
Retail	1		REINPO RETAIL
Social and corporate responsibility	3		ETHIC - RIMED - Responsible MED
Textile and clothing	1	TEXMEDIN	
Tourism	3	MITOMED	InnoNauTICs - TOURMEDASSETS

Naturally the thematic fields above have to be merged in order to outline an overall macro dimension and understanding of the results of this Axis. This leads us towards an analysis of the following main themes / sectors of activities implemented:

1. Agro-food
2. Eco-innovation
3. Cultural and creative industries / Collaborative planning
4. Corporate and social responsibility

## Agro-food

The MED Programme has focused its efforts on agro-food industry through diverse projects. The main results have been the constitution of transnational multi-actor research networks for gathering, generating and transferring knowledge towards SMEs and policy makers; the elaboration of strategic recommendations for local and regional policy makers the agro-food management; the elaboration of diverse tools for supporting innovation among SME; and the dissemination of knowledge and techniques among SMEs and towards policy makers. A broadened transnational network allowed for the emergence of Mediterranean solutions for the agro-food sector by combining research capacities beyond the specific regional frameworks with bottom-up economic, social and environmental needs and experiences, as well as with local and regional public action.

Sample of outputs collected or activities implemented:

- Elaboration of strategic recommendations for local and regional policy makers on agro-food industry management.
- Production of diverse tools for supporting innovation among SMEs, such as a) management models, b) several catalogues and online tools of best practises and technologies related to different domains and sub-sectors of the agro-food industry (energy, water management, air and noise management...)
- Dissemination of knowledge and techniques among SMEs, policy makers and other stakeholders such as universities and technology centres, generally on the local scale through conferences and seminars, lobbying within policy-makers meetings.

In total, at the Programme level, we identified in this sector, 43 main deliverables out of the 758 analysed: guides, GIS tools, data bases, studies, recommendations, reports etc.

The capitalisation projects **specialised in the field of green development** organised the second edition and a new dimension in the cycle of MED capitalisation events. The ECO-SCP MED, MER, MEDLAND2020 and ZEROWASTEPRO projects held a joint event on May 15<sup>th</sup>, 2014 in Bologna (Italy).

For further information, follow the link: <http://www.programmemed.eu/en/information-center/events/past-med-events/cap-workshop-green.html>.

## Eco-innovation

Transnational cooperation in the MED space has paved the road for smarter and greener industrial areas. The different projects have contributed to linking the research undertaken by transnational networks of diverse actors to economic growth and environmental sustainability; also, projects have displayed tools for enhancing eco-innovation in industrial areas

Sample of outputs collected or activities implemented:

- Constitution of **transnational research and experimentation networks** of universities, research centres, experts, SMEs, service providers in industrial and technology areas. As a result, no single transnational model, but rather a variety of approaches and methods applicable to heterogeneous local contexts has been developed to implement innovative sustainable solutions in industrial areas.
- Projects have displayed a series of **footmarks and tools allowing to advance towards eco-innovative industrial areas in the Mediterranean regions.**
- Footmarks towards eco-innovation have been delivered to interested SMEs, business associations, industrial areas and policy makers under the form of: sustainable management models, review of existing environmental technologies, policy management guidelines for eco-innovative industrial areas.

A series of available tools have been produced also on the following topics:

- SMEs self-evaluation tool for energy efficiency.
- Online tool of best available techniques (BAT) and best environmental practices (BEP) for agro-food SMEs in industrial areas.
- Design of a sustainable industrial building trademark for the establishment of sustainability quality standards and green marketing.
- Design of a service of sustainable logistics through a joint logistics broker for minimising transport cost as well as emissions, traffic congestion and noise.
- Design of financing mechanisms through a third party that provides the capital for environmentally friendly energy technologies.

In total, at the Programme level, we identified in this sector, 228 main deliverables out of the 758 analysed: guides, ICT platforms, data bases, studies, recommendations, reports, action plans, methodologies, toolkits, agreements, roadmaps etc.

### **Cultural and creative industries / Collaborative planning**

New cultural and creative innovation cradles have emerged across some of the Mediterranean regions. They can be grouped in four categories: incubators, urban revitalisation, clusters and participatory planning.

Sample of outputs collected or activities implemented:

- **Incubators** were the most replicated form of innovation cradle by the MED Programme, either through the support for the expansion of pre-existing structures or through the creation of new ones. One of the most prominent results has been the extension of the networking possibilities for cultural and artistic entrepreneurs and SMEs, both among other SMEs and entrepreneurs within the incubators, and to other artists, producers and enterprises related to the cultural industry.
- **Revitalisation of a deprived neighbourhood.**
- The renewed attractiveness of the area may facilitate the flourishing of creative activities playing a key role for innovation. Moreover, the renewed social dynamics linked to cultural activities may facilitate the free establishment of networked forms of cooperation and competition among economic actors, enhancing their opportunities to bring about innovations. Finally, the urban

regeneration process has been reported to strengthen the local identity, the sense of belonging, participation, and social inclusion.

- **Expansion of cultural clusters** was supported by the MED Programme, tackling one of the major obstacles of the culture sector due to the large share of SMEs: the lack of organization among stakeholders.
- **Participatory cultural strategic planning processes** involved a wide range of stakeholders, including municipalities, cultural institutions, associations, youth representatives, artists and cultural operators.
- Last but not least, the MED Programme has also facilitated **key interactions to originate innovations** along its projects. In this way, culture and creative industry **stakeholders' skills have been developed** through training on entrepreneurial management, handcrafting or drafting of participatory strategic planning. Furthermore, innovation projects have given an opportunity to **extend local products to new markets or facilitating learning processes among organisations** on cultural management through several study visits to the different actions undertaken by other partners.

In total, at the Programme level, we identified in this sector, 29 main deliverables out of the 758 analysed: guides, SWOT analysis, lab models, data bases, studies, reports, methodologies, toolkits, etc.

On this specific theme, five MED **capitalisation projects in the field of innovation and creative cluster** organized a joint conference on April 2<sup>nd</sup>, 2014 in Marseilles. The projects involved were

For more information follow this link: <http://www.programmemed.eu/en/information-center/events/past-med-events/cap-week-innovation-cluster.html>.

### Corporate and social responsibility

The MED Programme has brought CSR closer to our regions, our firms and policy-makers, by putting forward the positive social, economic and environmental impacts of this innovative business management approach. The MED Programme has fostered positive attitudes towards this innovative approach, contributed to framing the strategy of some CSR policies, and provided with a methodology, indicators and a supporting CSR online tool targeted to enterprises.

Sample of outputs collected or activities implemented:

- One of the major achievements has been presenting CSR as an **easy and economical way** of increasing profit within firms, via respecting environment and people.
- Another remarkable achievement has been the development of a scientific, flexible, easy and **free online tool to suggest different CSR strategies** that can be implemented in enterprises on the basis of their location, their CSR maturity capacities and their sector.
- The new methodologies and instruments developed have been directly applied to **disseminate CSR practises among a number of SMEs** across the participating regions, steering them towards innovative business strategies.

In total, at the Programme level, we identified in this sector 10 main deliverables out of the 758 analysed: guides, analysis, studies, reports, methodologies, etc.

## Lessons learnt

### RIS3

- The identification of RIS3 strategies' relevant sectors from each MED territories is a good starting point for future projects and cooperation initiatives;
- There was a significant consensus on the idea of a Mediterranean model of innovation, based on creativity, social innovation, and the valorization of cultural resources and heritage even in high-technology areas. At the same time, however, policy makers in the end prefer the comfort of "traditional" industry-driven innovation policies.
- Smart Specialisation is having a significant impact on the practice and process of policy making, and its methods and dynamics are emerging as an area of research in its own right within the field of regional economics, development, policy and planning. At the moment, however, there are few opportunities and little resources to fully explore the implications of the richness of material and experiences being produced in recent and future years. A better understanding of S3 would likely be very beneficial to programmes such as ETC in the near future.

### SOCIAL INNOVATION

- Social innovation is by now a term used throughout regional policies, though the term is used with inhomogeneous definitions, making it difficult to assess its real impact on regional policies to date. The predominant use of the term tends to relegate social innovation to a few well-defined measures distinct from the mainstream of research and innovation (this using a definition that confines social innovation to innovation in social policies). The broad, transversal understanding of social innovation adopted for example in CreativeMED can be seen in the policies the project has directly affected and in other more sophisticated strategies.
- The question raised is whether the high level willingness is there to promote an innovation model (such as the one from CreativeMED) and, if yes, how it could be facilitated in the new period of territorial programmes.
- There is a lack of widely diffused indicators related to social innovation, especially considering the indicators adopted for regional innovation policies.
- There is a lack of access to information regarding on-the-ground social innovation clusters, including those generated by MED projects. There might be a risk that the MED programme loses touch with the policy innovations currently on-going at the regional level if focusing only on clusters of an industrial, technology-driven nature.

### SUSTAINABLE CONSUMPTION AND PRODUCTION

- A common and widespread problem is the lack of incentives to support SMEs to initiate the path towards resource productivity and to support the adoption of SCP policy. The implementation of incentives, not only of economic nature, but also as administrative simplification strategies, tax reduction strategies, should support the enterprise's performances. Moreover, the existing incentives are often not familiar to SMEs (e.g. to improve energy efficiency) thus cannot improve their performance.
- The need of public bodies involvement and support in the proposal (as most of policies regarding natural resources management are within public subsidies)
- The need of new incomes from the private sector from the perspective of environmental services provision and use



- The promotion of eco-innovation for industrial areas and enterprise zones is strongly related to the general goals for industrial and innovation policy in Europe, as influenced by sustainable consumption and production policy over the years
- Waste prevention measures and policies, unlike separated collection of waste, are not easy to be communicated to both politicians and citizens. It is a more complex issue, being not only related to the improvement of a better management activity, but strongly related to lifestyles and social aspects. This is why it needs to be further investigated, and innovative tools play a key role.

#### SUPPORT TO SMES

- To support SMEs' internationalization: a stronger coordination and cooperation among European institutions providing business support services would lead to a friendlier ecosystem for SMEs who wish to set up abroad. There is no need to re-invent services, just to cooperate in the right way with the ones available.
- To increase transnational co-investment: bringing together investment networks and fostering networking among investors and entrepreneurs from abroad would increase co-investment possibilities.

#### IMPORTANCE OF ICTS

- The involvement of private stakeholders in the cooperation project activities requires the identification of innovative and concrete ways of working. The use of online tools to set up and maintain working relations is not developed enough to avoid personal meetings.
- The e-learning system will be even more important and used as a training system in particular by the higher level of SMEs management.
- The lack of ICT tools to support the development of synergies among SMEs is in fact one of the needs for this field of intervention.

As a general final overview, it could be also relevant to stress that enterprises, and SMEs in particular, were in any case the common target of all projects, regardless of the approach or sector. Activities and outputs clearly envisaged the improvement of the innovation capacity in the enterprises, either directly involving them or through policy frameworks.

The main overall conclusion was the need for a stronger cluster dimension coupled with the increase of transnational cooperation.

To this, a major contribution was provided by several studies "state of art" (considering different sectors/territories), tools for clustering, and policy recommendations. In the sector of the cultural and creative industries (CCI), an interesting evolution from the first call for projects to the capitalisation one, mirrors the programme's transformation itself. In this case, a first set of projects developed an attemptive portrait of the sector (state of art, territorial diagnosis) followed by tools to reinforce the CCI in the MED area (creative business directory, business and networking models). Finally, the capitalisation projects developed activities of matching between economic operators of the sector coming from the different regions together with a tool allowing the comparison of innovation strategies in the MED regions. This tool is online and available through the site of the CREATIVEMED project. All the other documents and tools are available on the programme's library.

Another important and transversal dimension of the Axis & projects was the improvement of the environmental performance in the MED area. This theme was tackled in complementary ways and approaches. One good example is the list of commitments signed by public authorities involved in MER

project, towards an integrated sustainable management of Industrial Areas. Other relevant products allowed better definition of the framework of the new programming period. Namely, a thorough analysis of the value chain of the blue energy sector in the Mediterranean, together with the guidelines for the potential exploitation of innovation in that sector.

In terms of direct support to the SMEs, some services and tools were tested and provided, such as match-making events, catalogue of funding opportunities, surveys and other tools for self-evaluation of innovation capacities.

The capitalisation projects (e.g.: ACCELMED and CITEK) have managed to extract and gather in web-tools the most relevant productions delivered by the previous projects. On the other hand, they set the basis for a systematic analysis and monitoring of innovation strategies in the regions. In particular, concerning RIS3 strategies.

### 3.1.2 Significant problems encountered and measures taken to overcome them

Most problems encountered by MED projects are not priority-specific. As already stated, cooperation projects are frequently subject to political, economic and cultural problems that affect at least one partner and cause delays and constraints in implementing activities. The economic crisis has obliged most public structures to cut annual budgets and created difficulties in their participation to project activities. Treasury problems are common and can cause departures from the project partnership, of structures that can no longer implement activities. This concerns equally public authorities. Political changes affect local and regional authorities and can prevent them from implementing activities, as they frequently need to wait for the new power structure to be settled.

What hindered the results of the Priority 1 projects in particular, are the modalities of the MED financing, making it impossible to associate enterprises as direct partners in any other modality than under De Minimis financing, and with public-cofinancing to match the ERDF allocation. This is very limitative for their participation.

On the other hand, Priority 1 seemed to have a sufficient 'critical mass' of participating stakeholders, public authorities and intermediary bodies, which work directly with the enterprises. Almost 70 cooperation projects have been financed and over 3 thousand enterprises directly involved in their implementation, even without being direct partners. The potential of creating communities of projects is particularly high in this priority, and it is important that this on-going network construction continues beyond the actual programme.

In that sense, the Terms of Reference of the 1<sup>st</sup> call for projects in Interreg MED 2014-20 considered as a priority the contribution to increase the transnational cooperation between innovative clusters.

Cooperation projects regardless of their priority theme, can also suffer from lack of efficient information circulation, being very much dependent on the efficiency and motivation of the Lead Partner. This is not a priority-specific feature but can affect any sector of cooperation projects. Sometimes the human resources allocated to the project are not sufficient to carry out efficiently the project activities. Constant accompanying measures structured by the JS and mostly carried out in cooperation with the national coordination of the LP country, provide adequate help in these cases.

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ENVIRONMENT



53

projects

## 3.2. Priority 2: Environmental protection and promotion of a sustainable territorial development

CODES FOR PRIORITY THEMES	OUTPUT INDICATORS	TARGET VALUE OP	PRESAGE REALISED 2014	PRESAGE REALISED 2016
39, 40, 41, 42, 43, 45, 48, 49, 51, 53, 54, 56	No of studies/planning guidelines/plans/methods/tools strategies realised/tested concerning <ul style="list-style-type: none"> <li>environmental maritime cooperation and safety</li> <li>improvement on energy savings</li> </ul>	15	271	368
	involving MED countries <ul style="list-style-type: none"> <li>non-state actors</li> <li>public authorities</li> <li>authorities/bodies project partners but not being beneficiaries</li> </ul>		59 for maritime 212 for energy	60 for maritime 308 for energy
	No of transnational management plans developed in the space on natural risks	5	21	35
	No of awareness-raising activities/initiatives carried out/promoted in the space on <ul style="list-style-type: none"> <li>natural resources and heritage</li> <li>energy use</li> <li>maritime, coastal and island issues</li> <li>climate change les changements climatiques</li> </ul>	5	647 for heritage 759 for energy 153 for maritime	888 for heritage 983 for energy use 158 for maritime
	No of transnational projects on integrated coastal management involving MED countries: <ul style="list-style-type: none"> <li>non-state actors</li> <li>public authorities</li> <li>institutions in charge of coastal protection</li> </ul>	15	11	15
	No of transnational seminars and forums on water management involving MED countries <ul style="list-style-type: none"> <li>non-state actors</li> <li>national and regional maritime authorities</li> <li>qualified authorities/agencies (i.e. ports authorities, agencies/institutions for maritime pollution, public/private bodies for ship control)</li> </ul>	15	125	125
No of transnational partnerships/collaborative networks, organised in the space, aimed to <ul style="list-style-type: none"> <li>protect the landscape, natural resources and heritage system (e.g. water management, cultural heritage)</li> <li>prevent natural risks</li> <li>enhance maritime cooperation</li> <li>exchange information and management methods on renewable energies use and energy consumption reduction</li> <li>enhance integrated territorial development and sustainable tourism</li> </ul>	40	53	53	
	involving in different countries <ul style="list-style-type: none"> <li>non state actors</li> <li>public authorities</li> <li>authorities/bodies project partners but not being beneficiaries</li> </ul>			

### 3.2.1 Achievement of targets and analysis of progress

#### INFORMATION ON THE PHYSICAL AND FINANCIAL PROGRESS OF THE PRIORITY

##### Qualitative analysis

The biggest priority with 34% of the global ERDF allocation to the programme, the Priority 2 has been popular and received numerous proposals during the 2 first calls for projects, but they were not evenly distributed between the four Objectives under the priority. In the first calls, most projects proposed and selected were found under the Objective 2.1, “protection of natural resources and heritage”, while the objectives for promotion of renewable energies and combating maritime and other natural risks, did not spontaneously receive lots of proposals. Following this situation, after two first calls, the MC decided to launch a call for Strategic projects, for renewable energies and energy efficiency, and another for Maritime Safety projects.

Following the call for Strategic projects, three major projects were selected in February 2011 for the Energy theme. For the Maritime safety, the Selection Committee programmed one strategic project in October 2011. This project (MEDESS4MS) was a relevant pilot operation pulling together the risk prevention and management tools in a global Mediterranean approach, and integrating several competent national Ministries in the partnership.

Targeted projects were selected under this priority, in late 2012. They followed the same proportional share between Objectives already observed in standard calls. The positive fact is that approximately half of the partners in these projects were newcomers in the MED programme. The call was then successful in bringing in new partners.

Several Maritime projects selected in 2014 positioned themselves on the Axis 2 to treat environmental subjects. Their budget was a result of re-programming ERDF returning from already closed operations.

In general the values reached with the Indicators of the Axis 2 are higher than those estimated in the beginning of the programme.

**53 projects approved**

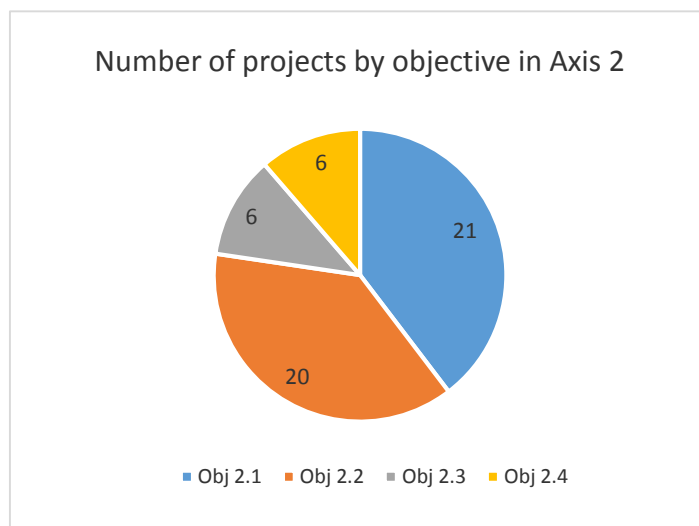
CALL FOR PROPOSALS	OBJ 2.1	OBJ 2.2	OBJ 2.3	OBJ 2.4	TOTAL
Standard call 1	6	2	2	3	13
Standard call 2	11	4	1	2	18
Strategic call Axis 2	0	3	1	0	4
Targeted call	0	10	0	0	10
Capitalisation call	2	0	0	1	3
Maritime call	2	1	2	0	5
<b>Total</b>	<b>21</b>	<b>20</b>	<b>6</b>	<b>6</b>	<b>53</b>

The majority of the projects from the Axis 2 can be found in objective 2.1 and 2.2: 41 out of 53 in total representing together 77% of the total, 40% for the objective 2.1 and 38% for the objective 2.2, the objective 2.3 and 2.4 representing each only 11% of the total.

253 deliverables have been selected for further analysis under the Axis 2. These deliverables can be considered as the main project outputs. The proportion deliverable/number of projects by objective was maintained when selecting the deliverables to be further analysed in order to ensure the coherence of

the analysis. In this perspective, 101 deliverables were selected for the objective 2.1, 98 for the objective 2.2, 25 for the objective 2.3 and 29 for the objective 2.4.

The projects co-financed under the Axis 2 produced a majority of deliverables whose main function was to present data (39% of the selected deliverables) and methods (40% of the selected deliverables), (see graph here below).



Within the deliverables presenting data, the vast majority were scientific and technical reports with 72 deliverables out of 99 representing 73% of this type of deliverables, this figure should however be put in perspective with the total of selected deliverables. As for the deliverables presenting methodologies, the guidelines were the most popular type with 49 deliverables out of 99 representing 47% of them.

More generally, the projects co-financed under the Axis 2 produced a majority of toolkits (6% of the total of deliverables<sup>5</sup>); monitoring tools (8%): online tools and platforms; guidelines (19%) as well as scientific and technical reports (28%). Among these reports, we can find mostly recommendations, policy paper, green and white paper – making up 36% of the total of scientific and technical reports – as well as States of the Arts, need analyses, diagnosis and SWOT analyses (29% of the total of scientific and technical reports). This distribution of the deliverable functions produced by the projects in the Axis 2 is in line with the type of deliverables and actions expected in the 2007-2013 Cooperation Programme. Namely, the MED Programme had identified the following priorities for the Mediterranean area: carrying out diagnosis and SWOT analysis, developing common methodologies, action plans and policy recommendations, raising awareness as well as promoting resources and initiatives.

The distribution of deliverables per function is quite similar for each objective of the Axis with the exception of the objective 2.3 where most deliverables present data (11/25), only 4 of them deal with methodologies (4/25).

The projects co-financed under the Axis 2 covered a wide range of thematic fields, 13 in total. It is with no surprise that the highest number of projects (17 out of 53 co-financed under the Axis 2) can be found in the energy thematic under the objective 2.2 since the Programme launched a call for strategic projects for renewable energies and energy efficiency in 2010 and a targeted call in late 2012. Out of these 17 projects, 11 were specifically focused on energy efficiency in residential and public buildings.

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<sup>5</sup> In this section, when we talk about the total of deliverables, we refer to the total of deliverables selected for analysis under Axis 2.

Two of the results to be particularly highlighted in this regard are the Ljubljana Declaration that insists on the need for stronger involvement of the EU, regional and local actors in favour of energy efficiency and renewable energy in buildings, and the joint Policy Paper of MARIE, ELIH-Med and PROFORBIOMED projects. Some projects such as CREPUMED, CYCLO, SMILE or URBAN EMPATHY even took into consideration the urban dimension, yet absent from the cooperation programme as a specific theme.

In accordance with the cooperation programme, the projects covering the energy topic in the objective 2.2 have therefore mainly contributed to:

- Making analysis on the State of the art of the renewable energy sector in the Mediterranean territories,
- Implementing, managing, monitoring and evaluating energy efficiency and renewable energy systems thanks to multiple tools such as pilot actions, guidelines, transnational models and methodologies, action plans, web tools and databases, protocols, indicators and quality standards as well as quality certificates
- Influencing and aligning legislation thanks to the numerous policy recommendations designed to upgrade local, state and EU policy in fields such as energy efficiency or CO2 emissions reduction.
- Raising awareness and increasing knowledge through the improvement of transnational databases and tools and targeted events and awareness campaign among public bodies, private companies and citizens
- Increasing capacity building and transferring best practices and methodologies through training sessions, transnational conferences, social networks and websites.

The (renewable + efficiency) energy issue being of major importance in Europe and even more in the MED area, the MED Programme decided to continue financing projects related to this thematic in the new programming period under a new priority Axis focused on low carbon economy. The results coming from all these previous energy projects are taken into account for the first call for proposals of the new programming period.

The two other topics under this theme that were the most successful were those related to forests (9% of the projects) and the integrated management of coastal areas (13%), two topics of high importance for the Mediterranean space. The rest of the projects are evenly distributed between the remaining thematic fields.

Projects working on the integrated management of coastal areas (7 projects) could be found mostly under the objective 2.1 “Protection and enhancement of natural resources and cultural heritage”. In this objective, the Programme co-financed projects working on a variety of thematics: water resources, waste management, territorial management, tourism, ports, industrial areas, forest and energy.

Projects of this objective contributed to:

- Developing practical tools such as roadmaps, catalogues of best practices, databases and maps like the Med-IAMER map series identifying regions with pressures and impacts;
- Defining guidelines and methodologies for alternative waste and appropriate water resource management, for sustainable territories and tourism and more specifically the management of coastal risks and Marine Protected Areas, guidebooks on indicator grids or on the



implementation of various standards and systems. The projects that designed practical tools such as a CO2 calculator, also developed user's guides.

- As a result of these guidelines, a number of recommendations and policy papers were developed to help reducing maritime and coastal pollution, to better manage territories, develop sustainable tourism and adapt to climate change.

A few action plans have been developed mostly on how to adapt various management plans (territorial, water resources, management) at a local level. Very few awareness raising activities have been carried out. However, many partners involved institutional and operational stakeholders in their project implementation triggering some concrete changes in the legal framework and procedures such as the AgroChePack project whose System for managing Agricultural Plastic Packaging Waste was adopted by many farmers and whose proposed policy was integrated in the Cyprian National Action Plan for the use of pesticides, the National Scheme of Adivalor (France) and the Scheme of the Optimal Regional Ambit (ARO / ATO) territory (Italy).

Besides, three projects: ZeroWastePro, FreeMed and 2BParks, developed educational tools such as platforms, online games and a practical kit. This work with children is very valuable since in this sector it is highly important to alert and educate children for lasting efforts.

In the objective 2.3 "Prevention of maritime risks and strengthening of maritime safety", most projects worked on risks linked with the "maritime" transport thematic (4/6 projects), two of them come from the "maritime call" whose main aim was to identify relevant actions on the transnational level, laying the basis for projects to be implemented on coastal and maritime policies of the area.

The projects of the objective 2.3 produced a wide range of practical and observation tools to collect and map data and support stakeholders such as GIS, web portals, software, serious games, indicator systems or observatories. Thanks to these tools, they supported the transnational joint actions for the prevention, alert and risks monitoring in maritime transport. It is worth mentioning, that NEMO project developed an integrated real time multi-model oil spill prediction system which is of great value for the maritime sector. Most of the time, user's guides accompanied these tools so as to ease their use and ensure their transfer. As expected in the cooperation programme, the projects of this objective established reliable states of the art and models, carried out analysis, identified gaps and needs and developed policy recommendations and strategies for the prevention of risks in the maritime sector.

As for the objective 2.4 "Prevention of and fight against natural risks", most projects were related to the forest thematic (3/6) or to the integrated management of coastal areas (2/6) which makes sense considering the nature of the risks in the MED area. In this regard, it has been rather surprising that in a geographic region such as the Mediterranean "Combating natural risks" received such a weak answer. The prevention of forest fires was tackled by only 2 projects (CypFire and PROTECT) which is clearly not enough considering the scale of the problem in the Mediterranean. In this objective, most projects produced guidelines as well as policy recommendations, Policy Papers and Green & White Papers. The Projects working on the forest field developed action plans and guidelines to reforest, to better manage forests, vegetation and biomass and finally to fight fires. Policy recommendations and prevention plans were also designed. The same type of deliverables were produced for the projects covering the "integrated management of coastal areas" thematic. The projects of this thematic were focused on managing coastal risks and adapting to climate change.

To be noted in this objective, CAT-MED, a project which does not fit in the forest nor coastal management category but rather in the “Energy” one. The main aim of CAT-MED was to develop sustainable urban models based on the standard Mediterranean city; compact, complex and where the proximity of public services is determined by people's ability to access them on foot. The CAT-Med project resulted in the drafting and adoption of the Malaga Charter signed by 11 mayors and representatives of Mediterranean cities.

Regarding the thematic fields identified in all of the MED projects, 13 were targeted within the Axis 2:

THEMATIC FIELDS	TOTAL OF PROJECTS	OBJ 2.1	OBJ 2.2	OBJ 2.3	OBJ 2.4
Collaborative planning	1		1		
Energy	17	1	16	0	0
Fisheries	1		1		
Forest	5	1	1	0	3
Industrial areas	1	1			
Integrated management of coastal areas	7	5			2
Maritime transport	4			4	
Multiple	1			1	
Ports	2	1	1		
Territorial management	4	3			1
Tourism	3	2		1	
Waste management	3	3			
Water resources	4	4			
<b>Total</b>	<b>53</b>	<b>17</b>	<b>20</b>	<b>6</b>	<b>6</b>

### Examples of projects Axis 2:



Project CAT-MED's urban models of Mediterranean cities

In general and thanks to the strategic and targeted calls, we can say that the projects co-financed under the Axis 2 met the programme's expectations. Even better, a significant number of projects stood out from the "crowd". Four projects – one per objective – have been selected to give a better idea of what has been produced under this Axis.

#### Med-IAMER (Maritime call – Objective 2.1)

Med-IAMER (Integrated Actions to Mitigate Environmental Risks in the Mediterranean Sea) gave recommendations on integrated trans-boundary actions required to mitigate environmental risks in the Mediterranean Sea. The partners first provided a state-of-the art Mediterranean knowledge base about major drivers and pressures affecting coastal and marine environments in the Mediterranean as well as an overview of the management and cooperation mechanisms currently in place in the region. Med-IAMER built on this research valid criteria as recommendations on integration and harmonization methods used to assess environmental pressures, to analyse the management effort of Marine Protected Areas, to evaluate their effectiveness of environmental policies and to analyse the cumulative impacts of different pressures through time. The approach draws on the main pressures and the conservation level in the Western Mediterranean and the Adriatic-Ionian ecoregions.

The project's implementation and recommendations have been validated by stakeholders at different phases of implementation. Hence, the achieved results are not only a review of the state of the art, they also underwent a thorough review by experts in each thematic fields. All produced data were openly accessible through different webportals (SDIMED, MedICIP), factsheets, & project website.

Even if the project ended in May 2015, the partnership was still active in early 2016. They were capitalising on results in the form of presentations of state-of-the art regional environmental baseline, as well as in the form of scientific manuscripts and baseline information to be used in as a basis for future research.

#### MARIE (Strategic call - Objective 2.2)

*Attaining the energy efficiency of existing buildings is a major challenge for Europe as it strives to face the challenge of climate change in the 21st Century. The Mediterranean regions as well as the most advanced states and regions of Europe must respond to the ambitious national and European commitments.*

The situation on the ground implies a significant effort for the Mediterranean region that not only has to deal with specific summer conditions and a particular socio-economic context, but also with energy efficiency standards for buildings that are less stringent compared to the rest of the European Union. MARIE aimed to improve Mediterranean building energy efficiency (EE) and exploit the opportunities presented by EU policy and directives on EE in Buildings, taking into consideration the distinct characteristics of the MED space and promoting more suitable socio-economic conditions.

23 partners spread across 9 Mediterranean countries developed together a strategy for energy efficiency improvement in existing buildings in the Mediterranean region. In this respect, MARIE contributed to:

- Developing and adopting new regulatory requirements and new institutional tools to achieve the goals established by the new European Directive (EPBD, October 2012). Some Pilot Activities aimed towards the alignment and coordination of the public policies in the MED areas.

- Finding new financial mechanisms that can be used to stimulate the thermal rehabilitation of buildings.
- Giving further support to policy makers through guidance materials but also to local businesses through trainings and capacity building activities, in particular SMEs, so as to provide them with appropriate products and services for energy renovation of buildings.

Together with ELIH MED and PROFORBIOMED, MARIE drafted the Ljubljana declaration in 2013 gathering more than 60 partners. In 2014, they published the Policy Paper to implement the Energy Renovation of Building policy in the MED space.

#### MEDESS4MS (Strategic call – Objective 2.3)

MEDESS-4MS service was dedicated to the maritime risks prevention and strengthening of maritime safety related to oil spill pollution in the Mediterranean. The main goal of MEDESS-4MS was to deliver an integrated operational multi model oil spill prediction service in the Mediterranean, connected to existing oil spill monitoring platforms (EMSA-CSN, REMPEC and AIS data), using well established oil spill modelling systems and the environmental data from the GMES European Marine Service and the MS national ocean forecasting systems.

MEDESS-4MS did not aim at developing new elementary service chains, but integrated and consolidated the existing ones, based on the experience gained through the interaction with operational response agencies, REMPEC and EMSA during real oil spill incidents in the region and the demonstrations and inter-calibration exercises carried out in the framework of EC projects.

The main deliverable/result of MEDESS-4MS is the development of a single portal for operational oil spill predictions in the Mediterranean at regional, sub-regional and coastal scales in order to strengthen maritime safety by mitigating the risks and impacts associated to oil spills. More specifically an integrated real time multi-model oil spill forecasting system and an interconnected network of data sources to all available environmental and oil spill data was implemented. The Project was extensively promoted and emphasis was placed in the capitalization and long lasting effects of the Project. Activities in relation to the improvement of the evaluation and the monitoring of risks, the strengthening of common analysis and planning tools as well as through the comparison and strengthening of operational intervention systems were carried out.

#### CYPFIRE ( Standard call 2 – Objective 2.4)



Fighting forest fires has been based on traditional models for a long time. The "Forest Fires in Europe 2010" report on the ever-increasing number of fires and the size of areas burned clearly states the necessity to revise methods and switch to new solutions. Based on this observation, CypFire's main aim

was to show that creating green cypress tree fire barriers could be an innovative, feasible and more economical alternative to current fire barriers. The project sought to develop a cross-border cluster on the multi-functional uses of cypress trees to control fires, but also to produce wood from firewalls, to protect natural resources as well as fruit growing and agricultural production using windbreaks and to promote the Mediterranean landscape.

In this perspective, Cypfire developed pilot actions in 6 MED countries. The target groups could visit them and directly assess the pros and cons of the "cypress barrier" solution and weigh up which cypress clones offer the best adaptability and growth in the soil and climate conditions of a particular region.

In addition, scientific studies were conducted on the role of morph-physiological traits, on the effect of barriers in reducing wind speeds and on the composition of cypress tree litter, which are all factors that influence the outbreak and development of fires. Cypress plantations have other functions, such as protecting natural and lucrative resources, reducing CO<sub>2</sub> in the atmosphere and cutting the size of burnt areas. The most convincing results came to light in Jérica (Spain) and in Tuscany after fires in 2012 where plots of cypress trees, forming green islands in the midst of a completely burnt landscape, were the only trees that were still standing. The media and decision makers showed considerable interest in these findings.

### **3.2.2 Significant problems encountered and measures taken to overcome them**

Even though, most important topics were covered, some gaps can be found, namely combating natural risks, protecting natural resources or managing water resources, a thematic of particular importance for the MED area and within the European context with the Framework Directive on Water. In addition, some topics were almost absent, for example, the only project that worked on Marine Protected Areas is MEDPAN NORTH.

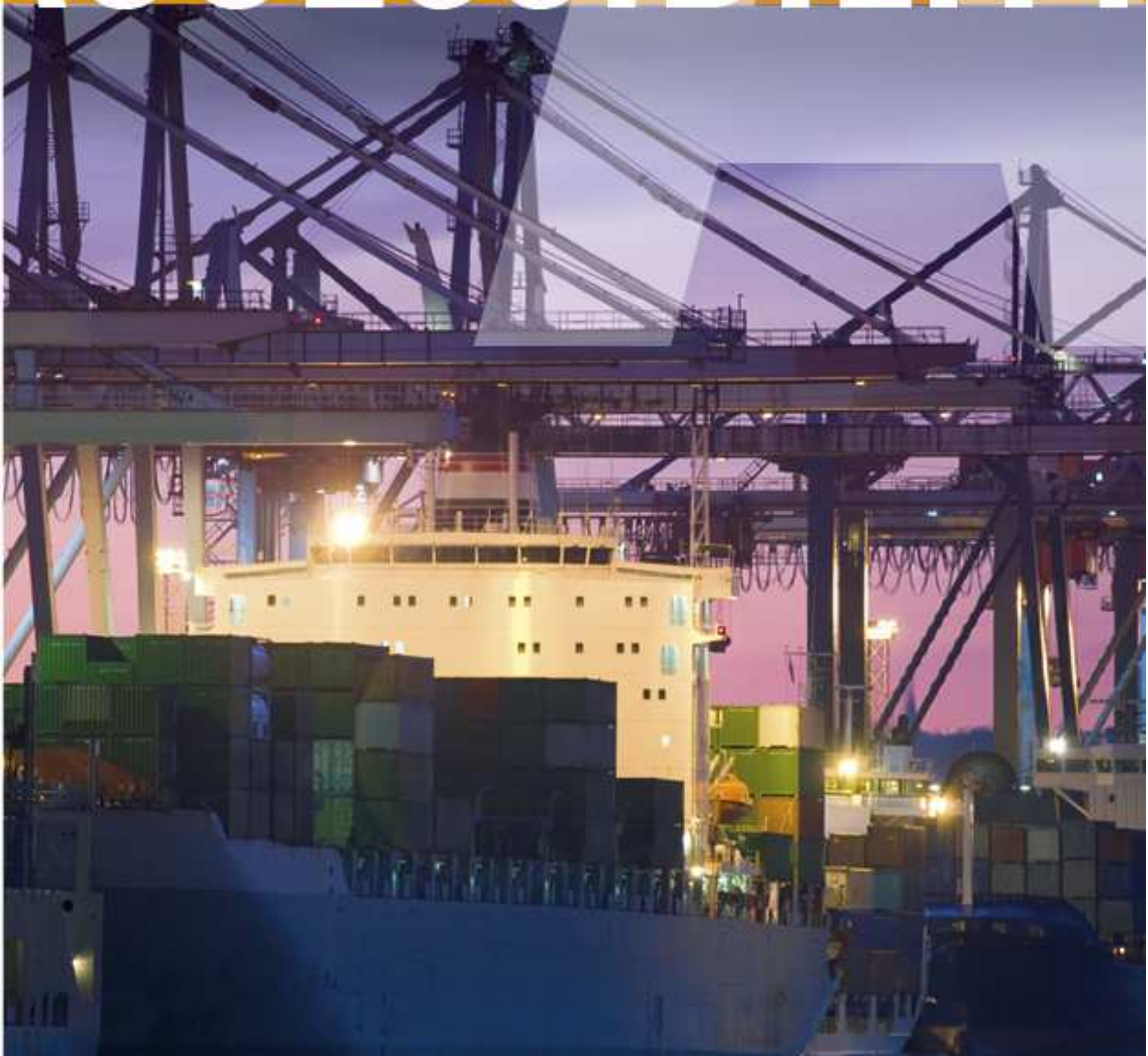
It is also worth mentioning that some projects lack the appropriate partners to actually tackle the issue at stake which was the case of the projects working on protected areas where structures such as natural parks were almost totally absent from partnerships.

Taking this situation into account and the urgent need to take actions to protect the Mediterranean, the Programme decided to put a strong emphasis on the protection and promotion of natural and cultural resources for the next programming period with a third of its total budget dedicated to this investment priority.

Moreover, when analysing the territories covered by projects co-financed under the Axis 2, we realize that some of them have been very rarely concerned by MED projects: this is the case of cities (urban dimension), coastal and maritime areas, islands and remote areas. Partnerships were not formed sufficiently on these specific territories, although in line with the programme objectives. This is why for the 2014-2020 programming period, it was decided to focus on these territories for the projects working under the new Axis 2 and 3 (the two axes that more or less cover the same thematics as the Axis 2 in 2007-2013 but in a more targeted way).

Concerning the original indicator target values of 2006, they were to large extent bypassed by the projects of this Axes. As already stated the values are agglomerations of different actions, and as such, easily cumulative as at least one of the elements agglomerated together, corresponds with the delivery by the projects. However, the final values are rather coherent with what the projects themselves had estimated to achieve, in the beginning of their activity.

# TERRITORIAL ACCESSIBILITY



20

projects

### 3.3. Priority 3: Improvement of mobility and of territorial accessibility

CODES FOR THE PRIORITY THEME	OUTPUT INDICATORS	TARGET VALUE	PRESAGE REALISED	PRESAGE REALISED
		OP	2014	2016
11, 12, 13, 14, 26, 27, 28, 30, 31, 32	No of projects on : <ul style="list-style-type: none"> <li>innovative maritime traffic management systems</li> <li>accessibility of islands</li> </ul>	5	16	16
	No of projects promoting transnational initiatives/ strategies for the use of: <ul style="list-style-type: none"> <li>multimodal platforms</li> <li>intermodality</li> <li>existing networks (sea, road, rail)</li> </ul>	5	14	14
	No of projects developing transnational on line services and particularly addressed to develop digital services in isolated territories	5	16	16
	No of databases, electronic archives, monitoring and analysis systems for water management and risk prevention	5	60	69
	No of projects to promote multimodal transport systems (particularly environmental-friendly ones) involving: <ul style="list-style-type: none"> <li>local, regional and national authorities</li> <li>institutes and agencies for territorial development</li> </ul>	5	13	13
	No of networks supporting the use of ICTs involving: <ul style="list-style-type: none"> <li>territorial administrations</li> <li>civil society (association of users)</li> <li>economic actors (companies specialised in ICT services)</li> </ul>	10	3	10

#### 3.3.1 Achievement of targets and analysis of progress

##### INFORMATION ON THE PHYSICAL AND FINANCIAL PROGRESS OF THE PRIORITY

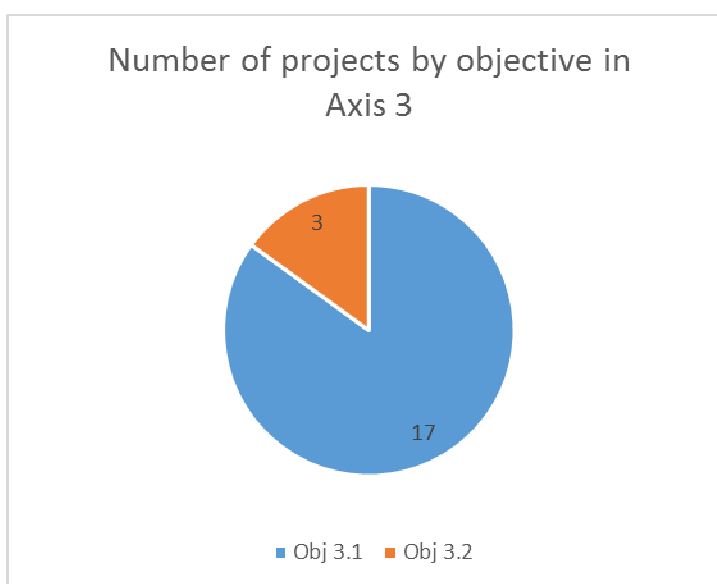
###### Qualitative analysis:

The ERDF allocation for the Priority 3 amounted originally to 20% of the global budget of the programme. In the two open calls for standard projects, *only 21 project proposals* out of almost 950 submitted, were proposed for the Priority 3. Eight projects were selected, four in the first call and four in the second. The Objective for the accessibility by new technologies was even less successful, and only three projects were selected under it. One of them on open data (Homer, a strategic project) with a governance approach on the ways open data systems could and should be provided; and two projects on ports and logistics tools.



**20 projects approved**

CALLS FOR PROPOSAL	OBJ 3.1	OBJ 3.2
Standard call 1	4 projects	
Standard call 2	4 projects	2 projects
Strategic call	2 projects	1 project
Targeted call	4 projects	
Capitalisation call	1 project	
Maritime call	2 projects	
<b>Total</b>	<b>17</b>	<b>3</b>



The projects under Objective 3.1 mostly treated the questions linked to port authorities, either the connections between ports and their hinterlands, or customs clearance and other procedures where harmonization of models and software could bring more efficiency and competitiveness. Only one project has been targeted to urban mobility.

Regarding the thematic fields identified in all of the MED projects, 5 were targeted within the Axis 3:

THEMATIC	N°OF PROJECT	ACRONYM Obj 3.1	ACRONYM Obj 3.2
Logistics	5	iFreightMED-DC - FUTUREMED - INTE-TRANSIT - TRANSit	FREIGHT4ALL
Ports	8	BACKGROUNDS - DEVELOP-MED - MED-PCS - MERMAID - PORTA - SEATOLAND - SMART-PORT - TERCONMED	
Urban transport	2	CYCLO	LiMIT4WeDA
Maritime transport	4	LOSAMEDCHEM - MED.I.T.A. - MEDNET - OPTIMIZEMED	
ITC	1		HOMER

In 2012, a Targeted call was opened for this priority axis, but the response was again not sufficient. Observing a weak quality of the proposals, the Selection Committee only approved 4 projects in September. As previously the call for Strategic projects had only resulted to programming 2 projects in January, the successive calls did not have the capacity to absorb the original budget allocation. Following the limited number of active stakeholders and a globally weak quality of project applications (regardless of the type of the call), the Monitoring Committee decided to submit a demand of modification of the OP budget, to the Commission. 10M€ of remaining budget was to be transferred to priorities 1 and 2. The modification request was submitted in October 2012 and validated in early 2013.

Despite the fact that the programme did not receive sufficient amount of accessibility and mobility projects qualifying to be selected, there were outstanding individual efforts from the programmed projects, to address major gaps in the Mediterranean maritime transport sector.

In total, 20 operations were co-financed, two of them being strategic projects, and one capitalization project using the results of previous thematic projects. These projects involved 201 partner structures of which the majority were ports authorities and intermediary organisms such as chambers of commerce, or research partners. Although the ERDF allocation of this Priority Axis was reduced during the implementation of the programme, the total ERDF contribution to the co-financed projects nevertheless amounted to 34M€.

The co-financed projects can be categorized in two main groups by their approach:

### **1. Projects working on increasing the fluidity and traceability of logistics**

This group was the largest in number, and project within this group tackled namely the following aspects of the logistics chain:

- Services offered in ports
- Management of ports in order to enhance harmonization of procedures, transparency and traceability of goods

A few of these projects had the approach of providing technical solutions:

- IT tools improving traceability and monitoring of goods

### **2. Projects working on smart or greener ports**

This group was smaller in number with only some projects, and they worked on mapping and proposals to improve port systems

The policy challenges that the co-financed projects wished to address were real and coherent with the programme strategy, as heterogeneous customs and port rules have been observed in Mediterranean area, and the port infrastructure is lacking in energy efficient and environmentally friendly solutions. Different systems are indeed used in tracking goods, reducing transparency and efficiency of monitoring. There is an insufficient level of territorial planning and coordination between port areas and their hinterlands, and heterogeneous procedures but also insufficient reception capacity of ports produce congestion and reduce the attractiveness of Mediterranean ports. Insufficient solutions for rail freight and increased road traffick towards inland also contribute to this lack of attractiveness.

Several tracking tools and monitoring databases were in fact produced by the MED projects. Also relevant gap analyses were conducted in order to point out the obstacles, management weaknesses, and recommendations were made to improve the situation. The co-financed individual projects had a relevant approach on identifying gaps and proposing tools and procedures to overcome them. Whereas we can justify the work of individual projects as being an honest attempt to address a situation that

should be improved (and that was in line with the programme objectives and its territorial analysis), we need to admit that neither the bottom-up calls, nor the calls for targeted and strategic projects, could bridge the gap of too limited and uniform type of partner structures willing to participate to these projects. In nearly all accessibility projects, ports and port authorities, chambers of commerce, and research partners were dominant. Other necessary actors, mainly territorial and national authorities responsible of applying rules and norms, and of territorial planning including ICZM, were not present. The maritime industry remained mainly absent from the partnerships. This means that although port authorities were able to develop joint tools within their partnership, the political support needed to integrate these tools (and recommendations) to national/transnational frameworks, was not there.

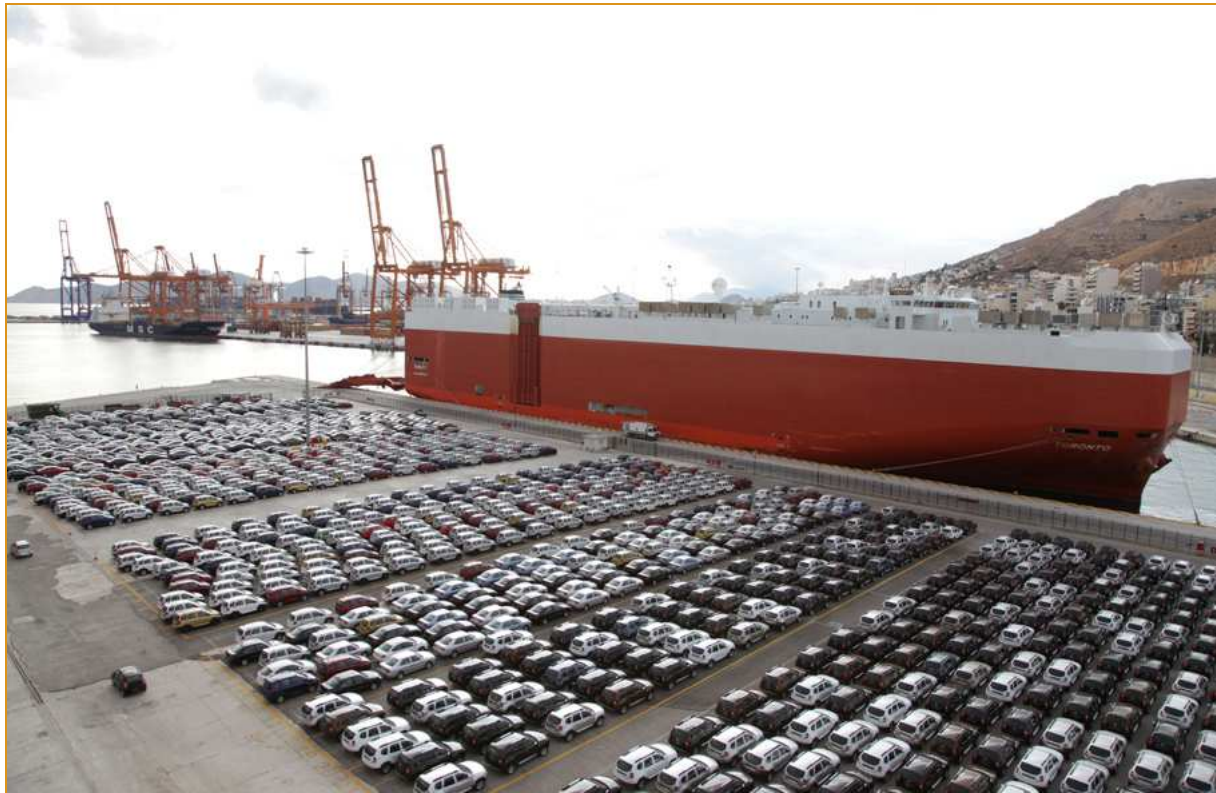
It is probable that the transport sector being a major commercial and concurrential sector, the willingness of state authorities and maybe also of port authorities themselves to create genuinely shared joint procedures, remains limited. The MED programme came to the conclusion, during the implementation phase, that in order to reach a reasonable impact of projects working on maritime transport, multilateral frameworks capable of larger territorial vision should be developed and involved in planning and implementing transport projects. Only this would ensure that the recommendations are taken up to the level where decisions are made, and procedures subsequently improved with a transnational vision on the MED area, not with juxtaposing concurrential individual ports within it. Taken individually and outside of a larger policy framework, the result of single transport projects is too limited, and the programme management cannot bridge this gap without national and transnational policy support. This conclusion is one of the reasons why the MED programme came to develop a specific governance axis for the 2014-20 period.

At the end of the 2007-13 programming period, the development of a macro-regional strategy for Adriatic and Ionian seems to offer a certain response to this need of a framework support for transport projects, but we observe that similar development is not yet taking place in Western and Eastern parts of the Mediterranean.

As already stated in earlier analysis on maritime transport projects, the challenges of the cooperation area are real, and the projects contributed honourably to address them, developing relevant tools and practises. However, their impact suffers if a macro-regional policy framework is not there to support them to integrate results in a larger context. Fluent tracking systems and harmonized customs procedures, as well as rail and road connections leading to other parts of Europe, are not something port authorities can impact if the national authorities are not cooperating alongside with them. The issue itself is transnational by excellence, but the relevant state level actors are lacking and the programme has not had means to engage them.

All tools and other outputs that the 20 MED accessibility projects have produced, are available through the programme library, and free to be used as a basis of new actions. Part of them might serve the new programming directly, for instance in questions related to cruise tourism, the issues of greening ports or more efficient port procedures are important, but for many outputs and results of the transport projects, their impact can only be assured via a multilateral transnational policy framework that can concretely act on harmonization of tools and procedures, which imperatively needs the coordination and cooperation of territorial, national and European authorities.

### Examples of projects Axis 3:



Project SEATOLAND

#### SMART-PORT (Maritime call Objective 3.1)

*The MED space should better promote its strategic geographical position and its connexions with north European regions. MED ports have fully their role to play in this sense.*

The overall SMART-PORT objective was to analyze the situation of Med container ports based on the “smart-port” (SP) trends & to identify the path to be followed to achieve this challenge: enhancing the leading role of the Southern European containers ports and consolidating them as the main entrance door to the great European centers of consumption, rather than the ports of Northern Europe. Thus decongesting these ports, encouraging the use of maritime transport instead of road transport & achieving a well balanced social-economic development in the whole EU.

To reach those results, the SMART-PORT project entailed the definition of the SP criteria (specifically, the key factors of competitiveness in the operational, energy & environmental aspects) and the current situation of the Med ports, the identification of Med ports competitive advantages & disadvantages taking into account their competitiveness potential, the preparation of an action plan to exploit the existing potential.

SMART-PORT offered a general overview of the competitiveness of the Med ports in an integrated / holistic way considering operational, energy and environmental aspects. The identification of new business niches for Med ports were an added-value that gave a response to an imperative need of many Med ports. SMART-PORT's overview on the current situation of Med ports were essential to face future challenges & to guide the upcoming MED Programmes priorities.

The main deliverables were:

- A graphic map of the smart port criteria that shows the features that determine a smart-port including operational, energy, and environmental aspects, "measuring and defining" the real challenge to be tackled by Med Ports in the future.
- An analysis of the current situation of Mediterranean ports that allows them to approach and plan their strategies at individual and general level.
- A map of competitive advantages and disadvantages that lays the grounds to define the future action plan at European level to achieve the Smart Port challenge.
- A strategic action plan towards the smart port concept, aimed at exploiting the existing potential and at the same time contributing to the decision-making process.

All deliverables and more info can be found on this webpage:  
<http://medmaritimeprojects.eu.dev10.tildecms.com/section/smartport>



#### HOMER (Strategic call – Objective 3.2)

*Governments are increasingly recognising the benefits of making their data open and reusable. The first is transparency: by simply opening Public Sector Information (PSI), citizens can be better informed and participate in the decision making process. The second is linked to the economic value of PSI, whose wider re-use is considered a primary content resource for the development of digital markets.*

Compared to Northern Europe, MED area is still facing a digital gap in terms of market opportunities, e-government performances and transparency, mainly due to cultural, political and legal barriers.

Fully aware of PSI benefits and of specific obstacles characterising the MED space, HOMER contributed to bridge this gap, by promoting a coordinated and tailored approach in 8 Mediterranean countries in order to stimulate accessibility and re-use of PSI enabling their public governments to better address the legal, cultural and technological challenges linked to PSI policy.

Starting from exposing 5 strategic sectors, characterising the MED political agenda of the next decades (Agriculture, Tourism, Environment, Energy and Culture), a dedicated Task Force composed of IT and Open data experts supported HOMER institutional partners to face the legal cultural and technological obstacles of Open Data policy.

During its first phase, HOMER opened hundreds of public datasets, enhancing digital heritage transparency across the Mediterranean. But HOMER went beyond this first milestone: the "opened" PSI was then federated, setting up the basis for a transnational Open Data Federation. This second milestone generated a concrete MED added value, increasing the amount of datasets accessible from each institutional portal and enhancing the level of opportunities offered by the exploitation of a wider and cross-border digital heritage in a transnational market. Finally to demonstrate the Federation's tangible impact, HOMER launched 2 pilot projects: one aiming to increase transparency and the level of participation of citizens in the decision making process, the second aiming to stimulate the exploitation

of the federated PSI. Pilot showcases were presented during a final ceremony in 2014, to spread HOMER results to all Mediterranean governments interested to join the MED Open Data Federation.

The main deliverables were:

- The HOMER Open Data Federation developed among the Open data portals across the Mediterranean,
- The Open Data guidelines, a microsite to showcase its final results where action plans, pilot actions, publications, information can be found
- Long Term Action Plan presented during the project final event.

All deliverables are available in the MED library, and more info can be found on this webpage:  
<http://homerproject.eu/fr/>

### 3.3.2 Significant problems encountered and measures taken to overcome them

The weak number of proposals received for Priority 3 projects has constituted a problem to the programme to use relevantly the ERDF allocation to this priority. Whereas all programme stakeholders agree that the theme is of major importance to the programme space, the lack of relevant partner structures remained manifest. The participation was extremely rare from the national level authorities that mostly have the necessary competence to treat the transport and accessibility issue on the transnational scale.

Despite the different call types the response has remained weak in quantity and in quality: in September 2012, only four Targeted projects were programmed, and the Capitalization call resulted in only one transport and accessibility project. This is when finally the Monitoring Committee concluded the impossibility of attracting the necessary actors to the transport projects by the means internal to the programme, and asked to reduce the ERDF allocation to this Priority Axis.

Unfortunately transport projects also encountered frequent difficulties in launching and implementing their activities, and this indicates that their maturity might not have been sufficient to successfully carry out their activities. As the proposals for transport projects were of weak quality in general, the selected ones were those that received the best evaluation scores, but might not have been in comparable levels of maturity in regard to projects selected in other priorities.

Among transport projects, only few Lead Partners showed the necessary leadership capacity, although many were experienced in ETC programmes. This might be linked to the concurrency issue mentioned earlier, most partners being at the same time competing port authorities.

In the end of the programming period, we can thus observe that in consequence, the Axis 3 projects had a lower financial absorption rate of ERDF and of IPA, than projects in the other Priority Axis.

It is anyhow probable that the active accompanying given by the JTS towards these projects, via participation to project meetings and a proactive approach when projects were facing implementation difficulties, has helped to reduce the gap between the progress of transport projects and others, bringing the physical and financial implementation to justifiable level in the end of the operations.

# BALANCED REGIONAL DEVELOPMENT



19

projects



### 3.4. Priority 4: Promotion of a polycentric and integrated development of the MED area

CODES FOR THE PRIORITY THEME	OUTPUT INDICATORS	TARGET VALUE OP	PRESAGE REALISED 2014	PRESAGE REALISED 2016
25, 58, 59, 60, 61, 81	No of transnational networks involving different territorial systems (towns, metropolis, etc.) for supporting the management of cultural poles	5	30	30
	No of bodies involved in good practices exchange for <ul style="list-style-type: none"> <li>• planning tools</li> <li>• cultural innovation</li> </ul>	10	2025	2044
	No of projects/ reports/ comparative analysis involving Med large urban areas for building integrated territorial development strategies on <ul style="list-style-type: none"> <li>• environmental/energy policies</li> <li>• ports and transports</li> <li>• - economic development</li> </ul>	5	178	178
	No of protection plans implemented through projects on <ul style="list-style-type: none"> <li>• historical heritage</li> <li>• cultural resources (material and immaterial)</li> </ul>	5	41	43
	No of cooperation initiatives involving: <ul style="list-style-type: none"> <li>• towns</li> <li>• metropolis</li> <li>• rural areas</li> </ul>	15	260	284
	No of isolated areas <ul style="list-style-type: none"> <li>• involved in project activities</li> <li>• reached by dissemination of good practices</li> <li>• involved in new territorial development strategies</li> </ul>	5	98	104

#### 3.4.1 Achievement of targets and analysis of progress

Information on the physical and financial progress of the priority

QUALITATIVE ANALYSIS:

The Priority 4 was financially the smallest priority, with only 10% of the ERDF budget allocated to it. This limited budget was mostly consumed during the 1<sup>st</sup> and the 2<sup>nd</sup> calls, leaving less than 1M€ left in the budget. The subjects of integrated development, and territorial governance, have proved to be very popular amongst stakeholders and especially public authorities.

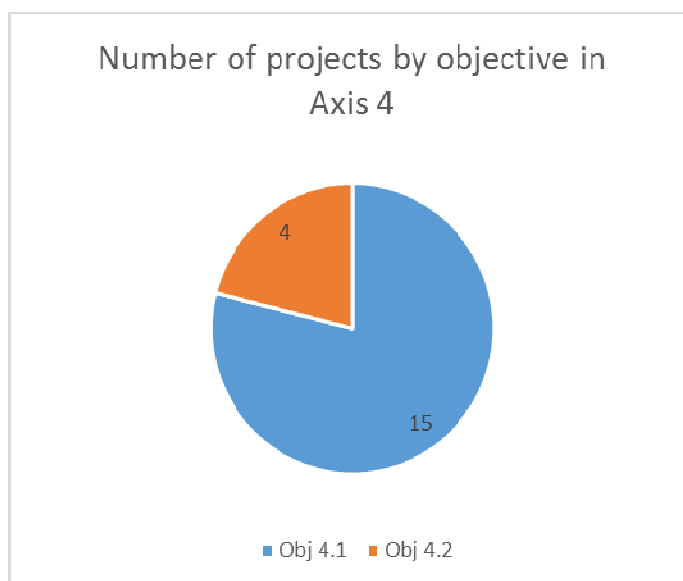
By the end of the first programmed projects, the remaining budget of the Priority Axis 4, increased with a small amount of ERDF returning from closed operations, was used during the last two calls for proposals of the MED Programme:

The Capitalisation call promoted the improvement of the long-term impact of results attained by the previously approved projects actively targeting relevant stakeholders; as well as improvement of the structure and content of the MED programme for the next programming period.

The Maritime call included the first and only 'horizontal' project of the programme. This specific Maritime project was to take in charge synergies, joint work and communication on behalf of the thirteen other (thematic) Maritime projects selected in 2014.

### 19 projects approved

CALLS FOR PROPOSALS	OBJ 4.1	OBJ 4.2
Standard call 1	9 projects	3 projects
Standard call 2	3 projects	
Capitalisation call	3 projects	
Maritime call		1 project
<b>Total</b>	<b>15</b>	<b>4</b>



A high number of proposals were received for the Objective 4.1 (15 projects). The theme allows cooperation in territorial planning and governance, which seemed to be in high demand. This objective has been very popular, with the obvious interest in the establishment / strengthening of political networks due to many institutional partners;

Only four projects were financed under the Objective 4.2, which was surprising in regard to the importance of cultural heritage in the MED cooperation area. This objective met success only in the first call (due to insufficient financial envelope), but also had a response, and of high quality, through the financing of the first 'horizontal project' MARINAMED which coordinated communication and capitalization of all other projects of the maritime call.

Regarding the thematic fields identified in all of the MED projects, 8 were targeted within the Axis 4:

THEMATIC	N°OF PROJECT	ACRONYM Obj 4.1	ACRONYM Obj 4.2
Agri-food	2	NOVAGRIMED - RURURBAL	
Cultural heritage	2		CULTURE – CHORD
Forest	2	FORET MODELE – QUALIGOUV	
Inno-SMEs	1	SHAPES	
Multiple	5	MEDGOVERNANCE – PHILOXENIA – MEDSTRATEGY – PHILOXENIA PLUS	MARINA MED
Territorial management	5	CREPUD MED – INFLOWENCE – OTREMED – PAYS MED URBAN – URBAN EMPATHY	
Urban markets	1	MED EMPORION	
Waste management	1	WASMAN	

Through those thematic fields covered under Axis 4, the projects funded by the Programme responded to specific issues in the MED area:

The broad **cultural heritage**, to enhance in hinterlands, as well as **innovation of SMEs**, to make them more competitive, have been highlighted in rural areas through models of marketing strategies and better managed in urban areas with, for example, the creation of a common strategy for the management of historic urban centers.

Sustainable development in rural tourism is tackled by the **Agrifood** and **Urban markets** thematic fields that produced local action plans, new sustainable models of rural markets as well as a European charter of local and sustainable governance of food chain.

The issue of demographic, geographic disparities and inadequate urbanization was targeted by projects in the field of **territorial management**, but also in the field of **waste management**. Indeed, several solutions have been proposed: regional cooperation agreements for sustainable urban planning, a common system of municipal waste management, visual communication that show and give evidence of successful cases of growth due to a polycentric approach, or a network geoportal with geographical information to support the strategic territorial management.

Concrete solutions to the degradation of natural environment and the increase of natural disasters have been proposed in the **Forest** thematic, through for example, a methodological guide covering all types of use of forest areas for their integrated management, or the definition of a model of forests adapted to the challenges of the MED area as an instrument of governance.

Finally, some projects were classified in the MED database, in the **Multiple** field/sector, as they tackled several objectives common to the area based on the SWOT analysis, such as a lack of integrated territorial development strategies between major cities and their hinterland or the need for a polycentric development of rural areas. The projects promoted social and territorial cohesion with tools like a Common Operational Mechanism for reception of activities in the rural area, a Guidelines for the drawing up of an “Integrated Strategic Plan for the sustainable development in Mediterranean rural areas”, or a policy paper of proposals for the harmonisation of governance systems.

We observed that the projects, by creating multi-level networks, and providing them with relevant tools, were able to improve territorial synergy by linking policy-makers and local stakeholders on the basis of the strengths and identified needs that turned up. They were able, always in a sustainable development

vision, to better integrate the management and enhancement of cultural resources that are abundant in the MED area and to facilitate the development of remote areas.

Moreover, the varied partnership of these projects ensures, in addition to better cooperation between coastal zone and hinterlands, the transnational dimension of concrete achievements and results to shared problems in the MED area.

We can affirm that all the projects' productions are evenly distributed over the MED territory and are disseminated and many are used beyond the areas affected by the projects (all deliverables of the 2007-2013 programme are available in the online library MED).

Regarding the representation in the Axis 4 projects of the initially targeted beneficiaries in the drafting of the Operational Programme, reaching them has been quite successful. Almost all types of beneficiaries were represented. Certain lacks observed in the public reached were taken into account in the next programming period (for instance by including private economic operators).

In addition, due to the transferability of deliverables made possible by the Programme, we can say that the real beneficiaries also exceed those targeted in the beginning. For example through training courses open to a wider audience.

In conclusion, the Axis 4 projects have reached the common objectives selected by the member states of the MED Programme, and in extended way, they actually answered the Community strategic guidelines.

The strong interest in these objectives, demonstrated by the large number of proposals received, opened the debate within the Member States on the continuity of this axis in the next programming period.

Regarding the strengthening and enhancement of cultural resources, other types of cooperation Programmes cover quite well this theme: CULTURE, LIFE +.

As for territorial governance, it was found that the good results at the local level did not always manage to find an echo and a consideration in the long term at the level of policy makers. This important aspect was reflected in the architecture of the new Programme. Indeed, the « Horizontal project » experience (MARINA MED in the maritime call, objective 4.2) showed that this type of coordination project could significantly improve synergies between individual projects and raise their awareness/visibility of the 'community of MED projects'. It resulted in a higher impact of operations, in regard to a situation where individual projects work isolated from one another.

The new horizontal projects will be the link, up to now unsatisfying, between the local actions and other levels of governance we will find in the Axis 4 of the new Interreg MED Programme 2014-2020 "Enhancing Mediterranean Governance".

## Examples of projects Axis 4

### MEDGOVERNANCE (Standard call – Objective 4.1)

*Regions and their governments have to deal with the challenges of globalisation in general and those of the Med area specifically. Thus, they came together to promote the development of a strengthened network that would allow to increase the quality of their policies.*

The aim of the MEDGOVERNANCE project was to favour a new form of multi-level governance for the Med and to pave the way for the achieving a decentralised structural development policy for the Med, as proposed by the Lisbon Agenda.

The Project developed a network of research institutes, regions, key institutional and non institutional subjects, which are able to support the development of Mediterranean Governance with regard to key issues of sustainable development.

In this perspective, the project began with a diagnostic phase on the governance framework of the definition and implementation of major policies impacting the Mediterranean in 5 different areas: transport, competitiveness and innovation, environment, culture and migration. For each of these topics, the issue of "multi-level governance" was investigated through the analysis of case studies.

The main results consisted in a reinforcement of an institutional network for development and cohesion for the MED area, a qualification of regional policies to elaborate joint visions and models, an improvement of knowledge for the leading classes on key themes, an increase of awareness on themes and action of MED area, an improved access to information on MED area and its key themes.

The main deliverables were:

- A Policy paper of proposals for the harmonisation of MED governance systems,
- A Regional Strategic plans and a Euro Mediterranean Portal 2.0.

→ All deliverables are available in the MED library, and more info can be found on this webpage: <http://www.creativemed.eu/creative-med-project/capitalized-projects/97-medgovernance>

#### URBAN EMPATHY (Capitalisation call – Objective 4.1)



Project URBAN EMPATHY in action during an exhibition

URBAN EMPATHY directly addressed the need to guarantee the long term impact of results by consolidating a permanent structure - the existing CAT MED Platform for Sustainable Urban Models-, bringing together projects, EU initiatives, policy makers & stakeholders

The project aimed at convincing them of the high potential of articulating territorial cooperation projects with the elaboration & experimentation of efficient and innovative urban policies to adapt Mediterranean cities to the climatic, environmental and socio-economic challenges. URBAN EMPATHY also promoted a Mediterranean sustainable urban model at European level.

The project also aimed to improve the coordination between the Mediterranean Transnational Cooperation programme and the regional operational programmes through the development of a set of propositions that focus on how to better promote the implementation and development of Urban Sustainable Models.

In order to ensure the sustainability of the project and the mainstreaming of different results, URBAN EMPATHY strengthened and consolidated the existing Platform and Cluster for Sustainable Urban Models via building a “Network of Networks” as an open multilevel capitalization space. This promoted the development of synergies between projects & partners, helping them to disseminate / transfer their results.

The main results and their related deliverables consisted of:

- A capitalization & mainstreaming methodology developed through the SUMO Toolkit involving Decision Makers (DM) in order to transform results into policy improvements,
- reports with conclusions & recommendations on how to better articulate transnational cooperation with urban policies and how to improve pilot project mainstreaming,
- the consolidation of the existing network structure with incorporation of new members and links to the SUMO Cluster lead by the CAT MED Platform,
- a joint development of a road map with other clusters and projects to transform capitalization into a permanent activity of transnational cooperation

→ All deliverables are available in the MED library, and more info can be found on this webpage:  
[http://www.catmed.eu/urban\\_index.php](http://www.catmed.eu/urban_index.php)

COM&CAP MARINA MED (Maritime call – Objective 4.2)

With the objective to better integrate the characteristics and strengths of the MED space, a transversal communication and capitalization project (COM&CAP Marina-Med) of the Integrated Maritime call, analyzed and disseminated the results of 13 thematic projects in order to have a joint message and common conclusions.

The project provided for the ensemble of Maritime projects: data collection (the MED maritime network), dissemination of key results of the selected projects (videos and newsletters), inter-project information exchange (Web platform) and organisation of events to present and capitalise on project results.

Based on the common conclusions of the 13 projects combined with single project results, COM&CAP provided 4 joint key deliverables:

1. Policy Paper gathering concrete guidelines for the new programming period. Focusing on gaps, future potential partners in new projects and awareness-raising, it addresses targeted political recommendations regarding maritime issues in the Mediterranean.
2. Core recommendations addressed to stakeholders.
3. Core recommendations to the MED and other cooperation programmes.
4. COM&CAP hints for the future

In addition to the diffusion of the maritime projects results, the promising results of this horizontal project experience were used to design the programme architecture of the new period.

→ All deliverables and more info can be found on this webpage:  
<http://www.medmaritimeprojects.eu/section/com-cap/sub-com-cap>

### 3.4.2 Significant problems encountered and measures taken to overcome them

The partnerships constituted by Regions and other territorial administrations have potential impact on policies by coordinated activity of Regions, but have a high vulnerability risk towards political changes amongst the partner structures, during the project implementation. These cause stagnation of activities and with changing political objectives, can undermine the result of the project. The delivery of results is better guaranteed when the partnership also includes other type of structures than administrations, as the concrete implementation tasks are easier to delegate from institutional to operational partners.

There was no immediate action that could be taken towards 'overpolitization' of governance projects which was at the same time a good point (for potential policy impact) and a weakness (for vulnerability of political support throughout the duration). In medium term, evaluation and selection criteria sensitive towards different profiles of partner structures could guarantee more stability to the project implementation. Equally, the structuration of thematic 'project communities' with the accompanying of Horizontal projects, could contribute to diminish this risk in the project implementation phase, as the projects will work more together with a constant peer review situation.

Based on the information gathered on the projects of Axis 4, we can say that 2 of the 4 cross-cutting themes have been well considered (Innovation and Sustainable development). The themes of gender equality and non-discrimination have however not been fully measured.

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# TECHNICAL ASSISTANCE





## 3.5. Priority 5: Technical assistance

### 3.5.1 Achievement of targets and analysis of progress

Information on the physical and financial progress of the priority for each quantifiable indicator in the priority including key indicators:

Indicators		2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Indicator 1:</b>	<b>Achievements</b>	<b>Number of meetings held on transnational level**</b>									
		7 (6 TF + 1 kick off conference)	10 (2 MC+ 2SC+ 1GOA+ 4WG + Annual event)	10 (2MC+ 2SC+ 2GOA+ 1WG+ 2BS+ + 1 Annual event)	13 (2MC+3S C+1 GAO+1N CP+ 5 CAP+ 1 Annual Event)	6 (2 MC + 3 SC + 1 GOA)	9 (1 MC + 3 SC + 3 TF + 1 GoA + 1 Annual event)	12 (2 MC+1 SC + 5 TF+ 1 GOA + 2 kick off conferenc es + 1 annual event)	12 (1 MC + 1 SC + 4 TF + 1 GOA + 1WG + 4 annual events )	4 (1 MC + 1 Kick off pg + 1 GOA + 1 TF + 1 NCP meetin g	83 (13 MC +16 SC +18 TF +8 GOA + 4 Kick off + 6 WP+2 BS + 2 NCP+ 5 CAP + 9 annual events
	Target	30									
	Baseline										
<b>Indicator 2:</b>	<b>Achievement</b>	<b>Number of operations</b>									
	proposed		1 <sup>st</sup> call 531	2 <sup>nd</sup> call 447	1 <sup>st</sup> strategic call 12	2 <sup>nd</sup> and 3 <sup>rd</sup> strategic calls 19	Targeted and capitaliza tion calls 150	Maritime call 115			
	eligible		277	330	6	5	95	81			
	financed		50	51	3	4	36	14			158
	Target	150									
	Baseline										

\*\*MC = Monitoring Committee; SC = Selection Committee; TF= Task Force; GOA = Group of Auditors; WG = Working Group; BS = Brainstorming of strategic projects; NCP meeting= National Contact Point meeting

#### Qualitative analysis:

See point 6. Technical Assistance

### 3.5.2 Significant problems encountered and measures taken to overcome them

Not applicable.

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## 4. ESF PROGRAMMES: COMPLIANCE AND CONCENTRATION

Not applicable.

## 5. ERDF/COHESION FUND PROGRAMMES: MAJOR PROJECTS (IF RELEVANT)

Not applicable

## 6. TECHNICAL ASSISTANCE



In accordance with Article 46 of Regulation 1083/2006, the TA funds may finance activities in relation to the preparation, management, monitoring, evaluation, information and control of the operational programme and activities to reinforce the administrative capacity necessary for the implementation of the funds. In this framework, all activities in the daily management of the programme respond to this priority axis of the OP and are detailed in this report.

The total amount of expenses implemented in 2007 concerned only the Technical Assistance. Indeed, the year 2007 was a programme preparation year. The Task Force of the programme States, composed in early 2006, met 6 times during this year. The OP, the necessary programme documents (Diagnostic, SWOT, Ex ante, indicator system and environmental assessment) and the results of national public consultations, launched in May 2007, were submitted to the Commission on the 27 July 2007, with the agreement of all programme States. After one year of consultation and drafting, the Commission decision to validate the OP was given on the 20 December 2007.

2008 was the year of the operational start up of the MED Programme. The activity of the task force in 2007 allowed the faster and more efficient installation of the JTS MED. Within the framework of the Technical Assistance, the MA/JTS worked together with the MS in the drafting and finalization for approval of the internal rules and procedures of the Monitoring Committee, the Selection Committee and with the Audit Authority for the rules and procedures of the Group of Auditors.

In 2009, continuity with the work done in 2008 was assured by bringing the greatest number of tools and procedures operational. Two major areas of work emerged from this wide mission: the finalisation of the description of the management and control system and continuation of the Presage CTE development.

The year 2010 was marked by two different developments. Both were particularly demanding in terms of human resources. On the one hand, the modification of the MED OP to include the direct management of IPA funding by the MA, for the 4 IPA countries participating in the MED Programme, was very technical. This innovation required several specific activities conducted within the framework of the integration process and was therefore time consuming.

On the other hand, 2010 was the first full year of activities for the MED projects: 51 'standard' projects were selected as the result of the 2<sup>nd</sup> call for proposals (bringing to 101 the number of projects going on) and the first call for strategic projects was launched. After the first two massive calls for projects, the methodology developed for the calls for strategic projects was a major turning point in the 2007-2013 MED programming period. This new approach based on thematic focuses was elaborated in close collaboration with the MED Programme states and key actors in the concerned sectors. An external expert also helped the Programme to develop this new targeted approach. In order to pursue this new ambition, the Joint Technical Secretariat developed new monitoring tools and consolidated its team with the recruitment of new staff members.

2011 was a year of continuation of the work undertaken since the start of the programming period with, amongst other things, the validation of the advance payment process for IPA partners by the Monitoring Committee. Innovation was the other key word of the year 2011 considering the contractualisation with an external expert for the development of the MED capitalisation process. This new approach was carried out and developed during two years and evolved with the launch of the Capitalisation call in 2013.

In May 2012 the MED Task Force met for the first time within the framework of the preparatory work for the future Cooperation Programme. This event marked the beginning of the overlap between two programming periods. From this moment on, resources and staff of the MED JTS had to be increased. This is why, after 5 years of implementation and management, the MA drew the attention to the fact that the budget between "transnational" and "national" technical assistance expenses decided at the beginning of the Programme was not appropriate anymore and that there was a need to adjust national and transnational budgets.

On one hand, the "transnational" estimated budget was higher than expected because of increasing demands for global quality programme management (staff to follow increasing number of projects, external expertise, integration of IPA management system, preparation of the future programming period, etc.) and on the other hand, the level of consumption of the Member States in 2013 did not reach 55% of the amount allocated for the national envelope (4 005 304€). For these reasons, a redistribution of the technical assistance budget between "transnational expenses" and "national expenses" was decided during the Monitoring Committee of March 13, 2013 in Lisbon.

As we were in full years of operation, at the end of programming and in preparation of the future programme, the TA budget was constantly evolving. This required a regular and close monitoring in order to develop the budget within the constraints and adjusting activities. This reprogramming of the TA

operation after 5 five years of implementation improved the implementation of the Programme throughout the whole territory.

In 2014, the MA drew attention to the management of the Technical Assistance budget: assisted by the Member States, efforts have been made for optimizing the use of the ERDF credits, keeping the effective implementation of the Programme as a guideline. Likewise, the efforts made to certify the expenses have prevented any decommitment for the Programme in 2014. More generally, the MED Programme did not suffer any credit loss during the 2007-2013 programming period. Beyond this, also the error rate of the Technical assistance budget remained very low throughout the implementation of the programme. The TA budget implemented by the MA was audited each year in the last programme years, being a 'high value project'.

In line with the decision of the Monitoring Committee of 6<sup>th</sup> April 2016, and based on the decision C(2015) 2771 final, the MED programme opted for the use of the 10% flexibility between Priority Axis, to calculate the final budget.

For this reason the Axis 5, technical assistance, benefitted from the flexibility in order to finance not only the closure costs of the programming period but equally to cover preparation costs for the 2014-20 period, in line with Article 46/1 of the Regulation 1083/2006. The total amount of the TA expenses thus amounts to 15 043 635,52 €, of which 12 787 090,30€ ERDF. This amount corresponds to 6,6% of the total ERDF budget of the programme.

Furthermore, the preparatory work for the future Cooperation Programme has been coordinated and consolidated. Within this framework three Task Forces have been organized. The coordination of the missions dedicated to the redaction of the CP, the Ex-ante assessment, the system of indicators, the environmental impact assessment, has enabled the submission of the CP to the European Commission in mid-September 2014. Moreover, the Co-Financing rate on Axis 5 Technical Assistance 80% / 20% for 2014-2020 period has been validated by the MED Monitoring Committee.

2015 marked another year of transition between the two programming periods. On the one hand, the MA initiated the closing activities of the MED Programme 2007-2013. These closing activities will have to be conducted till the submission of the final report legally established no later than 31 March 2017. By the various decisions taken by the Committee (use of the flexibility allowed during the closure phase of the Programmes, modification of the TA cofinancing rate validated by the EC in January 2016, ...), the consumption of the Technical assistance budgetary envelopes (ERDF and IPA) has been optimized (100% for ERDF; 88% for IPA).

On the other hand, the future programming period has been prepared with the drafting of the preparatory documents of the first 2014-2020 Monitoring Committee.

### **Meeting of the first 2014-2020 Monitoring Committee**

Organized the week following the approval of the cooperation programme by the European Commission (June 2, 2015), the first 2014-2020 Monitoring Committee (MC) was held in Malta. Concerning the programming period 2014-2020, the following TA issues have been covered:

- Presentation by the MA/JS of the Rules of Procedure for the Interreg MED Steering Committee
- Presentation of the general principles of the TA operation
- The principle of contributing to the joint TA account with national contributions was confirmed both to ERDF and IPA countries

- The modalities of the use of the TA budget (the 'TA project') were proposed by the MA/JS. The MC validated the principals of using the Synergie tool for reporting and monitoring the TA, annual budget estimations to both transnational and national TA, and a 'mid-term review' of the budget.

A Monitoring Committee meeting for the 2007-2013 programming period was also covered the day before the first 2014-2020 MC. Indeed, the discussions on the possibility of changing the financing rate for Axis 5 allowed the submission of a request to amend the 2007-2013 OP. This adjustment allowed the optimization of the budget consumption during the closing phase.

2015 was also marked by the choice of a new Certifying Authority (CA) for the 2014-2020 Programme (Spanish Ministry of finance). Two meetings have been organized between the MED JS team and the CA. The first one took place in January, the second in October so as to define the framework of the 2014-2020 payment claim certification.

Finally, you will find below a list of written procedures submitted to the Monitoring Committee in 2015.

#### **MED Monitoring Committee Written Procedures 2015-16:**

- Validation of the 2014-2020 Interreg MED Cooperation Programme after integration of the EC comments – 30 January 2015
- Written procedure covering the two following items: Validation of the real transnational expenditures for the year 2014; Suspension of the principle of annuality for the TA expenses – 23 April 2015
- Modification of the MED 2007- 2013 OP in view of the optimization of the budget consumption of the programme during the closure phase (modification of the TA cofinancing rate) – 2 September 2015

#### **Other consultations and notifications from the MA to the Committee in 2015-16:**

- Second submission of the 2014-2020 Interreg MED Cooperation Programme integrating the EC comments – 23 February 2015
- Adoption of the 2014-2020 Interreg MED Cooperation Programme – 4 June 2015

#### **National activities delivered:**

For more information on organization of events and activities by the MED National Contact Points during 2015-16, please refer to the annexes.

## **7. INFORMATION AND PUBLICITY**

An intensive activity of communication and information took place during all phases of the 2007-2013 programming period of the MED Programme. The general objective of these activities was to raise awareness of the Programme's objectives as well as promote the financing and vast cooperation opportunities it offered, in line with the programme Communication plan. Indeed, for this programming

period, 13 different countries previously part of two different European cooperation programmes (MEDOCC and ARCHIMED) were united to gather their efforts and together develop MED projects.

The events, organised almost every year, increasingly became one of the main communication activities of the Programme, concentrating a lot of the JTS efforts and resources. They were a key activity that allowed to induce a certain change in the Programme communication. Some of them can even be considered as milestones as they introduced debate, intensified the cooperation with other programmes, helped define capitalisation methods and improve the participation of projects in the communication activities of the Programme.

Several actions were targeted to potential beneficiaries, with a promotional and informative focus while others were aimed at improving the beneficiary capacities and help them implement quality projects.

A breakthrough occurred in this period: the beneficiaries become first hand actors of the Programme's communication, actively cooperating with the Programme authorities. In this regard, the focus of action shifted a great deal from the Programme to the beneficiaries.

Issued from this new dimension of communication, concepts such as “peer-to-peer”, “exchanges”, new capitalisation methods of projects results, etc. joined the MED Programme lexicon.

Thus communication became more than just the set of EU required information and publicity rules. It became the start of the participation of the project partners in the communication of the programme and making the most out of the results. Partners got an increasingly stronger engagement towards policy outcomes in the Mediterranean eligible territories of the Programme.

In this evolution of the projects' communication, another direction got its way forward, with the call for capitalisation projects as well as the experiences of the maritime projects gathered around the communication and capitalisation (Com&Cap) project MarInA-Med. The latter meant that projects worked with results of other thematically related projects, to achieve a more coordinated effect and reinforced qualitative results. Such experiences had a strong influence on project partner work relationships, introducing concepts such as “community building”, “communities of projects”, and a more coordinated and thematically concentrated way of working. Likewise, events were dedicated to gather results, draw conclusions and find a way of transferring the project results to the policy making level.

Concerning the digital communication of the Programme, concrete and significant lessons learned paved the way for a qualitative evolution in the 2014-2020 period, inducing a more integrated concept of the web media communication, through the drafting of a web platform.

During the 2007-2013 period, European funds deeply changed the way they communicate with their targets. Social media became a key tool in the communication strategies of every EU funded programme. The MED Programme was one of the first cooperation programmes to open an account on Facebook, Twitter and later on LinkedIn and YouTube.

## **7.1 MED Programme events**

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Several events took place, in various formats, dimensions, objectives and territorial coverage, bringing the MED Programme and the cooperation in the Mediterranean to reach many different target groups. In this period the EU information and publicity rules required to Programme Authorities to hold out an annual event, which helped to keep the rhythm of interaction between all the stakeholders in this basis of a timeframe.

Beyond transnational annual events, in all phases of the programming period, the Programme organised additional smaller and targeted events and trainings for capacity building in particular, in the last phase, when this activity was reinforced, in order to either capitalise or transfer the results or to discuss the next programming period of 2014-2020.

The MED Programme was also involved in joint European cooperation events and other external events, showcasing its projects as practical examples of cooperation.

### Communication progress through main events



In the 2007-2013 MED Programme was launched through a major transnational seminar, in Marseilles. The event set the scene for the start of the programme and brought together people from all over the Mediterranean.

This event attracted over 1000 participants.

In the following year, other annual events followed, however a real milestone year in the progress of the communication of the Programme was 2009, when the project partners started their participation in the Programme events.

Several examples illustrate this circumstance. On Italy's initiative, the 2009 annual event was associated with the simultaneous organisation of the first meeting on capitalisation of the Programme.



During a day of discussions, the projects, grouped by subject, developed synergies which were to be used in the Programme future capitalisation strategy. A debate took place on key questions around the essence of capitalisation: What should be its object to exchange? How could it be done? For which actors? Among the most important elements to be highlighted were: the exchange of experience regarding the governance aspect for ensuring the projects' success, the development of synergies between the various sectors and various policies, the development of greater visibility of the environmental risks linked to the Mediterranean basin considered as a particularly fragile area.

2009 marks the beginning of the process of communication focused on the project's activities, also through the use of several tools:

- Articles dedicated to the projects in the two issues of the newsletter;
- An exhibition of the 1<sup>st</sup> call projects at the Programme's annual conference as well as the active participation of several projects in the plenary session;
- The development of "project" oriented updates on the Web site for relaying important project information (the launch of the programme web site, public events, publication of the newsletter, etc.).

In September 2010, the annual event that took place in Thessaloniki was jointly organised with the ETC *South East Europe Programme 2007-2013* and offered a perfect opportunity for first capitalisation activities between both programmes and their projects.

The cooperation in the two programmes' areas towards 2020 was discussed, including the cooperation with the Instrument for Pre-accession Assistance (IPA) countries of the Balkans. For the first time, potential IPA partners attending the event learnt how to participate on both programmes.

The JTS increasingly started assessing the events allowing the Programme to get some precious feedbacks and tailor its communication and events accordingly. These satisfaction surveys highlighted the need for more interaction, more time for discussions and exchanges and to choose a specific theme to focus on.

The following year, 2011, the annual event, in Barcelona, was built on these insights. For the first time, the MED annual event focused on a specific theme. In order to incorporate discussions on the future programming period in general, the theme of *Innovation* was chosen. This event also offered the chance to disseminate information on how the EU seeks to promote 'smart growth' and how Territorial Cooperation in the Mediterranean could contribute to this objective.

In this particular occasion, which welcomed 300 participants coming mainly from regions of the western Mediterranean, the project partners took the role of co-organisers. They organised and moderated roundtables. Nevertheless, the final conclusion was that such type of involvement should be improved in future events.

Another milestone in the events section of the communication strategy was the annual event of 2012. Again a first time and this time it was a joint conference organized by MED and ENPI CBC MED, respectively, the European Territorial Cooperation and the Neighbourhood Cross-border Cooperation programmes for the Mediterranean Sea Basin. In this way, both shores of the Mediterranean came to the event, under the patronage of the Cyprus Presidency of the EU Council.

The capital of Cyprus, Nicosia, received more than 300 attendants to discuss on the region and the Programmes, looking at their present and future, the challenges and the recognizable trends.

During this event an innovative approach was introduced: the usual parallel thematic workshops took place in different projects' premises, allowing the participants to locally visit projects and have a closer and more informal exchange with project stakeholders.

In 2013 the Programme events definitely took a much more creative and imaginative shape, in order to stimulate the involvement of all partners and stakeholders. The Lisbon annual event had the motto 'A Cruise to the MED future' taken seriously. Indeed, all the event's branding followed this theme. So participants were invited on board of an imaginative cruise liner.

A "panorama deck of projects" and an "Agora, brainstorming platform" were means to achieve an unforgettable exchange about the results of the Programme and its upcoming programming period.

Agendas became passports, with the exhibition layout and the projects description. The event was live web streamed and followed by many people outside the venue. Registered participants queued for their "On Board" stamp and postcards of projects were distributed to allow the "passengers" to send them from their "cruise journey".

In an effort of the Programme to get closer of its territories and get down to the ground, the 2014 annual event was a road trip to four main spots to meet the local target groups of several Member States:

- Valencia – for Spanish and Portuguese regions partners;
- Thessaloniki – for Greek regions and Cyprus stakeholders;
- Ljubljana – for target groups from Slovenia, Croatia and the IPA countries Albania, Bosnia and Herzegovina and Montenegro;
- Florence – covering Italian regions and Malta interested targets.

Entitled *MED on the move*, the road trip events was the last Programme transnational event. The aim was to bring the Programme and project results to the territories. Moreover, to initiate a more active dialogue between the Programme authorities and its participant regions, in view of discussing how to improve the methods of results transfer and to coordinate with mainstream programmes.

Around 350 persons participated in the events on the spot. Three of the events were also livestreamed.



TABLE OF MAIN EVENTS

YEAR/ LOCATION	TYPE OF EVENT	MAIN OBJECTIVES	LAYOUT	TARGET	NO. OF PARTICIPANTS
<b>2007, Marseilles</b>	Launch event	Present the new programme priorities and application modalities	Political and technical conference + workshops	Public and private structures in the European Mediterranean basin countries	1.000
<b>2008, Marseilles</b>	Annual event	Assessment of the first call, and focus on introducing a debate on the progress of strategic projects	Conference with external experts, Partners café	Project partners	350
<b>2009, Italy</b>	Annual event and capitalisation meeting	Review the 1 <sup>st</sup> and 2 <sup>nd</sup> call; clarify the concept of "strategic projects" and discuss capitalisation	Round table conference	Beneficiaries of the 1 <sup>st</sup> and 2 <sup>nd</sup> call	300
<b>2010, Thessaloniki</b>	Annual event	The 1 <sup>st</sup> joint event with the South East: for first capitalisation activities between both programmes and their projects	Round table and parallel sessions	Beneficiaries of both programmes Med and South East	350
<b>2011, Barcelona</b>	Annual event	State of the art and thematic event on Innovation	Main session and round table organised by the partners themselves	Beneficiaries	300
<b>2012, Cyprus</b>	Annual event	The 1 <sup>st</sup> joint event conference with ENPI CBC MED Programme	2 days: political day agenda and parallel workshops; second day in project visits	Beneficiaries and potential beneficiaries of both programmes	300
<b>2013, Lisbon</b>	Annual event	Presentation of project results by experts and by partners, but also in an exhibition with focus on the capitalisation projects. Emphasis were also put on the future	2 days: plenary session and exhibition Project partners on exhibition and on stage	Project partners, potential beneficiaries	300

		Programme strategy			
2014	Annual event	To bring the Programme and project results to the territories. To initiate a more active dialogue between the Programme and its participant regions about transfer of results.	Road trip to several territories of the MED area	Project partners, potential beneficiaries of Spain and Portugal, Greece and Cyprus, IPA countries and Italy and Malta	350
2015, Brussels	Capitalisation event	To present the 13 MED capitalisation projects results and exchange with relevant EU institutions and networks how the results could be further adopted by European powers	2 day conference and debate	EU institutions	150

## Building capacity for every stakeholder

During the programming period, a very relevant concern was placed on the capacity of the project partners and the Programme stakeholders to comply with the Programme's objectives. The capacity building activities aimed at improving the overall quality of projects, applications and project communication, and to ensure error-free, eligible and compatible proposals with the Programme rules and procedures. But also, it was aimed at leveraging the transfer of results of the projects into European policy-making.

In the first 2 years, this activity took place only scarcely. From then on, the activity more than doubled in order to reach a wider audience, to include the IPA partners and specific targets as well as to improve the quality of project communication and to prepare specific calls: the capitalisation, maritime and strategic calls for proposals. During lead partner seminars, a specific emphasis on project communication was made and two dedicated trainings on communication were jointly organised, with the Alpine Space and the South East Programme. A summary of this activity can be looked up in the table below.

TABLE OF SEMINARS AND TRAININGS

YEAR	TYPE OF EVENT	MAIN OBJECTIVES	TARGET	NO. OF PARTICIPANTS
2008	National info days	Info days about 1st call launch in Portugal, Spain, France, Italy, Malta, Cyprus and Greece	Potential project partners	1.000
2009	Lead partner (LP) seminar	1 <sup>st</sup> call and 2 <sup>nd</sup> call LP seminar	Lead project partners	49
	Seminar on <i>Presage CTE</i>	Enable the projects to understand the application information system <i>Presage CTE</i>	Project partners	64
2010	Lead partner seminar	2 <sup>nd</sup> call: Procedures and obligations related to the project implementation	Lead project partners	77
	Applicants seminar (AS)	1st call for proposals of strategic projects AS: Technical, but also thematic and project generation information	Potential beneficiaries	45
	First Level Control seminar	To explain how First Level Control (FLC) works	Project partners	94
2010	National technical seminars	FLC in Spain and Italy as well as a project management seminar for Italian partners	Project partners	-
	Project generation seminar	Brainstorming sessions with national experts in transport and ICT fields to prepare the 2nd Strategic call	Project partners	80
2011	Transnational seminar IPA	Explain the new joint rules for IPA and ERDF in Albania and Croatia	IPA potential beneficiaries	163
	Lead partner seminar for strategic projects	1 <sup>st</sup> call of Strategic Projects lead partner seminar: framing the setting up of the 4 approved strategic projects	Lead partners and WP responsible partners of the approved strategic projects	21
	Applicants seminar	2nd call of Strategic Projects AS with technical information for priority axis 3	Potential beneficiaries of the strategic projects	53

	Applicants seminar	2nd call of Strategic Projects AS on the draft proposals presented	Potential beneficiaries of the strategic projects	60
	Capitalisation days	Thematic workshops by priorities; Info day of capitalisation	Project partners	100
2012	Communication training with Alpine Space Programme	2 day joint communication training to learn and exchange about communications' best practices, but also to capitalize between project partners of both programmes	Project partners of both programmes	100
	Capitalization call seminars	To provide technical information on the capitalization and targeted calls	Potential beneficiaries (France; Montenegro; Spain, Italy; Bosnia; Croatia, Albania)	Capitalisation call: 351 Targeted call: 563
	Targeted call seminars			
2013	IPA Seminar, Dubrovnik	Provide information on call procedures specific to IPA partners	IPA Project partners and FLC controllers in IPA countries	51
	IPA Seminar, Tirana	To provide the maximum level assistance to the Albanian Partners on Project Implementation	Albanian partners	-
	Lead Partner seminar for Targeted Projects – 5 <sup>th</sup> call	To provide information to targeted projects dealing with the innovation in the energy sector	Lead project partners	15
2013	Lead Partner Seminar for capitalisation projects	To provided general information on the projects' management. Exchanges also on the expectations of the MED Programme and future projects'	Lead partners of capitalisation projects	13
	Applicants Seminar – Maritime call	To provide information to potential applicants of the maritime call	Potential applicants	67
	Joint Communication Training with SEE programme	To offer support to project communication managers in the last communication activities to be carried out	Project partners from MED and SEE programmes	100
	How to feed MED project results into EU policy-making	Workshop for lead and communication partners of MED capitalisation projects. Peer-to-Peer review and exchange with EU institutions	MED Cap projects partners	26

### Reinforcing the Programme's influence in external events

The MED Programme participated in and co-organised several external events, essentially to promote itself as a cooperation programme and to promote its projects, as concrete examples of European territorial cooperation.

One of the major external events where the MED Programme participated was the first joint conference with the 13 transnational cooperation programmes, hailed by some speakers as a 'historic event'. It was held in 2011, at Katowice, in Poland, and the Programme actively participated in its organisation, integrating all the conference operational working groups and managing the development and update of a dedicated website and facebook page, the web livestreaming and the media relations.

The conference aimed at demonstrating how European cooperation has improved the quality of life of the European citizens over the years. 1.000 persons attended this event, including the audience that followed a web live streaming.

During the conference, there was the opportunity to showcase several MED Programme projects as good examples of cooperation in all priorities, through an exhibition, workshops and videos.

The MED Programme continued to participate in several cooperation events, demonstrating the contribution of its project results as promising examples of cooperation and continued to contribute to the debate of the future of cooperation as an added value of the EU regional policy. In some occasions the MED Programme was more than a simple co-organiser, taking actively in charge several responsibilities of coordination. An overview of this specific activity is presented in the table hereunder.

## TABLE OF PARTICIPATION IN EXTERNAL EVENTS OR JOINT SEMINARS WITH OTHER PROGRAMMES

YEAR/ LOCATION	TYPE OF EVENT	MAIN OBJECTIVES	LAYOUT	TARGET	NO. OF PARTICIPANTS
2009	"Methods of project capitalisation and territorial cooperation"	Capitalisation seminar: first-hand accounts from the various Programmes	Organised by the DIACT	Cooperation Programmes' officers	-
	Citylab on Metropolitan governance	Discuss on possible synergies with the URBACT Programme and the possibility of common Capitalisation actions	Organised by URBACT	Cooperation Programmes' officers	-
	Seminars "Laboratory Group for Mediterranean platform"	Participation in long term working group to evaluate how Mediterranean programmes and projects comply with the challenges of the area: <ul style="list-style-type: none"> <li>• Synergies between programmes and projects;</li> <li>• To promote their outcomes and results to the appropriate management or political level</li> </ul>	Organised by INTERACT	-	-
2011	Participation in Joint 1 <sup>st</sup> transnational conference	Discussing the added value of cooperation in the lives of citizens and showing projects as examples of cooperation	Conference, live streaming, workshops, videos and exhibition of projects	All publics	1000 attendants, 600 present and 400 online
	Open Days participation	Participation in workshop of 13 programmes and EU institutions about the added value of cooperation	Organised by DG Regio	All publics	-
2012	European Cooperation Day (ECD)	Participation in ECD, by presenting project stories in the Stand of the PACA region at the International Fair of Marseilles	Joint event organised with Interact and other ETC programmes, and the liaison offices	General public	320.000
2013	European Cooperation Day	Active participation in the ECD by developing activities in Croatia, as the most recent EU Member State	<ul style="list-style-type: none"> <li>• Bicycle tour around Dubrovnik;</li> <li>• Local pupils and professional artists were drawing about cooperation – contribution to the 'Valencia film festival';</li> <li>• Videos of examples of cooperation were developed by Interact and the MED project PHILOXENIA was one of them</li> </ul>	General public	-

### Projects' final and capitalisation events

In this programming period, the Programme experienced different project types and calls, including the targeted and capitalisation projects and the maritime call for projects, gathered around a coordinating project – MarInA-Med – and creating a community of projects.

These experiences in the approach to project management marked the beginning of a new tendency in the project communication and the events they produced.

This tendency was visible in the final events of the Maritime projects where MarInA-Med in charge of the communication and capitalisation of the cluster, was responsible for gathering the results of the 14 projects under this thematic and transferring them to the European policy level on the occasion of several large scale events.

This experience allowed the development of new communication concepts such as the creation of facilitators and mediators, between the coordinating project and the community of projects. Ideas of

community building, were tested through this experience. Ideas that are hence being projected to the new programming period.

In 2015, in a joint initiative of the 13 MED capitalisation projects, an event of the capitalization call was held: *The MED Capitalisation: Contributing to a Stronger Europe*, hosted by the Committee of the Regions.

These projects were carried out in the final phase of the MED Programme and constituted in themselves a pioneer initiative in the framework of the European Territorial Cooperation. In a short set of themes, they brought together outputs and results developed by previous projects with the purpose of delivering recommendations and new tools that synthesize and improve the productions of the 2007-2013 period.

Insights were provided on the results of the MED capitalisation projects: recommendations, tools and good practices that emerged from these projects. Subsequently an exchange with relevant EU institutions and networks clarified how European policies could further be built on results and vice-versa.

## 7.2 MED Programme web communication

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### The projects' web activity

During the 2007-2013 programming period, the Programme co-financed between 3.7 to 4 million euros in projects' websites (about 2.4% of ERDF total budget). 144 projects spent circa 25,000 euros per website. However, this investment did not prove to be as beneficial and fruitful as hoped for.

The assessment of the projects' websites carried out by the JS showed several kinds of inconsistencies. From a strategic point of view, project websites were not linked to each other nor to the Programme website in any way, making it difficult for external audience to see the relationship between the various thematic or even the Programme. From a content point of view, unclear copywriting and a lack of uniformity in common content were too often found. In addition, the websites were not updated on a regular basis or the information was updated far too late making it obsolete. From a usability perspective, the evaluation demonstrated navigation difficulties and a lack of uniformity in tools. In conclusion, there wasn't a consistent information and clear image of cooperation and the Programme, and the visibility of them suffered from scattered individual (and heterogeneous) websites.

Additionally, in the closure of the projects contractual obligations, many websites went offline quickly, thus making it impossible for the Programme or further stakeholders to recover the content. It was also difficult to get audience analyses and impact indicators of the projects websites, whereas they would have been very useful indicators to show the project relevance and interest in their results.

These main conclusions of the projects web activity, triggered the Programme to analyse its strategy for the next programming period. The main goal for the future has therefore been to develop an integrated web approach, *i.e.*, the creation of a web platform hosting all project websites in order to integrate common features, reduce development and hosting costs, and raise the visibility of deliverables and results of the projects and the quality of information given to the audience.

## The Programme's website and results' tools

The Programme website of the 2007-2013 programming period was online at the time of the official launch event.

At the online address [www.programmemed.eu](http://www.programmemed.eu) were available all seminar materials and minutes, along with the Programme documents (the application pack, the Operational Programme and the Implementation guide). The website was regularly updated both in terms of information and features throughout the programming period.

In 2009, a first version of the Programme project database was launched and completed with the projects of the first call for standard projects.

This database is still online, being updated and improved with the upload of all the projects of the 2007-2013 period. It is a very useful tool today, counting 155 financed projects. Moreover, an interactive map gives the opportunity to consult all the projects by region.

A factsheet is available for each project summarizing the main information of each of them namely a short and simple description, the partner structures, the amount of ERDF/IPA funding allocated, a simple description of their activities and results and the potential next steps.

Throughout the Programme phases, the website was adapted and improved to reinforce its support to the projects. In order to further promote their results and to motivate capitalisation and networking activities among the MED projects, a 'project focus' as well as a dedicated 'project news' area were developed on the website. An event calendar with a Project and a Programme section were later added.

Moreover, in order to help partners with the implementation of their projects, a series of factsheets with short and concise technical information on project implementation was made available for download.

In 2011 and 2012 considerable improvements were introduced to the website in order to upgrade it with a better design and the development of optimized features: illustrations on the homepage and reorganization of the navigation menu, updates of the project database, installation of a registration form tool, introduction of a gallery of pictures and video, among others.

New sections were also added, such as the capitalisation and evaluation pages, a section on the 2014-2020 programming period as well as dedicated areas for the Liaison Offices (ENPI and IPA) just as examples of the website makeover.

Additionally, an online library gathering the main projects' results were developed in 2013. The projects' library includes a selection of the projects' final publications of the first seven calls.

The library of deliverables is a tool that will be used in the new programming period. It will be upgraded and brought in line with the new programme's graphic design in order to be able to incorporate the deliverables of the next period. Meanwhile, it is still being updated with the results from the last calls of 2007-2013.

In 2015, when the new Programme officially started and before the kick-off event, the JS launched a temporary website in order to make all information about the new programming period, the new rules and Programme architecture available to the potential beneficiaries.

All necessary information to apply for the first call for proposals was also made available on the former website so that potential beneficiaries had time to adjust to the new website.

It is important to underline that the previous website will continue online in the address [www.programmemed.eu](http://www.programmemed.eu), only for consultation, with the latest information dating back to June 2015. Moreover, the archiving of the website is only foreseen in two years.



## A growing MED community in the social media

The 2007-2013 period represents also a major reshape in communication of EU funded programmes, with the creation of profiles and pages on the various social media. It was the beginning of a new communication era.

Social media allowed frequent direct interaction with interested audience requiring regular updating and meaningful content. The information can be issued by any person, and demand a greater effort in moderating the communities formed around a certain thematic. At the beginning of this communication change, cooperation programmes only reluctantly joined this new media, based on the lack of resources and expertise for this unknown new world.

However, like previously explained, the MED Programme was one of the first cooperation programmes to open an account on Facebook in March 2011 and on Twitter in October 2011. Later on, in February 2012 a LinkedIn account was created and in the summer of 2012 a YouTube channel in order to disseminate all the videos produced by the projects and the Programme on the occasion of annual events. It is only in the summer 2012 that the Programme decided to dedicate more efforts and time to the programme social media management in order to enlarge its online community and reach better level of engagement. Between August 2012 and September 2012, the JS implemented a new social media approach with a minimum of posts scheduled per week. One month later, the benefits of this “strategy” were already visible.

Around this novelty, a sense of communication community started with the projects partners and potential followers of the Programme news and posts.

All the tools were further developed in the following years. For example, the YouTube channel was enlarged with new categories: videos on specific project results, conferences, capitalisation, etc.

Nowadays, the social media accounts of the Programme have a considerable role in the Programme’s daily communication and the Programmes’ promotion. Their level of reach have obtained unexpected numbers:

- **Facebook:** from March 2011 the MED Facebook page increased from 0 to 55 “likes” in August 2012 to 237 one month later in September 2012. In August 2015, it reached 1,678 likes, and up to a total of 2,647 likes in July 2016;
- **Twitter:** In August 2012, @Medprogramme had 12 followers, in September 2012, 99 and in the summer of 2014 1,000 followers from 24 countries and 58 cities. In 2015, there were 2,215 followers, in 2016 followers are up to 3,100;
- **LinkedIn:** In August 2012, the Programme had only 45 contacts while in September 2012, there were 506 followers and in 2016 it’s up to 3,777 followers;
- **YouTube:** in August 2012, the Programme channel recorded only 49 views, one month later 500. In January 2015, there were 4276 views.

## A permanent and active Programme news service

Among the information tools of the Programme a biannual *newsletter* was launched in 2009, to complement the news service of the website. The two first issues were published in June and in November 2009.

News articles, reports and interviews on various Programme and project topics, as well as on projects of interim and final results of projects calls, were issued.

One year later, in December 2010, a web based 'Newsflash' was created, replacing the previous newsletter, allowing a trimestrial newsletter diffusion, thus improving the regularity and the proximity with the target publics.

Some Newsflash editions focused on specific topics. For example, when the management system of the IPA fund became shared, a dedicated edition was issued. Other themes such as "MED capitalisation" were also the focus of thematic editions. In total, between the *Newsletter* and the *Newsflash*, 17 editions were published. All editions are available in a Newsletter web page in the MED Programme website.

There were two kinds of news sections in the web site: news concerning the Programme and others related to the projects. On the first, 194 news were issued and, on the second, 110 news. In total, 304 articles were published in 6 years (between 2009 and 2015). The news service in the MED Programme website ended in September 2015, when the JTS started publishing news on the new Programme website.

### Telling the story through publications

During the past programming period the Programme produced a limited number of publications, concentrating this effort mainly in the end, and using them mostly to be distributed during events.

In the beginning of the programming period the publications produced were of a more promotional kind, informing about the main concepts and investment priorities of the MED Programme, in order to attract potential beneficiaries. A general leaflet and a flyer were made and further updated afterwards, with general statistics and the Programme 'big numbers' until 2011.

Also, a set of leaflets was produced for the annual event in Cyprus, in 2012, on the results issued during the peer reviews in the framework of the MED capitalization and clustering process:

- Governance and adaptation policies in coastal Mediterranean zone
- MED projects on sustainable ports and transports in the Mediterranean
- Policies for sustainable urban models and climate change in the Mediterranean

It was in the last phase of the communication strategy of 2007-2013 that the publication activity of the communication increased. Because it was the time to collect all the results from the projects, draw conclusions and try to reach policy makers in the political spheres of European and regional levels, in order for them to use the MED conclusions in their day to day policy making. This conclusion activity is called "capitalisation" in cooperation Programmes.

One of the main means for the capitalisation process are publications that show the results and keep the memory of the achievements recorded, accessible and transferable. On its last phase the MED Programme produced several publications with testimonials, project stories, statistics, analyses, among other types.

The standard project factsheet was thus complemented with project stories, and the projects became alive and more visible, in particular when videos started to be more frequent in the programme video channel.

In this spirit, the JTS started publishing a specific type of publications: "*Cooperation stories from the MED Programme*". These stories presented the results and work of selected MED projects in a simplified and more accessible way targeting the general public. They were also made available online. The objective was to inform about cooperation added value and the concrete benefit that programmes such as ours could bring to EU citizens.

The Programme then tried to encourage project partners to produce the same type of stories but it was a rather difficult exercise for them. One of the main communication challenges for partners was to adapt to specific target groups their messages and language used. The tendency to overcome generalist messages, overloaded with technical details and process oriented, gained strength and is now a crucial communication content trend. These stories could also be easily translated into the MED area languages and thus be used for communication activities on regional and national level.

*Cooperation stories from the MED Programme* was completed with a more results oriented type of set of publications, without the project story telling technique but summarizing many selected projects and highlighting certain specific experiences in the MED Programme, namely the targeted projects and the maritime projects .

These publications, were entitled “Appetisers” and the first three were launched in 2014, based on the information published in the deliverable library of the Programme, accessible online. They deal with:

- Energy efficiency in the Mediterranean
- Cultural and creative industries
- Protecting the Mediterranean natural patrimony

## PROJECTS CLOSED IN 2015

All information concerning current projects is available from databases on the programme website at the following addresses:

Detailed statistics and budgets by beneficiary: <http://www.programmemed.eu/en/the-projects/project-calls-statistics.html>

General project database: [http://www.programmemed.eu/en/the-projects/project-database/results/view/listing.html?no\\_cache=1&cHash=1787848ffd63f96284c78c71b30f32b8](http://www.programmemed.eu/en/the-projects/project-database/results/view/listing.html?no_cache=1&cHash=1787848ffd63f96284c78c71b30f32b8)

A list of closed projects is shown below together with their total budgets.

TRADITIONAL PROJECTS - 1ST CALL											
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Croatie	Croatian co finance	IPA Montenegro	Montenegrin co finance	Total eligible budget
CLOSED	1	2	1G-MED08-012	AGRISLES	871 159,49	263 645,68	0	0	0	0	1 134 805,17
CLOSED	1	1	1G-MED08-014	AGRO-ENVIRONMED	940 604,63	303 165,90	0	0	0	0	1 243 770,53
CLOSED	3	1	1G-MED08-034	BACKGROUNDS	1 075 999,00	340 678,00	0	0	0	0	1 416 677,00
CLOSED	1	1	1G-MED08-040	BIOLMED	1 119 382,47	354 747,49	0	0	0	0	1 474 129,96
CLOSED	4	2	1G-MED08-046	C.U.L.T.UR.E	1 078 335,86	359 445,28	0	0	0	0	1 437 781,14
CLOSED	2	4	1G-MED08-048	CAT-Med	1 592 680,08	530 893,36	0	0	0	0	2 123 573,44
CLOSED	4	2	1G-MED08-052	CHORD	987 750,01	329 249,99	0	0	0	0	1 317 000,00
CLOSED	2	2	1G-MED08-060	CLIMEPORT	1 235 228,15	375 225,85	0	0	0	0	1 610 454,00
CLOSED	2	4	1G-MED08-062	COASTANCE	1 320 636,61	417 687,53	48 940,00	8 636,47	0	0	1 795 900,61
CLOSED	4	1	1G-MED08-069	CREPUDMED	1 104 000,00	368 000,00	0	0	0	0	1 472 000,00
CLOSED	3	1	1G-MED08-085	DEVELOP-MED	1 015 698,20	304 673,80	0	0	68 000,00	12 000,00	1 400 372,00
CLOSED	1	2	1G-MED08-117	ETHIC	659 051,61	219 683,87	0	0	0	0	878 735,48
CLOSED	1	2	1G-MED08-129	Flormed	1 400 000,00	466 665,00	0	0	0	0	1 866 665,00
CLOSED	4	1	1G-MED08-133	FORET MODELE	976 500,00	325 500,00	45 900,00	8 100,00	0	0	1 356 000,00
CLOSED	2	1	1G-MED08-134	FREE-MED	940 770,00	313 590,00	0	0	0	0	1 254 360,00
CLOSED	1	1	1G-MED08-161	I.C.E.	1 175 164,99	361 763,70	0	0	0	0	1 536 928,69
CLOSED	1	2	1G-MED08-164	IC-MED	1 424 998,50	474 999,50	0	0	0	0	1 899 998,00
CLOSED	1	2	1G-MED08-182	INNOVATE-MED	822 559,50	274 186,50	0	0	0	0	1 096 746,00
CLOSED	1	1	1G-MED08-185	INS MED	917 317,00	305 773,00	0	0	0	0	1 223 090,00
CLOSED	1	2	1G-MED08-216	MACC BAM	965 513,91	321 837,97	0	0	0	0	1 287 351,88
CLOSED	4	2	1G-MED08-231	MED EMPORION	1 238 949,00	412 983,00	0	0	0	0	1 651 932,00
CLOSED	4	1	1G-MED08-264	Medgovernance	1 208 148,75	402 716,25	0	0	0	0	1 610 865,00
CLOSED	2	1	1G-MED08-273	MED-IPPC-NET	900 826,75	287 845,78	0	0	0	0	1 188 672,53
CLOSED	1	1	1G-MED08-276	MEDISS	1 230 900,00	410 300,00	0	0	0	0	1 641 200,00
CLOSED	1	1	1G-MED08-280	MedLab	1 300 000,00	379 867,00	0	0	0	0	1 679 867,00
CLOSED	1	2	1G-MED08-289	MEDOSSIC	905 579,00	221 002,00	0	0	10 901,25	1 923,75	1 139 406,00
CLOSED	2	3	1G-MED08-307	MEMO	1 008 750,00	318 991,00	0	0	0	0	1 327 741,00
CLOSED	1	1	1G-MED08-309	MET3	1 286 250,00	428 750,00	0	0	0	0	1 715 000,00

TRADITIONAL PROJECTS - 1ST CALL											
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Croatie	Croatian co finance	IPA Montenegro	Montenegrin co finance	Total eligible budget
CLOSED	4	1	1G-MED08-349	NOVAGRIMED	1 303 620,35	484 543,58	0	0	0	0	1 788 163,93
CLOSED	4	1	1G-MED08-370	PAYS.MED.URBAN	1 224 999,00	408 333,00	0	0	0	0	1 633 332,00
CLOSED	4	1	1G-MED08-376	Philoxenia	1 567 323,00	398 266,00	0	0	0	0	1 965 589,00
CLOSED	1	1	1G-MED08-377	Planet Design	989 437,50	329 812,50	0	0	0	0	1 319 250,00
CLOSED	2	4	1G-MED08-387	PROTECT	1 092 283,68	339 291,90	64 260,00	11 340,00	0	0	1 507 175,58
CLOSED	4	1	1G-MED08-392	QUALIGOUV	1 363 500,00	454 500,00	0	0	0	0	1 818 000,00
CLOSED	1	2	1G-MED08-395	QUBIC	1 273 749,00	424 583,00	0	0	0	0	1 698 332,00
CLOSED	1	2	1G-MED08-419	RIMED	1 061 222,50	306 007,50	0	0	0	0	1 367 230,00
CLOSED	4	1	1G-MED08-425	Rururbal	1 278 334,12	426 111,38	0	0	0	0	1 704 445,50
CLOSED	2	3	1G-MED08-437	SECUR MED PLUS	1 222 500,00	394 167,00	0	0	0	0	1 616 667,00
CLOSED	2	1	1G-MED08-445	SHIFT	898 707,00	299 569,00	0	0	0	0	1 198 276,00
CLOSED	1	2	1G-MED08-454	SMILIES	1 263 500,00	392 300,00	0	0	0	0	1 655 800,00
CLOSED	1	1	1G-MED08-458	SOSTENUTO	1 162 581,22	347 590,66	0	0	112 000,00	19 764,00	1 641 935,88
CLOSED	2	1	1G-MED08-463	SusTEn	1 210 500,00	384 300,00	0	0	0	0	1 594 800,00
CLOSED	2	2	1G-MED08-477	Teenergy schools	999 500,00	306 500,00	0	0	0	0	1 306 000,00
CLOSED	3	1	1G-MED08-478	TERCONMED	1 162 628,00	369 206,00	0	0	0	0	1 531 834,00
CLOSED	1	1	1G-MED08-482	TEXMEDIN	1 426 312,50	475 437,50	0	0	0	0	1 901 750,00
CLOSED	3	1	1G-MED08-495	TRANSit	1 013 152,50	286 840,12	0	0	0	0	1 299 992,62
CLOSED	4	1	1G-MED08-511	WASMAN	1 250 095,00	366 866,00	0	0	0	0	1 616 961,00
CLOSED	2	1	1G-MED08-515	WATERinCORE	773 375,00	235 125,00	0	0	0	0	1 008 500,00
CLOSED	1	2	1G-MED08-525	WINNOVATE	1 152 950,00	368 670,00	0	0	0	0	1 521 620,00
CLOSED	2	1	1G-MED08-533	ZERO WASTE	999 955,87	304 302,06	0	0	0	0	1 304 257,93

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TRADITIONAL PROJECTS - 2ND CALL											
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Croatia	Croatian co finance	IPA Bosnia Herzegovina	Bosnian co finance	Total eligible budget
CLOSED	2	1	2G-MED09-003	2Bparks	1 623 500,00	487 166,66	0	0	0	0	2 110 666,66
CLOSED	1	2	2G-MED09-004	2InS Clusters	1 369 800,00	438 200,00	0	0	0	0	1 808 000,00
CLOSED	2	1	2G-MED09-015	AGROCHEPACK	880 300,00	277 700,00	0	0	0	0	1 158 000,00
CLOSED	2	1	2G-MED09-026	APICE	1 711 065,00	570 355,00	0	0	0	0	2 281 420,00
CLOSED	1	2	2G-MED09-062	CreaMED	1 005 000,00	295 000,00	0	0	0	0	1 300 000,00
CLOSED	3	1	2G-MED09-069	CYCLO	696 250,00	208 750,00	0	0	0	0	905 000,00
CLOSED	2	4	2G-MED09-070	CypFire	1 012 000,00	318 000,00	0	0	0	0	1 330 000,00
CLOSED	1	1	2G-MED09-086	EASY FINANCE	654 395,16	203 465,05	0	0	0	0	857 860,21
CLOSED	1	2	2G-MED09-091	ECOMARK	1 260 443,57	401 251,86	0	0	0	0	1 661 695,43
CLOSED	1	1	2G-MED09-093	ecomovel	725 833,49	241 944,51	66 515,90	11 738,10	0	0	1 046 032,00
CLOSED	1	2	2G-MED09-098	EMMA	933 017,48	311 005,85	0	0	0	0	1 244 023,33
CLOSED	2	2	2G-MED09-102	ENERMED	1 165 600,00	368 400,00	22 935,79	4 047,49	0	0	1 560 983,28
CLOSED	2	1	2G-MED09-103	enerscapes	1 393 625,00	366 875,00	0	0	0	0	1 760 500,00
CLOSED	2	4	2G-MED09-117	FOR CLIMADAPT	1 300 500,00	433 500,00	0	0	0	0	1 744 500,00
CLOSED	3	2	2G-MED09-119	FREIGHT4ALL	1 287 000,00	413 000,00	0	0	0	0	1 700 000,00
CLOSED	1	2	2G-MED09-139	HIDDEN	1 117 282,52	372 427,50	0	0	0	0	1 489 710,02
CLOSED	1	2	2G-MED09-148	ICS	1 336 382,59	445 460,86	0	0	0	0	1 781 843,45
CLOSED	1	2	2G-MED09-152	IKTIMED	1 419 074,99	432 425,01	0	0	0	0	1 851 500,00
CLOSED	4	1	2G-MED09-157	In.FLOW.ence	1 483 074,05	443 034,25	0	0	0	0	1 926 108,30
CLOSED	1	2	2G-MED09-164	InnoNauTICs	739 125,00	246 375,00	0	0	0	0	985 500,00
CLOSED	1	1	2G-MED09-174	IP-SMEs	779 241,90	259 747,30	0	0	0	0	1 038 989,20
CLOSED	1	1	2G-MED09-175	IRH-Med	742 620,37	247 540,13	54 730,31	9 658,29	0	0	1 054 549,10
CLOSED	1	2	2G-MED09-189	KnowInG	1 362 892,50	454 297,50	0	0	0	0	1 817 190,00
CLOSED	1	1	2G-MED09-190	KnowInTarget	1 274 650,00	406 350,00	0	0	0	0	1 681 000,00
CLOSED	3	2	2G-MED09-196	LiMIT4WeDA	1 004 495,00	281 920,01	0	0	0	0	1 286 415,01
CLOSED	3	1	2G-MED09-199	LOSAMEDCHEM	1 301 053,00	367 127,00	0	0	0	0	1 668 180,00
CLOSED	2	1	2G-MED09-209	MAREMED	1 498 600,00	480 066,66	0	0	0	0	1 978 666,66

TRADITIONAL PROJECTS - 2ND CALL											
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Croatia	Croatian co finance	IPA Bosnia Herzegovina	Bosnian co finance	Total eligible budget
CLOSED	1	1	2G-MED09-225	MED TECHNOPOLIS	1 500 000,00	500 000,00	0	0	0	0	2 000 000,00
CLOSED	2	2	2G-MED09-241	MEDEEA	1 142 532,65	314 181,11	0	0	0	0	1 456 713,76
CLOSED	2	1	2G-MED09-262	MEDIWAT	1 139 000,00	341 000,00	0	0	0	0	1 480 000,00
CLOSED	1	2	2G-MED09-263	MED-KED	948 488,22	285 469,64	0	0	0	0	1 233 957,86
CLOSED	2	1	2G-MED09-270	MEDPAN NORTH	1 814 915,00	565 910,00	0	0	0	0	2 380 825,00
CLOSED	4	1	2G-MED09-282	MedStrategy	833 531,00	257 524,00	0	0	0	0	1 091 055,00
CLOSED	1	1	2G-MED09-291	MEID	958 532,00	305 644,00	0	0	59 500,00	10 500,00	1 334 176,00
CLOSED	2	1	2G-MED09-302	MODELAND	1 349 979,38	412 043,79	0	0	0	0	1 762 023,17
CLOSED	2	1	2G-MED09-327	OSDDT-Med	1 028 662,25	326 108,75	0	0	0	0	1 354 771,00
CLOSED	4	1	2G-MED09-328	OTREMED	1 176 258,75	376 206,25	0	0	0	0	1 552 465,00
CLOSED	1	2	2G-MED09-331	PACMA <sup>n</sup>	1 191 015,46	373 786,49	0	0	0	0	1 564 801,95
CLOSED	3	1	2G-MED09-348	PORTA	1 111 155,00	345 849,00	0	0	0	0	1 457 004,00
CLOSED	1	1	2G-MED09-353	R&D Industry	1 059 125,00	293 375,00	0	0	0	0	1 352 500,00
CLOSED	1	2	2G-MED09-357	REINPO RETAIL	929 069,76	302 379,96	0	0	0	0	1 231 449,72
CLOSED	1	2	2G-MED09-362	Responsible MED	1 034 052,50	324 637,50	0	0	0	0	1 358 690,00
CLOSED	2	2	2G-MED09-381	SCORE	1 278 057,75	388 579,25	0	0	0	0	1 666 637,00
CLOSED	3	1	2G-MED09-382	SEATOLAND	1 274 850,00	388 150,00	0	0	0	0	1 663 000,00
CLOSED	2	1	2G-MED09-410	SylvaMED	971 911,35	306 214,65	0	0	0	0	1 278 126,00
CLOSED	1	2	2G-MED09-419	TEMA	840 718,07	280 239,35	0	0	0	0	1 120 957,42
CLOSED	2	3	2G-MED09-425	TOSCA	1 669 620,00	556 540,00	0	0	0	0	2 226 160,00
CLOSED	2	1	2G-MED09-445	WATERLOSS	1 436 841,00	409 947,00	0	0	0	0	1 846 788,00
CLOSED	1	2	2G-MED09-447	WIDE	1 172 530,50	390 843,50	0	0	0	0	1 563 374,00
CLOSED	1	2	2G-MED09-451	WOODE3	952 404,00	295 188,00	0	0	0	0	1 247 592,00
CLOSED	2	2	2G-MED09-452	ZeroCO2	1 403 560,73	467 853,58	0	0	0	0	1 871 414,31

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STRATEGIC PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Montenegro	Montenegrin co finance	Total eligible budget
CLOSED	2	2	1S-MED10-002	MARIE	4 511 098,00	1 402 782,00	123 454,00	21 786,00	6 059 120,00
CLOSED	2	2	1S-MED10-009	PROFORBIOMED	4 239 550,85	1 347 632,15	0,00	0,00	5 587 183,00
CLOSED	2	2	1S-MED10-029	ELIH-Med	6 582 891,25	2 029 763,75	0,00	0,00	8 612 655,00

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STRATEGIC PROJECTS - 1ST CALL - RECALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	2	3	2S-MED11-01	MEDESS-4MS	4 716 157,40	1 294 041,95	95 200,00	16 800,00	614 6317,00

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STRATEGIC PROJECTS - 2ND CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	3	1	2S-MED11-14	MEDNET	3 653 451,77	1 085 005,50	947 826,50	167 263,50	5 853 547,27
CLOSED	3	1	2S-MED11-29	FUTUREMED	4 010 042,50	1 224 007,50	0,00	0,00	5 234 050,00
CLOSED	3	2	2S-MED11-35	HOMER	2 728 711,62	837 725,88	85 000,00	15 000,00	3 666 437,50

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TARGET PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	1	1	1C-MED12-10	CO-EFFICIENT	1 236 575,00	338 925,00	276 250,00	48 750,00	1 900 500,00
CLOSED	2	2	1C-MED12-14	E2STORMED	1 103 853,08	345 903,12	251 183,95	44 326,58	1 745 266,73



TARGET PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	1	1	1C-MED12-17	ECOFUNDING	1 135 807,67	342 335,89	118 830,00	20 970,00	1 617 943,56
CLOSED	1	1	1C-MED12-19	EMILIE	1 453 119,10	434 099,19	266 432,53	47 017,50	2 200 668,32
CLOSED	2	2	1C-MED12-20	ENCERTICUS	928 690,47	309 563,49	0	0	1 238 253,96
CLOSED	1	1	1C-MED12-21	ENERGEIA	1 222 946,19	374 008,73	164 560,00	29 040,00	1 790 554,92
CLOSED	1	2	1C-MED12-29	FireMed	1 442 822,99	450 030,53	11 179,20	1 972,80	1 906 005,52
CLOSED	2	2	1C-MED12-33	GRASP	1 474 203,41	458 788,34	256 700,00	45 300,00	2 234 991,75
CLOSED	2	2	1C-MED12-35	GREEN PARTNERSHIPS	1 236 855,00	326 405,00	350 880,00	61 920,00	1 976 060,00
CLOSED	1	1	1C-MED12-37	GREENBERTH	1 063 286,25	328 828,75	190 400,00	33 600,00	1 616 115,00
CLOSED	2	2	1C-MED12-48	MAIN	1 479 090,00	493 030,00	0	0	1 972 120,00
CLOSED	2	2	1C-MED12-68	PV-NET	1 015 766,30	263 759,70	0	0	1 279 526,00
CLOSED	2	2	1C-MED12-70	REMIDA	1 083 329,00	339 691,00	147 254,00	25 986,00	1 596 260,00
CLOSED	2	2	1C-MED12-73	REPUBLIC-MED	1 152 210,72	384 070,24	314 484,11	55 497,19	1 906 262,26
CLOSED	1	1	1C-MED12-78	SINERGIA	1 308 165,17	407 639,02	166 682,92	29 414,63	1 911 901,74
CLOSED	1	2	1C-MED12-83	SMARTinMED	1 002 645,00	334 215,00	76 500,00	13 500,00	1 426 860,00
CLOSED	2	2	1C-MED12-85	SMART-MED-PARKS	1 017 266,25	323 988,75	95 871,50	16 918,50	1 454 045,00
CLOSED	2	2	1C-MED12-87	SMILE	1 216 899,75	405 633,25	212 500,00	37 500,00	1 872 533,00
CLOSED	1	1	1C-MED12-94	WIDER	1 750 131,90	542 010,10	198 563,40	35 040,60	2 525 746,00

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TARGET PROJECTS - 2ND CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	3	1	2C-MED12-08	iFreightMED-DC	1 606 700,00	464 712,00	0	0	2 071 412,00
CLOSED	3	1	2C-MED12-05	INTE-TRANSIT	1 395 767,49	438 434,49	0	0	1 834 201,98
CLOSED	3	1	2C-MED12-13	MED.I.T.A.	1 425 000,00	475 000,00	56 451,00	9 962,00	1 966 413,00
CLOSED	3	1	2C-MED12-21	MED-PCS	1 426 252,50	475 417,50	0	0	1 901 670,00

CAPITALIZATION PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	1	1	1CAP-MED12-01	3C 4 Incubators	961 344,25	300 355,75	0	0	1 261 700,00
CLOSED	1	2	1CAP-MED12-02	ACCELMED	524 236,05	162 745,65	0	0	686 981,70
CLOSED	1	2	1CAP-MED12-07	CITEK	988 250,00	296 750,00	0	0	1 285 000,00
CLOSED	2	4	1CAP-MED12-08	COASTGAP	1 042 000,00	318 000,00	0	0	1 360 000,00
CLOSED	1	2	1CAP-MED12-10	CreativeMED	1 020 250,00	304 750,00	0	0	1 325 000,00
CLOSED	1	1	1CAP-MED12-12	ECO-SCP-MED	804 045,50	250 248,50	0	0	1 054 294,00
CLOSED	2	1	1CAP-MED12-19	MEDLAND2020	788 363,05	244 213,95	42 512,75	7 502,25	1 082 592,00
CLOSED	1	2	1CAP-MED12-21	MER	867 250,00	257 750,00	0	0	1 125 000,00
CLOSED	3	1	1CAP-MED12-26	OPTIMIZEMED	853 500,00	260 500,00	0	0	1 114 000,00
CLOSED	4	1	1CAP-MED12-27	philoxeniaplus	645 250,00	185 750,00	0	0	831 000,00
CLOSED	4	1	1CAP-MED12-29	Sha.p.e.s.	981 310,00	313 890,00	0	0	1 295 200,00
CLOSED	4	1	1CAP-MED12-34	URBAN_EMPATHY	864 500,00	275 500,00	72 250,00	12 750,00	1 225 000,00
CLOSED	2	1	1CAP-MED12-35	ZEROWASTE PRO	656 946,98	194 102,32	35 887,69	6 332,31	893 269,30

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MARITIME PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	1	1	1M-MED14-10	MITOMED	443 500,00	126 500,00	0,00	0,00	570 000,00
CLOSED	1	1	1M-MED14-11	NEMO	322 062,35	88 218,65	0,00	0,00	410 281,00
CLOSED	1	1	1M-MED14-04	CoRINThos	438 322,50	131 447,50	0,00	0,00	569 770,00
CLOSED	1	2	1M-MED14-14	TOURMEDASSETS	200 500,00	59 500,00	0,00	0,00	260 000,00
CLOSED	1	2	1M-MED14-01	BLUENE	382 800,00	114 400,00	0,00	0,00	497 200,00
CLOSED	1	2	1M-MED14-05	ENERCOAST	289 000,00	78 000,00	0,00	0,00	367 000,00
CLOSED	2	1	1M-MED14-07	Med-IAMER	265 240,00	88 413,50	0,00	0,00	353 653,50
CLOSED	2	1	1M-MED14-12	POSEIDON	269 595,00	89 865,00	0,00	0,00	359 460,00

MARITIME PROJECTS - 1ST CALL									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	2	2	1M-MED14-06	FishMPABlue	352 500,00	117 500,00	0,00	0,00	470 000,00
CLOSED	2	3	1M-MED14-02	CAIMANs	533 250,00	177 750,00	0,00	0,00	711 000,00
CLOSED	2	3	1M-MED14-08	MEDTRENDS	436 834,25	141 344,75	0,00	0,00	578 179,00
CLOSED	3	1	1M-MED14-09	MERMAID	469 875,27	156 625,08	0,00	0,00	626 500,35
CLOSED	3	1	1M-MED14-13	SMART-PORT	506 500,00	153 500,00	0,00	0,00	660 000,00
CLOSED	4	2	1M-MED14-03	COM&CAP MarInA-Med	499 500,00	166 500,00	0,00	0,00	666 000,00

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TECHNICAL ASSISTANCE									
Statut	Priority	Objective	Internal reference	Acronym	ERDF	National co finance	IPA Funds	IPA National co finance	Total eligible budget
CLOSED	5	-	MED-AT 2007_2015	Assistance Technique	12 787 090,00	2 256 544,48	481 467,45	84 964,85	14 317 466

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