

Programme Manual

Transnational Cooperation Programme Interreg

Balkan-Mediterranean 2014-2020

CCI 2014TC16M4TN003

Adopted by the Monitoring Committee in Corfu, on 26.11.2015

Table of Contents

Abbreviation.....	4
Glossary	5
Introduction	11
Purpose and Content of the Balkan-Mediterranean Programme Manual	12
SCOPE AND PURPOSE OF TRANSNATIONAL COOPERATION IN THE BALKAN-MEDITERRANEAN PROGRAMME	13
Main objectives of the BalkanMed Programme	13
Regions belonging to the Balkan-Mediterranean area	14
Financing Activities located outside the programme area	15
Identification of the partners.....	16
Partners from the Balkan-Mediterranean area	16
Partners located outside the Balkan-Mediterranean area	16
Official Language of the Programme	16
PRIORITIES IN THE BALKAN-MEDITERRANEAN AREA.....	17
The Strategy: Programme priorities, specific objectives and intervention areas.....	19
Priority Axis 1: Entrepreneurship & Innovation	19
Priority Axis 2: Environment.....	25
Principles adopted for the formulation and orientation of the BalkanMed Programme.....	31
Sustainable development.....	31
Equal opportunities and non-discrimination	32
Equality between men and women	33
Transnational and sustainable dimension	33
Link of the Balkan-Mediterranean Programme to the EU Macroregional Strategies.....	35
The EU Strategy for the Danube Region	35
The EU Strategy for the Adriatic-Ionian Region	36
Analysis of the European Parliament resolution on an EU Strategy for the Black Sea Region (EUSBS).....	36
MANAGEMENT OF THE PROGRAMME.....	37
Responsibilities of the Balkan-Mediterranean Partner States.....	37
The management structure of the BalkanMed Programme.....	39
The Monitoring Committee.....	39

The Managing Authority	40
The Joint Secretariat	43
The Certifying Authority	44
The Audit Authority and the list of bodies designated to carry out audit tasks (members of GoA).....	46
The National Coordination	47
The Controllers for management verifications and the list of bodies designated to carry out controls (designated controllers in Partner States).....	49
The Lead Partner	52
The Project Partner	52
The Observer Partner	52
FINANCIAL ARRANGEMENTS.....	54
Financing operations.....	54
Financing instrument for EU Member States.....	54
Financing instrument for IPA Partners - Integration of IPA funding	54
National contribution	56
De-commitment of ERDF & IPA co-financing (n+3 rule)	56
ANNEX: The Intervention Logic of the BalkanMed Programme	57

Abbreviation

AA	Audit Authority
AF	Application Form
AR	Application for Reimbursement
CA	Certifying Authority
CP	Cooperation Programme
DVE	Declaration on Validation of Expenditure
ERDF	European Regional Development Fund
EC	European Commission
EU	European Union
FLC	First Level Control
FLCer	First Level Controller
GoA	Group of Auditors
IPA	Instrument for Pre-accession Assistance
JS	Joint Secretariat
LP	Lead Partner
MA	Managing Authority
MC	Monitoring Committee
MIS	Management & Information System
MS	Member State
NA	National Authority
NCP	National Coordination Point
NUTS	Nomenclature of Territorial Units for Statistics
PIM	Project Implementation Manual
PP	Project Partner
PRAG	Practical Guide to Contract procedures for EU external actions
SME	Small and Medium-size Enterprise

Glossary

A general glossary of the most common terms used for programme and project management is presented below.

Action Plan	<p>An action plan should break down the strategy goals and objectives into specific tasks. It should include the sequence of steps to be taken, or activities that must be performed, for a strategy to succeed. Therefore it should include a time line, the financial resources and a definition of the responsible actors.</p> <p>This type of output can relate either to the development of new or further improvement, revision and/or update of existing action plans as well as their subsequent implementation. It should not be mixed up with the concept of Working Plan.</p>
Activity	<p>An activity can be defined as a process, what is done for a particular purpose. Each Work Package is divided in deliverables deriving from specific activities. Activities have to lead to the development of one or more project deliverables - outputs.</p>
Audit	<p>The term “Audit” is used for the second level audit performed by the Audit Authority (Group of Auditors) or by external auditors on behalf of the Audit Authority in compliance with Art. 127 of CPR. Second level audit covers the verification, on a sample basis, of already validated and approved project expenditure.</p>
Audit Authority (AA)	<p>Auditing officers of Hellenic General Accounting Office/ Financial Audit Committee appointed for auditing the expenditures and the control system of the Programme, in accordance with Article 123(4) of the CPR and Article 21(1) of the ETC Regulation and in compliance with Article 128 of the CPR shall carry out the functions laid down in Article 127 of the CPR and Article 25 of ETC Regulation. It collaborates with the national auditing officers within the Group of Auditors.</p>
Capacity building	<p>Capacity building encompasses human, scientific, technological, organisational, institutional and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation.</p>
Capitalisation	<p>Organisation of data concerning the implementation of programmes, projects, their impacts, the methods used in order to make the accumulated experience usable for other programmes, projects or stakeholder groups.</p>

Case study	<p>The Case study is a descriptive, exploratory or explanatory analysis of a person, events, decisions, periods, projects, policies, institutions, or other systems from a holistic point of view. It is a method of inquiring a real-life case in order to explore causation and find underlying principles.</p>
Certifying Authority (CA)	<p>Accounting officer of Hellenic Paying Authority for the CSF, the Community Initiatives and the Cohesion Fund appointed for certifying the expenditures of the Programme, in accordance with Article 123(2) of the CPR shall carry out the functions laid down in Article 126 of the CPR.</p>
Cluster	<p>Groupings of independent undertakings — innovative start-ups, small, medium and large undertakings as well as research organisations — operating in a particular sector and region and designed to stimulate innovative activity by promoting intensive interactions, sharing of facilities and exchange of knowledge and expertise and by contributing effectively to technology transfer, networking and information dissemination among the undertakings in the cluster.</p> <p>These groups may be recognized in a formal way or operate as informal networks as long as they constitute a stable ecosystem.</p>
Comparative analysis	<p>Comparative analysis is the item-by-item comparison of two or more processes, qualifications and sets of data, system, products, comparable alternatives or the likes.</p>
Control	<p>Verifications carried out at level of Partner’s Country, covering administrative, financial, technical and physical aspects of projects. Verifications shall ensure that the expenditure declared is real, that the products and services have been delivered, and that the projects and expenditures comply with relevant Community and national rules.</p>
Control system	<p>System established to validate the expenditure of the Lead Partner/ Project Partner at national level, according to Article 72 of the CPR.</p>
Conference	<p>A conference is usually a broad event towards end-targets to disseminate results of the projects.</p>
Consultation	<p>A consultation is a way of investigating a subject consulting relevant targets.</p>
Contribution	<p>Counterpart to programme co-financing secured by the partners (paid by the partners from their own resources or paid to the partners from external sources). Depending on the source of contribution (partner’s own resources, external sources) and their legal status, the contribution can be public and/or private.</p>
Cooperation area	<p>The area covered by the BalkanMed Programme: Albania, Bulgaria, Cyprus, Greece, The former Yugoslav Republic of Macedonia (entire countries).</p>
Cooperation criteria	<p>The four joint criteria used to measure to what extent projects cooperate. According to Art. 11(4) of ETC Regulation (EU) No 1299/2013, project partners shall cooperate in the development and implementation of projects. In addition, they shall cooperate in the</p>

Cooperation Programme	<p>staffing or the financing of projects, or in both.</p> <p>A document developed jointly by EU countries and /or regions of a specific territory and approved by the EU Commission. This document defines priorities of the related territory as well as the programming required to achieve these.</p>
Database	<p>Databases organise data via multiple entries and enable research and filters. A special attention must be paid to the format of a database to be usable and reusable and regularly updated.</p>
ERDF	<p>European Regional Development Fund. An EU fund which is intended to help reduce imbalances between regions of the Community. The Fund was set up in 1975, and grants financial assistance for development projects in the poorer regions. In terms of financial resources, the ERDF is by far the largest of the EU's Structural Funds.</p> <p>The main aim of the ERDF is to overcome the structural deficiencies of the poorer regions in order to overcome the gap between these regions and the richer ones.</p>
Feasibility study	<p>A feasibility study is an analysis and evaluation of a set of actions to determine if it is feasible (technically and financially within the time frame) and profitable.</p>
First Level Control (FLC)	<p>National controllers designated in each Participating Country for carrying out the First Level Control on the expenditures.</p>
Fraud	<p>According to the Convention drawn up on the basis of Article K.3 of the Treaty on European Union, on the protection of the European Communities' financial interests, "fraud", in respect of expenditure, is defined as '... any intentional act or omission relating to:</p> <ul style="list-style-type: none"> "- the use or presentation of false, incorrect or incomplete statements or documents, which has as its effect the misappropriation or wrongful retention of funds from the general budget of the European Communities or budgets managed by, or on behalf of the European Communities; - non-disclosure of information in violation of a specific obligation, with the same effect; - the misapplication of such funds for purposes other than those for which they were originally granted."
GAP analysis	<p>This process is aimed at identifying the requirements that will enable the target to reduce or close the gap between its current situation and its potential performance using existing resources. Gap analysis provides the basis for determining whether desired outcomes are realistic based on time, money and human resources available to achieve them.</p>
Geographic Information System (GIS)	<p>A geographic information system (GIS) is a computer system designed to capture, store, manipulate, analyse, manage, and present all types of geographical data.</p>
Horizontal principles	<p>Horizontal principles, in the context of EU funded work, are core principles of importance that cut across and have relevance to all areas of the work of EU funded projects.</p> <p>There are three EU horizontal principles: sustainable development,</p>

	<p>equal opportunities and nondiscrimination, and equality between men and women.</p>
Indicator	<p>An indicator can be defined as a way of measuring an objective to be met, a resource committed, an effect obtained, a gauge of quality or a context variable. An indicator should be made up by a definition.</p>
IPA	<p>Instrument for Pre-accession Assistance (2014-2020). Funds available to partners from countries engaged in the (pre-) accession process to the EU: Albania, Bosnia and Herzegovina, Iceland, Kosovo, Montenegro, Serbia, Turkey, The former Yugoslav Republic of Macedonia. In the framework of the BalkanMed Programme only partner from Albania and The former Yugoslav Republic of Macedonia are eligible.</p>
Irregularity	<p>According to preamble 36 of the CPR, an irregularity is defined as ‘...any breach of Union law, or of national law relating to its application, resulting from an act or omission by an economic operator¹ involved in the implementation of the ESI Funds, which has, or would have, the effect of prejudicing the budget of the Union by charging an unjustified item of expenditure to the budget of the Union’.</p>
Joint Secretariat (JS)	<p>Expert team charged to assist the Programme bodies in the management and Programme implementation.</p>
Lead Partner (LP)	<p>Project participant taking the overall responsibility for the development and the implementation of a project. Each Lead Partner is expected to conclude the Partnership Agreement (with its project partners) and the Subsidy Contract (with the Managing Authority), ensure a sound transnational project management as well as the project implementation, an efficient exchange of information among the partnership and with the Programme bodies, and the reception of the reimbursements by the partners in full and as quickly as possible.</p>
Macro-regional strategy	<p>A macro-regional strategy is an integrated framework endorsed by the European Council, which may be supported by the European Structural and Investment Funds among others, to address common challenges faced by a defined geographical area relating to Member States and third countries located in the same geographical area. In this framework they benefit from strengthened cooperation contributing to achievement of economic, social and territorial cohesion.</p>
Managing Authority (MA)	<p>Authorising officers of Hellenic Managing Authority of European Territorial Cooperation (MA ETCP) appointed for managing the Programme.</p>
Map	<p>A map is a technical cartography – charts of risks, vulnerabilities, etc. – available under open source and easily re-operable format.</p>
Meeting	<p>A meeting is an event usually targeted at a very specific and limited public.</p>
National Coordination Point (NCP)	<p>The National Coordination Points are set up by each Member State up in coherence with their administrative system.</p>
Observer Partner (OP)	<p>Any actor invited by the partnership to take part in the project in an observant role or with advisory capacity. OP are not eligible to receive</p>

¹ To be understood as any Project Partner (including Lead Partner) participating in an approved project.

Pilot action	<p>EU funding.</p> <p>A pilot action means the implementation of schemes of an experimental nature to test, evaluate and/or demonstrate its feasibility with the aim to capitalise on those results and transfer practices to other institutions and territories.</p>
Policy paper	<p>A policy paper is a decision-making tool that:</p> <ul style="list-style-type: none"> • defines an urgent policy issue; • identifies and evaluates policy options; • and recommends a preferred alternative. <p>It does not aim at gathering and analysing data about a policy problem (i.e. research), but at developing a set of recommendations for action.</p> <p>The policy paper should provide comprehensive and persuasive arguments justifying the policy recommendations presented and serve as a call to action for the target audience. Achieving this usually involves:</p> <ol style="list-style-type: none"> 1. Defining an urgent policy issue which needs to be addressed. 2. Outlining the possible ways (policy alternatives) in which this issue can be addressed. 3. Evaluating the probable outcomes of these options. 4. Recommending a preferred alternative (policy recommendation) and providing a strong argument to establish why your choice is the best possible option.
Private contribution	<p>The Programme funds meet only a proportion of the project expenditure. The remaining has to be covered from other sources, which can be the partner's own resources, but not from another EU fund.</p> <p>Private contribution refers to the amount secured by the partners from sources having a private legal status (see also Contribution).</p>
Project Partner/ Partner (PP)	<p>Body, whether public or private, responsible for initiating or implementing projects. In the context of the BalkanMed Programme, project partners are public bodies, bodies governed by public law or non-profit making bodies governed by private law carrying out an individual project and receiving public EU funds.</p>
Public contribution	<p>The Programme funds meet only a proportion of the project expenditure. The remaining has to be covered from other sources, which can be the partner's own resources, but not from another EU fund.</p> <p>Public contribution refers to the amount secured by the partners from sources having a public legal status (see also Contribution).</p>
Quadruple helix	<p>Innovation model involving institutional bodies, research sphere, business sector and citizens in the process.</p>
Risk assessment	<p>Process to identify potential hazards and analyze what could happen if a hazard occurs.</p>
Roadmap	<p>The roadmap is a synthetic document which defines the broad outline, and especially the stages of a policy, a strategy or an action plan.</p>
Seminar	<p>A seminar presents results of a project in a pedagogic way. The number of participants is limited and well-targeted.</p>
Small-scale	<p>Facilities or infrastructures of limited size or scope, which are essential</p>

investments	<p>to the successful implementation of a pilot activity. Their purpose must be the demonstration of the feasibility and effectiveness of a proposed solution (e.g. services, tools, methods or approaches). Costs associated to “small scale investment” should be foreseen under the budget line 6 – infrastructure and works expenditure.</p>
SWOT analysis	<p>The SWOT analysis (matrix) analyses Strengths, Weaknesses, Opportunities and Threats that enables the evaluation the strategic options for a domain. It implies two diagnosis: external, studying the environment: Opportunities and Threats; and internal: Strengths and Weaknesses of the domain of activity.</p>
Tool	<p>A tool is to be understood as a mean for accomplishing a specific task or purpose. Tools should be jointly developed at transnational level and innovative. They comprise amongst others analytical tools, management tools, technical tools, software tools, monitoring tools, planning tools, decision support tools, evaluation tools etc. To be effective, a tool must be tailored to user needs and the respective framework conditions and has to be comprehensive and durable. This type of output or deliverable relates either to the joint development of new or further improvement and/or adaptation of existing durable tools as well as their subsequent operational implementation.</p>
Training	<p>Training is to be understood as providing persons with the understanding, knowledge, skills, competences and access to information required in particular occupations. Training may encompass any kind of education (general, specialised or vocational, formal or non-formal, etc.). Training measures should be jointly developed at transnational level and tailored according to the needs of the specific territories, target groups and stakeholders addressed by the operation.</p>
Workshop	<p>A workshop is an interactive and targeted session with a limited number of relevant stakeholders. The result of the workshop is a progress in the content development.</p>

Introduction

The “Balkan-Mediterranean 2014-2020” is a new transnational cooperation programme, deriving from both, the split of the “South East 2007 – 2013” and the strong will of the “Balkan-Mediterranean” participating countries to promote cooperation in the area. The programme brings together five (5) countries, three (3) EU member states (Bulgaria, Cyprus and Greece) and two (2) candidate countries, Albania and the former Yugoslav Republic of Macedonia.

It is the first time ever that the European cooperation addresses the Balkan Peninsula and the Eastern Mediterranean Sea together, in a joint effort across maritime and terrestrial borders, to contribute to the “EU 2020” strategy, for smart, sustainable and inclusive growth.

After a long period of various cooperation forms, the “Balkan-Mediterranean 2014-2020” transnational cooperation programme has been identified as a structured tool to strengthen cooperation in the area, capitalising on experiences and results achieved so far. Accordingly, the programme supports the know-how and experiences’ sharing, improvement of the public policies and networking, between national, regional and local authorities and other territorial actors of the whole Balkan-Mediterranean cooperation area. It is a new cooperation opportunity that enriches the “European territorial cooperation goal” of the new programming period ahead, 2014 – 2020.

The Balkan – Mediterranean Programme is co-financed by the European Regional Development Fund (ERDF) with **28.330.108,00 Euros**. The total support from the Instrument for Pre-Accession Assistance (IPA) fund accounts for **5.126.138,00 Euros**. Therefore, **the total budget of the Programme**, including national contribution, is **39.727.654,00 Euros**.

For the overall cooperation area, **a co-financing rate of 85%** is applied (excl. Technical Assistance).

The **official language** of the Programme is **English**.

Purpose and Content of the Balkan-Mediterranean Programme Manual

The purpose of the Balkan-Mediterranean Programme Manual (hereinafter BalkanMed PM) is to provide stakeholders and potential project applicants with information about the Programme with regard to the overall strategy and objectives of the Programme, the management structure and further implementation arrangements for the Programme. The BalkanMed PM does not replicate the cooperation programme, but adds depth and further elaboration to its content.

The BalkanMed PM is one of the main programme documents and a major component of the Application Pack. Detailed and specific information for the submission of a project proposal and the implementation and monitoring of a project can be found to the Balkan-Mediterranean Project Implementation Manual (BalkanMed PIM). There is an effort the information given in the main programme documents to be supplementary and not duplicated.

For additional information, please visit the BalkanMed website at www.interreg.gr.

SCOPE AND PURPOSE OF TRANSNATIONAL COOPERATION IN THE BALKAN-MEDITERRANEAN PROGRAMME

The Transnational Cooperation Programme Interreg “Balkan-Mediterranean 2014-2020” (hereinafter BalkanMed Programme or BMP) brings together five (5) yet quite diverse countries in many aspects. Diversity and geography include a strong cooperation potential that can bring into better focus important concerns shared by all five (5) participating countries: Albania, Bulgaria, Cyprus, the former Yugoslav Republic of Macedonia and Greece.

Main objectives of the BalkanMed Programme

In view of the needs and challenges of the programme area, the BalkanMed Programme’s overall objective is to build on shared territorial assets and ***promote integrated territorial development and cooperation for a more competitive and sustainable Balkan – Mediterranean area.***

To reach this objective, considering both, limited financial resources and regulatory requirements on “thematic concentration”, the Programme focuses on local entrepreneurship potential and on natural assets, mutually supported by a capacity building scheme. It is a holistic approach clearly targeting the area’s smart and sustainable growth potential, horizontally supported by a comprehensive training scheme to improve labour force skills and motivate inclusive growth. Therefore, the TNCP “Balkan-Mediterranean 2014-2020” programming framework totally embeds the EU 2020 strategy for smart, sustainable and inclusive growth.

The BalkanMed Programme is expected to have a significant impact on the area, enhancing regional cooperation through structured EU support as well as promoting further EU integration. Transnational cooperation may contribute to improve regional and territorial practices. Hence, the BalkanMed Programme will grant a specific attention to the coherence, complementarity and transfer of experiences and practices with **regional and national programmes** that can feed transnational actions and benefit of their results. For 2014-2020, the **transfer of experience** between actors, territories and programme is considered as a major goal for the Balkan-Mediterranean Operational Programme.

This will be done taking into account the potential and challenges of specific sectors related to the **blue and green growth**. Moreover, the Programme shares large parts of its cooperation area (Greece & Albania) with the EU strategy for the Adriatic and Ionian Region (EUSAIR), with the Danube macro-regional strategy (Bulgaria) as well as with the Black Sea Synergy (Greece and Bulgaria). Therefore, the Programme may contribute to scaling up synergies in similar topics, while coordination with the CBC and other transnational programmes in the Mediterranean area has also been considered.

Taking into account the aim to mobilise the growth potential of the participating countries and the region as a whole, the following **added value** fields have been identified and confirmed through the public consultation process:

- ↳ **Geography:** as the programme addresses actors across all over the participating countries' areas, transnational cooperation partnerships can be built from all over the five (5) participating countries and not just from a limited number of border regions.
- ↳ **Diversity:** the programme covers internal and external EU borders, both terrestrial and maritime. Consequently, the programme can unfold both strands of the EU 2020 strategy, terrestrial and maritime pillars, triggering green and blue growth accordingly.
- ↳ **Growth drivers' range:** as a result of its extended geography and diversity the programme addresses a wider pool of growth drivers sharing common challenges that can accordingly be addressed by a wider pool of methods and practices.
- ↳ **Critical mass:** transnational territorial cooperation is of particular value as transnational cooperation partnerships can secure economies of scale and critical mass, enhancing mobilisation capacity and innovation potential, both key competitiveness issues to overcome markets' fragmentation.
- ↳ **Policy learning and governance:** learning through cooperation is an effective mechanism for spreading know-how and enhance capacities and skills. Focused transnational cooperation can improve governance delivery in both public and corporate sectors.
- ↳ **Building structures for further cooperation:** association of structures (administrative, institutional, social and private) and networking in cooperation programmes facilitate continuity and sustainability of lessons learned while at the same time they are setting the basis for further and more focused cooperation schemes.

Taking into account the programme's territorial dynamics as well as limited financial resources, a strong thematic focus has been promoted taking also advantage of the possibility to combine Investment Priorities from different Thematic Objectives in order to increase impact, effectiveness and coherence within each priority challenge tackled by the respective priority axis. Thus the programme develops a leverage effect on regional development by investing in the holistic capacity to boost entrepreneurship, to protect the environment and to promote the efficient use of available resources.

Regions belonging to the Balkan-Mediterranean area

The TNCP "Balkan-Mediterranean 2014-2020" from the list of eligible regions and areas for the transnational strands of the European Territorial Cooperation (ETC) objective covers the following areas:

The EU Member States

- Bulgaria: the entire country
- Cyprus: the entire country
- Greece: the entire country

The IPA Partner States

- Albania: the entire country
- The former Yugoslav Republic of Macedonia: the entire country

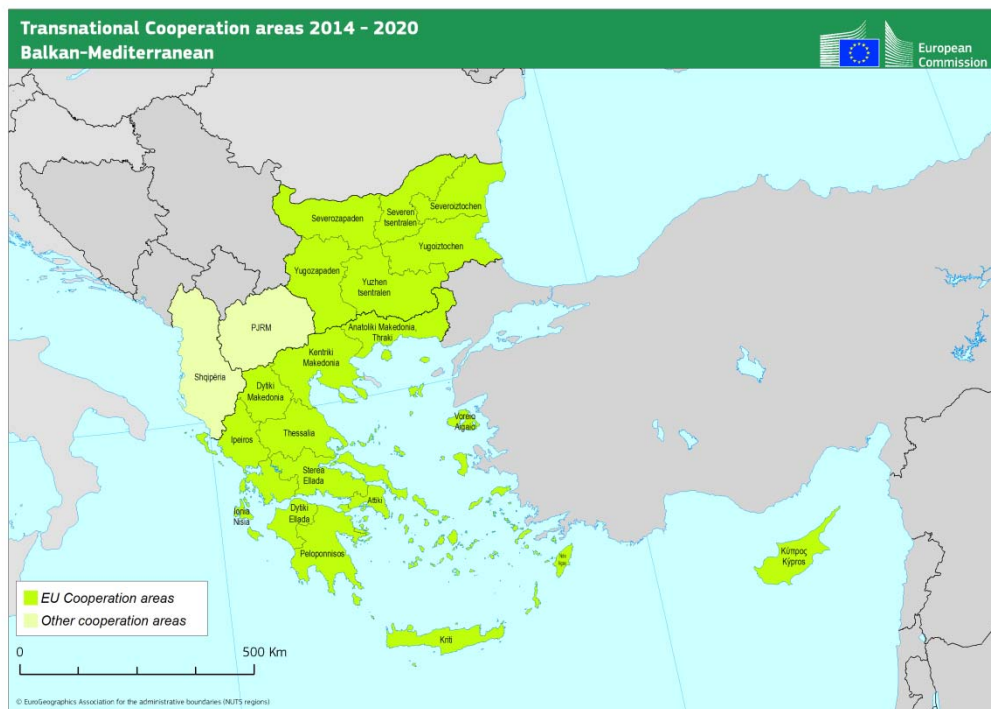


Figure 1: Map of the cooperation area

Financing Activities located outside the programme area

The BalkanMed programme area covers three EU Member States and two IPA Partner States, as mentioned above. In principle, all activities of a project should take place within this programme area. If a project plans to finance activities or events outside the programme area, this is possible in the context of cooperation Programmes and in duly justified cases, provided that Article 20 of Regulation (EU) No 1299/2013 is

respected and the total amount allocated to activities located outside the Programme area shall not exceed 20% of the support from the ERDF at programme level. The 20% threshold of ERDF at programme level will be brought down to the project level.

If activities (including travel and accommodation) and/ or events are planned outside the programme area, the following conditions need to be satisfied:

- a) the activity and/ or event are for the benefit of the Programme area;
- b) the activity and/ or event are essential for the implementation of the project;
- c) the implementation and/ or the relevance of the activity and/ or the event have been approved by the Programme beforehand.

Identification of the partners

Partners from the Balkan-Mediterranean area

The partners of the Balkan-Mediterranean area are located a) in the areas of the European Union (Bulgaria, Cyprus and Greece) and b) in the areas of the Balkan IPA countries (candidate to the EU) (Albania and the former Yugoslav Republic of Macedonia) that participate with another financial instrument, IPA funds (Instrument for Pre-Accession Assistance) all of which are covered by the “Balkan-Mediterranean 2014-2020” Cooperation Programme.

Partners located outside the Balkan-Mediterranean area

The participation of partners located outside the Balkan-Mediterranean area is possible only under the *observer partner* status. Observer partners are not eligible to receive ERDF funding. In case of observer partners, please note that their participation shall be declared in the Application Form, although they **are not** considered part of the partnership scheme, their relevance and involvement should be clearly defined. Observer partners shall follow the general criteria for eligibility of partners.

The travel and accommodation costs for observer partners are eligible as long as they are paid by the partner(s) organizations listed in the Application Form. They need to be budgeted and reported under external expertise. In case the observer partner covers any expenditures on his own these expenditures should not be included in the project budget.

Official Language of the Programme

The **official language** of the Programme is **English**.

PRIORITIES IN THE BALKAN-MEDITERRANEAN AREA

To meet its overall objective the BalkanMed Programme is built on two priorities: *Entrepreneurship and Innovation* and *Environment*. Each priority is further broken down to specific objectives (SO), which define the aims of the Programme and are illustrated through the result indicators. The result indicators capture the change that the Programme wants to achieve in the region, while the output indicators define the tangible deliverables and visible products co-funded by the European Union.

The priorities and their specific objectives are described in detail.

The BalkanMed Programme priorities, specific objectives, result and output indicators are described below.

Balkan-Mediterranean Programme Priorities, Specific Objectives, Result & Output Indicators						
PA1: Entrepreneurship & Innovation			PA2: Environment			
Specific Objective (SO)	SO 1.1: Competitive territories: stimulating business performance through transnational linkages, clusters and networks	SO 1.2: Innovative territories: unleashing territorial potential to improve the transnational innovation capacity	SO 1.3: Territories of knowledge: entrepreneurial learning and knowledge transfer for more competitive SMEs	SO 2.1: Biodiversity: promoting ecological connectivity and transnational ecosystems' integration	SO 2.2: Sustainable territories: fostering transnational cooperation for resource efficiency and climate change resilience	SO 2.3: Delivery on environmental legal framework: improving transnational governance capacities
Result indicator (RI)	Transnational cooperation business links	SMEs introducing product or process innovations	Entrepreneurial learning cooperation schemes	Expansion of ecological connectivity and transnational ecosystems' integration of designated areas	Level of adaptation to resources efficiency and climate change resilience measures in alignment with EU policy	Capacity of public administration staff in environmental legislation content and delivery

Output indicator (OI)	Number of enterprises receiving support	Number of enterprises cooperating with research institutions	Number of participants in joint education and training schemes to support youth employment, educational opportunities and higher and vocational education across borders	Increase in expected number of visits to supported sites of cultural and natural heritage and attractions	Number of strategies/policies/plans/models and tools jointly developed and tested	Trained stakeholders
	Number of enterprises receiving non-financial support	Number of enterprises supported to introduce new to the firm products	Number of participants in joint local employment initiatives and joint training	Surface area of habitats supported in order to attain a better conservation status	Number of environmental friendly technologies' implementation related to the water/waste efficient management	Training programmes' implemented
	Business models or jointly developed instruments, tested and implemented including the ones related to the "green", "blue" and social economic sectors			Designated areas addressed (of which Natura 2000 sites)	Number of environmental friendly technologies' implementation related to climate change prevention and adaptation measures	Number of participants in transnational mobility initiatives

The Strategy: Programme priorities, specific objectives and intervention areas

Priority Axis 1: Entrepreneurship & Innovation

“Entrepreneurship & Innovation” ensures an integrated, structured and inclusive approach to effectively address territorial competitiveness and skills’ gap, to overcome markets’ fragmentation and foster business environment that could further unleash untapped cooperation potential.

Specific Objective 1.1

Competitive territories: stimulating business performance and extroversion through transnational linkages, clusters and networks

This specific objective aims to provide adequate support opportunities in order to improve the overall entrepreneurship environment within the programme area, by taking a transnational approach in involving new types of business models in economic activity, supporting/ exchanging ideas and encouraging innovations and at the same time enhancing the SMEs’ capacity by implementing actions related to technology transfer solutions in order to help SMEs in improving their competitiveness.

Promoting entrepreneurial activity through clusters and cluster policies, in all stages of the business cycle (from planning and launching to consolidation and growth) and encouraging cooperation of SMEs through SMEs’ thematic networks that are outward looking and fond of internationalization will help to overcome strong economic regional disparities prevailing in the region.

Expected results

- to strengthen entrepreneurship and clusters’ culture and promote new business model expansion;
- to improve competitiveness of existing SMEs, while promoting and supporting the emergence of new SMEs;
- to overcome poor business environment and contribute to favourable and business’ friendly conditions as a prerequisite for sustainable development;
- to motivate economic operators to contribute more to the national, transnational and EU GDP and create new and better jobs with planned support activities;
- to build on existing potential of the region and, within the EU policies framework, to help the participating countries to implement working solutions to support new business models and enhance territorial competitiveness.

Indicative list of actions supported & expected contribution

- ▶▶ Cooperation between clusters and business networks, sharing, transfer and testing activities and pilot implementation projects, such as development of methodologies, peer mentoring, workshops and seminars to exchange best practices on entrepreneurship including online based;
- ▶▶ Exploring, tapping and unleashing market opportunities in the field of the “green” and “blue” economic sectors, including the climate change adjustment sector across the whole Programme area;
- ▶▶ Cooperation networks of social enterprising anchoring the third economic sector potential to sustainable growth and jobs’ creation;
- ▶▶ Clusters and clusters’ networks’ promotion clearly oriented to jobs and new firms creation;
- ▶▶ Joint entrepreneurial activities’ development and expansion of cluster activities, including clusters’ networks’ cooperation targeting competitiveness, efficiency and adjustment to more diverse and/or more complex market demands;
- ▶▶ Joint framework development for joint business clusters both, in traditional and new products/services coupled with joint applications and tests’ development;
- ▶▶ Promote SMEs’ networking and structured exchanges focused on specific and customised expertise to deal with resource constraints, resources’ management efficiency and leverage entrepreneurial capacities; in this framework “green” and “blue” technology and uptake of best available techniques supporting environmental friendly processes and resource efficiency for SMEs will be prioritised together with support of enterprises already active in providing services related to low carbon economy and to climate change resilience;
- ▶▶ Feasibility studies and Action Plans coupled with pilot applications and tests of practical tools to strengthen competences and encourage entrepreneurship for innovation including social innovation (as e.g. healthcare, social inclusion: minorities, disabled persons, elderly etc.);
- ▶▶ Joint actions to assist fast access of the SMEs into various instruments/procedures targeting smart, sustainable and inclusive growth. Such actions may be:
 - Benchmarking of existing tools and good practices used for business model innovation coupled with joint pilot tests’ implementation;
 - joint market surveys and analysis on the transfer potential across sectors and Programme countries;
 - support of business information centres to assess and advise on the relevance of possible pilot actions and provide/moderate on-line collaborative tools for knowledge sharing and policy learning;
 - joint development and fast transfer of technology-driven solutions for SMEs and other socioeconomic actors in remote and sparsely populated

areas, aiming to overcome long distance disadvantage from SMEs support mechanisms;

- promotion of innovative processes and new business models' applications especially the ones related to the information and communication technologies (ICT).

Targeted territory

The whole Balkan – Mediterranean territory

Types of Beneficiaries (non-exhaustive list)

- ❖ Umbrella organisations of SMEs (such as chambers of commerce, of industry, economic chambers and other legal entities representing SMEs or SMEs professional networks in the programme area)
- ❖ Development and planning agencies
- ❖ Local, regional and national authorities involved in business' management
- ❖ Technology transfer centres and universities
- ❖ Innovation support networks
- ❖ Non-governmental and Civil Society organisations

The participation of profit-making private enterprises is not eligible.

Result indicator

Transnational cooperation business links

Output indicator

Number of enterprises receiving support;

Number of enterprises receiving non-financial support;

Business models or jointly developed instruments, tested and implemented including the ones related to the "green", "blue" and social economic sectors.

Specific Objective 1.2

Innovative territories: unleashing territorial potential improving the transnational innovation capacity of the business sector

This specific objective aims to provide adequate support to SMEs in order to improve their adjustment capacity to the changing socioeconomic and policy/ regulatory circumstances, by supporting/ facilitating business model innovation.

Expected results

- advance existing knowledge about business model innovation and creation of common understanding on business models with a focus on internationalisation;
- strategic re-orientation of business policies favouring entrepreneurial, social and digital innovation;
- foster a business friendly environment for growth and jobs;

- increase the attractiveness of the region for innovators.

Indicative list of actions supported & expected contribution

- ▶▶ Advance existing knowledge on innovation processes e.g. by identifying and benchmarking patterns, exploring management structures, streamline good practices, tools and procedures, analysing the transfer potential, etc.;
- ▶▶ Joint analyses at policy level of the barriers and opportunities/enabling factors for business' innovation, adjustment and growth;
- ▶▶ Actions for raising awareness, transferring knowledge and creating common understanding about business model innovation and commercialisation of innovation in the Balkan-Mediterranean area;
- ▶▶ Development of joint mechanisms addressing SMEs viability and competitiveness, including through environmental/energy resources' management, in order to improve SMEs efficiency and adjustment capacity in climate changing conditions;
- ▶▶ Transnational cooperation schemes of the "triple helix" type [between business sector, public sector and research / academic centres] inducing innovation processes and unleash innovation potentials;
- ▶▶ Transnational cooperation schemes of the "quadruple helix" type [between business sector, public sector, research / academic centres and civil society organisations] to explore growth potential of "place-based" opportunities in all socioeconomic sectors;
- ▶▶ Cooperation partnerships that make support and knowledge easily accessible including in sparsely populated and remote areas in order to overcome long distance from markets and achieve higher levels of performance and competitiveness.

Targeted territory

The whole Balkan – Mediterranean territory

Types of beneficiaries (non-exhaustive list)

- ❖ Umbrella organisations of SMEs (such as chambers of commerce, of industry, economic chambers and other legal entities representing SMEs or SMEs professional networks in the programme area)
- ❖ Development and planning agencies
- ❖ Local, regional and national authorities involved in business' management
- ❖ Technology transfer centres and universities
- ❖ Innovation support networks
- ❖ Non-governmental and Civil Society organisations

The participation of profit-making private enterprises is not eligible.

Result indicator

SMEs introducing product or process innovations

Output indicator

Number of enterprises cooperating with research institutions

Number of enterprises supported to introduce new to the firm products

Specific Objective 1.3

Territories of knowledge: entrepreneurial learning and knowledge transfer for more competitive SMEs

This specific objective aims to support entrepreneurial learning and to improve SMEs' entrepreneurial skills and overall competitiveness through vocational education, training, piloting and mentoring, in order SMEs to acquire the necessary skills/tools to boost their competitiveness, grow towards other markets and introduce innovation in all phases of their business cycle, to allow business' capacity adjustment and to prepare new generations to the new labour market needs.

Expected results

- Establish efficient links between business and vocational training;
- Build the necessary skills that will enable SMEs to benefit from knowledge and technology transfer and become more competitive;
- Develop joint mechanisms that will allow exchange and transfer of knowledge between regions and countries in the Balkan-Mediterranean space;
- Reduce the *brain drain* phenomena;
- Improve SMEs competitiveness, contribute to the national, transnational and EU GDP and create new and better jobs;
- Capitalise on the opportunities offered by existing and planned initiatives that link research and innovation with the business sector.

Indicative list of actions supported & expected contribution

- ▶▶ Joint organisation of vocational training schemes fostering entrepreneurial mind-set and increase/up-date skills and capacities of entrepreneurs, social entrepreneurs and potential entrepreneurs, including the unemployed and other disadvantaged groups;
- ▶▶ Support of strategic partnerships' establishment between education/training centres and other relevant actors, targeting entrepreneurship skills' up-date and development through joint programmes tailored to the SMEs' needs and market demands;
- ▶▶ Development of joint training curricula and tailor-made learning modules aiming to enhance SMEs competitiveness, including through practitioners' field visits exchange;

- ▶▶ Establishing long-term transnational networks to exchange experiences with regards to education and vocational training programmes geared to green jobs and blue economy;
- ▶▶ Exploring new innovative education and training methods/tools (e-learning and setting up e-learning programmes, lifelong learning, use of ICT) through technology and knowledge transfer;
- ▶▶ Encouraging the setting up or upgrading of social enterprises especially in less developed regions, urban, rural and remote areas with training and know-how support;
- ▶▶ Support training targeted in start-up businesses;
- ▶▶ Establish transnational networks of entrepreneurs aiming to improve competitiveness by sharing best-practices and knowledge, develop joint methodologies and promote peer mentoring between SMEs' practitioners;
- ▶▶ Promoting joint efforts among educational institutions and business community representatives in the programme area (including transfer of best practice and know how) to improve the quality of education (in particular vocational training) to better fit to the required skills of the current and future labour market;
- ▶▶ Setting up a transnational network of mentors (successful companies willing to participate in the development of newly established or young businesses from the region and developing training programmes).

The main target groups

Special attention will be granted to the *umbrella organisations* supporting entrepreneurs who are managing their own businesses with new technologies, education, training and competitive methods of developing and running their businesses. Cooperation among *SMEs and education institutions* will be enhanced, trainings will be provided, and sharing of experiences and know-how, and introduction of new methodologies to have sustainable businesses will be encouraged also. Investment in human capital will bring forging of partnerships and networks among *young entrepreneurs* across the programme area. This will increase the number of entrepreneurs engaging in businesses being qualitative and sustainable. These efforts will also increase employment in the programme area and also reduce brain drain.

Bearing also in mind that the Balkan – Mediterranean society involves *poor and disadvantaged groups*, the ones living in rural, sparsely populated and remote areas, support actions to encourage social entrepreneurship, start-up businesses and coordination between public education institutions, employment offices, NGOs and Civil Society organisations will be promoted to provide opportunities to outreach young people and create skills for them to start-up businesses.

Local, regional and national authorities will be encouraged to participate in order to establish a policy level tool/mechanism for long-term entrepreneurial support. Sharing of best practices will be promoted. Youth exchange programmes will be

encouraged, university, centres, organisations, public and local institutions relevant to the field of action will be promoted in this direction within the programme area.

Targeted territory

The whole Balkan – Mediterranean territory

Types of beneficiaries (*non-exhaustive list*)

- ❖ Vocational education and training institutes/centres
- ❖ Umbrella organisations of SMEs (such as chambers of commerce, of industry, economic chambers and other legal entities representing SMEs or SMEs professional networks in the programme area)
- ❖ Development and planning agencies
- ❖ Local, regional and national authorities involved in business' management
- ❖ Technology transfer centres
- ❖ Innovation support networks
- ❖ Non-governmental and Civil Society organisations

The participation of profit-making private enterprises is not eligible.

Result indicator

Entrepreneurial learning cooperation schemes

Output indicator

Number of participants in joint education and training schemes to support youth employment, educational opportunities and higher and vocational education across borders

Number of participants in joint local employment initiatives and joint training

Priority Axis 2: Environment

“Environment” ensures an integrated, holistic approach to improve the environment, to strengthen sustainable development and to generate sustainable growth and employment.

Specific Objective 2.1

Biodiversity: taking on the transnational challenge by promoting ecological connectivity and transnational ecosystems' integration

This specific objective aims to conserve and promote natural and cultural heritage and to strengthen the capacities of relevant actors for an ecosystem basis development approach promoting efficient use and valorization of the natural resources and cultural heritage.

By involving people in ecosystems restoration and in green and blue development, people start paying stronger attention to environmental changes and to the impact of those activities on natural and cultural heritage, since wide participation creates common ownership of the areas targeted.

The main emphasis will be on the policies, strategies, plans, management, coordination and planning tools that ensure environmental pressure decrease and avoid future conflicts. The development of common tools and shared management policies will be particularly pursued for natural and cultural heritage areas affected either by local pressures either by climate change.

Expected results

- Elaborate coherent and joined-up approaches in order to enhance the level of sustainable use of natural and cultural heritage, across the whole Balkan-Mediterranean transnational territory; The main change sought is an improvement of strategies, development plans, policies and joint planning tools shared by a wide range of socio-economic stakeholders in order to increase common “ownership” of the transnational natural resources and cultural heritage in both land and sea;
- Map and assess joint biodiversity challenges and in order to reduce ecosystems’ degradation and protect/conservate natural capital, accordingly.
- Increase sustainable employment opportunities through integrated management & monitoring of designated areas, including marine designated areas. A comprehensive global and joint management approach shall be considered, addressing a wide range of ecosystem services.
- Contribute to implement the Natura 2000 network and respective legislation, as it is behind schedule in all participating EU member states. In this framework, IPA countries will benefit from both, good and bad conservation attempts experienced by participating EU member states.

Indicative list of actions supported and expected contribution

- ▶▶ Development of joint strategies and policies promoting, testing and implementing concrete applications, tests, pilot projects and practices for sustainable management targeting blue/green growth, for integrated land/sea planning policies, for the EU environmental targets’ monitoring and implementation of the corresponding EU legislation, including Integrated Coastal Zone Management and Maritime Spatial Planning;
- ▶▶ Development of transnational action plans and transfer of concepts models for the:
 - protection, promotion and development of natural and cultural heritage sites, of designated areas and the Natura 2000 areas in particular;
 - prevention and mitigation of risks and consequences in natural/cultural heritage sites and designated areas affected by natural and man-made disasters;
- ▶▶ Establishment of transnational cooperation networks for knowledge and technology transfer on biodiversity and nature conservation issues:

- Network of professionals working in environmental legislation enforcement including lawyers, inspectors, prosecutors, judges encouraging best and bad practices' share.
 - Implementing and animating sustainable cooperation systems between the authorities in charge of the management and the update of strategies and solutions;
 - Cooperation of public and private institutions and NGOs in the fields of competence and capacity building;
 - Partnerships and networks of all relevant actors: public authorities and institutions, business support organisations, civil society organisations, NGOs, etc.
- ▶▶ Awareness raising campaigns, jointly designed and coupled with pilot application projects, aiming to enhance public information, awareness and education on environment policy;
 - ▶▶ Joint regional branding strategy to increase visibility and market uptake;
 - ▶▶ Develop environmental friendly behaviours that can also lead to resolve conflicts on land use issues;
 - ▶▶ Promotion of scientific knowledge (studies, maps, reports, surveys, etc.) coupled with practical application tests of management techniques in order to achieve joint action and management plans over biodiversity and nature protection, including through reduction of agrochemicals input and enhancement of environmental and human safety in zones of Natura 2000 sites and other biodiversity-rich areas suffering soil, water & biodiversity depletion;
 - ▶▶ Promotion of integrated marine/maritime and coastal planning coupled with pilot projects' test aiming to consolidate marine/maritime and coastal heritage, as well as exchanges on MPA (marine protected areas) identification/management;
 - ▶▶ Developing sustainable transnational tourist offers and packages linked to the natural and cultural heritage where also combination of alternative types of tourism can be developed such as archeological/cultural tourism combined with tourism in natural sites;
 - ▶▶ Promotion of a sustainable cultural-tourism approach towards Balkan-Mediterranean cultural and natural heritage linked to corresponding monuments;
 - ▶▶ Transferring systems for the labeling and funding of green, blue and fair products respecting and promoting the programme area cultural and natural heritage;
 - ▶▶ Transnational cooperation activities in the fields of multiculturalism, cultural exchange and connections with creative industries in order to increase cultural diversity.

Targeted territory

Areas of high natural or cultural value; Designated areas in land and sea, Natura 2000 sites; Areas facing significant threats/ pressures and/ or conflicts.

Types of beneficiaries (non-exhaustive list)

- ❖ Local, regional and national authorities
- ❖ Environmental and development agencies
- ❖ Protected/designated areas' management organisations and bodies
- ❖ Non-governmental and Civil Society organisations
- ❖ SMEs umbrella organisations (such as chambers of commerce, of industry, economic chambers and other legal entities representing SMEs or SMEs professional networks in the programme area)

The participation of profit-making private enterprises is not eligible.

Result indicator

Expansion of ecological connectivity and transnational ecosystems' integration of designated area

Output indicator

Increase in expected number of visits to supported sites of cultural and natural heritage and attractions

Surface area of habitats supported in order to attain a better conservation status

Designated areas addressed (*of which Natura 2000 sites*)

Specific Objective 2.2

Sustainable territories: fostering transnational cooperation for resource efficiency and climate change resilience

This specific objective aims to promote technology transfer and applications' tests to enhance resources management efficiency (water, waste, soil, air and energy) and climate change resilience.

Expected result

- Increase the level of use of innovative technologies regarding climate change and overall resource management efficiency, including energy efficiency.

Indicative list of actions supported and expected contribution

- ▶▶ Joint development of integrated strategies and tools to reduce the use of resources, enhancing their efficiency and decoupling economic growth from resources consumption;
- ▶▶ Joint elaboration of inter-sectoral resource management plans to promote climate change resilience, resource and energy efficiency, renewable energy,

innovative environmental management geared to sustainable green/blue growth; environmental friendly management plans for coastal/marine areas; within this framework, climate profile analysis, climate impact assessment and vulnerabilities for each sector, identification and outline of specific priority actions linked to concrete implementation steps shall be considered;

- ▶▶ Joint preparation of blue/green growth action plans and roadmaps with clear allocation of responsibilities and timeframes for delivery.
- ▶▶ Shared tests and pilot applications supporting repositioning of businesses towards environmental friendly investment on resource efficiency and climate change in particular;
- ▶▶ Implementation of innovative pilot and demonstration projects in the field of energy efficiency, renewable energy, material life cycle, soil protection also from long chemical treatments that consist a continuous threat of environmental balance and resources' pollution, air pollution, pollution of groundwater, considering among others, alternative and environment-friendly technologies;
- ▶▶ Joint planning, design and pilot projects' implementation for promotion of innovative technologies improving environmental protection and resource efficiency in the waste sector and water sector, including marine litter reduction through improved port reception facilities; purification methods and climate change-related techniques including disaster management and prevention/protection of climate related risks (floods, storms, drought, fires and erosion);
- ▶▶ Pilot project related to air quality in compliance with Directive 2008/50/EC, e.g. reductions of PM and NO₂ which in contrast to CO₂ are directly harmful to the health of citizens, ecosystems, crops and buildings.

Targeted territory

The whole Balkan – Mediterranean territory

Types of beneficiaries (non-exhaustive list)

- ❖ Local, regional and national authorities
- ❖ Environmental and development agencies
- ❖ Non-governmental and Civil Society organisations
- ❖ SMEs umbrella organisations (such as chambers of commerce, of industry, economic chambers and other legal entities representing SMEs or SMEs professional networks in the programme area)

The participation of profit-making private enterprises is not eligible.

Result indicator

Level of adaptation to resources efficiency and climate change resilience measures in alignment with EU policy

Output indicator

Number of strategies/policies/plans/models and tools jointly developed and tested

Number of environmental friendly technologies' implementation related to the water/waste efficient management

Number of environmental friendly technologies' implementation related to climate change prevention and adaptation measures

Specific Objective 2.3

Delivery on environmental legal framework: improving transnational governance capacities

This specific objective aims to strengthen the capacities of the public authorities and stakeholders, in order to improve delivery related to environmental legislation and enhance environmental monitoring and related governance.

A gradual shift towards an energy and resource-efficient circular economy will increase competitiveness and boost economic growth, while creating more and better jobs. The transition will bring about fundamental transformations across the entire economy and across a wide range of sectors.

The public sector in particular, is necessary to better anticipate and manage adjustments and challenges towards transition to a greener economy. Dealing with sustainable resources' management and monitoring EU environmental targets require skills aligned with the latest scientific knowledge. Learning to monitor EU environmental targets and developing common management techniques is important in order to reinforce peer review and best practice sharing.

Expected result

- to increase the governance capacity and corresponding delivery regarding environmental legislation.

Indicative list of actions supported and expected contribution

- ▶▶ Setting up education, training and vocational education schemes for raising environmental awareness and enhancing the capacities of relevant stakeholders in the field of environmental protection, monitoring and management, including climate change prevention and adaptation.
- ▶▶ Establishing long-term transnational networks of education, training and technical/scientific skills' development of public administrators dealing with EU environmental targets' monitoring and peer review management in order to increase compliance with EU environmental legislation and overall requirements;
- ▶▶ Promoting joint training projects that involve public authorities/protected area authorities and NGOs in order to exchange mutual learning anchored to environmental legislation enforcement;

- ▶▶ Exploring and promoting new innovative education tools and methodology for public administrations and civil society representatives to improve training schemes' quality and better fit skills related to environmental legislation and management.

Targeted territory

The whole Balkan – Mediterranean territory.

Types of beneficiaries (non-exhaustive list)

- ❖ Local, regional and national authorities
- ❖ Environmental and development agencies
- ❖ Protected areas management organisations and bodies
- ❖ Non-governmental and Civil Society organisations
- ❖ Stakeholders dealing with environmental legislation

The participation of profit-making private enterprises is not eligible.

Result indicator

Capacity of public administration staff in environmental legislation content and delivery

Output indicator

Trained stakeholders

Training programmes' implemented

Number of participants in transnational mobility initiatives

Principles adopted for the formulation and orientation of the BalkanMed Programme

Sustainable development

The principle of sustainable development is an integral part of the BalkanMed Programme - covered by both Programme Priorities - with regard to the promotion of the aim of preserving, protecting and improving the quality of the environment. Environmental protection requirements, resource efficiency, climate change mitigation and adaptation, biodiversity, disaster resilience and risk prevention and management are promoted in the implementation of the BalkanMed Programme. Information is, also, provided on the support for climate change objectives. In addition, a wide range of topics related to **economic, environmental and social sustainability** are tackled by both Programme Priorities.

On the one hand, Priority 1 on **Entrepreneurship & Innovation** aims, inter alia, at supporting solutions to societal challenges, such as employment and social inclusion.

On the other hand, Priority 2 on **Environment** focuses, inter alia, on challenges related to environmental protection, resource and energy efficiency, water protection, all of which are core topics of sustainable development. Furthermore, the specific objectives of Priority 2 will support transnational cooperation projects that have as their primary aim to improve the implementation of regional policies and programmes related to sustainable development issues. Projects will have to clearly demonstrate in their Application Form that the activities they propose will make the implementation of those regional policies better, in order to eventually contribute to the sustainable development of their regions.

Therefore, a special section of the Application Form is dedicated to **sustainable development criteria**. Special attention will be given to project proposals giving **clear measurable output indicators on environmental issues (incl. climate change mitigation and adaptation aspects)** (where applicable according to the objectives of the project).

Indifferently whether projects are directly related to sustainable development issues or not, they are invited to take specific measures to reduce the impact of project implementation on the environment.

Equal opportunities and non-discrimination

The principle of equal opportunities and non-discrimination, based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation and, in particular, accessibility for persons with disabilities is addressed and promoted in the implementation of the BalkanMed Programme through its funded projects where suitable.

Therefore, a special section of the Application Form is dedicated to **equal opportunities and non-discrimination criteria**. The promotion of equal opportunities and non-discrimination is regarded, inter alia, as a positive factor when projects are selected for funding and project applicants are requested to integrate relevant activities, or at least, to consider the project's influence on it. In the Application Form, the projects will have to describe what impact they will have towards equal opportunities and non-discrimination and to provide examples in case concrete activities/ outputs are planned.

In different fields of intervention, attention shall be paid to projects involving partners or taking measures that have positive effects on social cohesion, reinforcing so the *inclusive growth* dimension for the BalkanMed Programme. Especially, in cases when social enterprises are involved or implementing actions improving the conditions of vulnerable target groups confronted with economic and social integration difficulties (e.g. unemployment, risk of poverty or social exclusion) are provided.

Project proposals will be assessed for their planned actions and impacts on fostering equal opportunities and on the prevention of discrimination. Their implementation will be followed up during the monitoring of the project implementation, and reported upon in the programme's annual implementation reports.

However, these actions and their positive impact would be a side effect of funded projects rather than a main focus of the BalkanMed Programme as there is a wide range of other European programmes (e.g. ESF) dedicated and specifically targeting the issue of equal opportunities and non-discrimination.

Equality between men and women

The principle of equality between men and women and the integration of gender perspective are promoted throughout the implementation of the BalkanMed Programme through its funded projects where suitable, including in relation to monitoring, reporting and evaluation.

Equality between men and women is a core cross-cutting issue implicitly covered by the BalkanMed Programme, without though having a direct link to the specific objectives of Priority 1 on **Entrepreneurship & Innovation** (e.g. promotion of entrepreneurship on equal grounds for men and women) and Priority 2 on **Environment**.

Therefore, a special section of the Application Form is dedicated to **equality between men and women criteria**. The promotion of gender equality is regarded as a positive factor when projects are selected for funding and project applicants are expected to take gender equality into consideration. In the Application Form, the projects will have to indicate whether they will contribute to gender equality, and to provide examples in case concrete activities/ outputs are planned. Projects proposals giving practical indications on measures that will be implemented to reduce gender differences in management, retribution, decision-making and job opportunities will be positively noted within the evaluation. Their implementation will be followed up during the project monitoring process and reported upon in the programme's annual implementation reports.

However, these actions and their positive impact would be a side effect of funded projects rather than a main focus of the BalkanMed Programme as there is a wide range of other European programmes (e.g. ESF) dedicated and specifically targeting the issue of gender equality.

Transnational and sustainable dimension

The **transnational dimension** of the operations is a **decisive aspect** of the “Balkan-Mediterranean 2014-2020” transnational cooperation programme. It will be evaluated during the selection process of the applications and during the selected projects' implementation. Special attention will be given to **the scope of the applications**, to their **objectives** and to **the partnerships' synthesis** in order to make sure that they are not merely an aggregate of independent actions but represent genuine transnational cooperation partnerships of a real transnational added-value. The operations must allow carrying out complementary activities associating partners from different

countries. They must bring solutions to identified common challenges which could be solved more effectively with a transnational approach.

In each targeted territory (urban, coastal, islands, mountainous and remote areas) projects will have to mobilise relevant stakeholders of sectors and institutions from the project intervention field. Approaches must be integrated, so that the result would not be isolated proposals working on limited aspects (e.g. of tourism, energy or transports), but a coordination effort insisting on the contribution of these domains to the sustainable development of territories (taking into account available means, economic perspectives, on-going public policies, conflict of use, environmental constraints, etc.). Partners will have to explore how to make relevant actors from environment protection, entrepreneurship, tourism, transport, etc. work together.

Overall, the projects **cannot be limited to studies or exchange of experience** which only aim to produce or to exchange information and knowledge without concrete applications. The projects **must have visible results or a measurable effect** on the socio economic sector, on public policies, in certain fields, institutions and management or cooperating methods. The **achievements and effects of the projects must be sustainable** in order not to be limited to the period of provision of the European funding. The main aim is to **promote synergies** and to **avoid the multiplication or proliferation of isolated initiatives**.

All partners shall co-operate in:

a) Joint development

- All partners should contribute to the development of the project;
- Partners should define how the project will operate, i.e. joint development of objectives and outcomes, budget, timing and responsibilities for work packages and tasks to achieve the objectives;
- Partners should identify knowledge and experience that each one of them brings to the project, as well as what each partner expects to get from the project.

b) Joint implementation

- The Lead Partner should bear the overall responsibility for the project. All partners should undertake responsibilities for different parts of the implementation;
- Each project partner responsible for a work package should coordinate and ensure that planned activities are carried out, interim targets are met and unexpected challenges to implementation are dealt with;
- Several partners may contribute to each work package.

In addition, they shall cooperate in at least **one** of the following ways:

c) Joint staffing

- All project partners should have a defined role and allocate staff to fulfill this role;
- Staff members should coordinate their activities with others involved in the activity or work package and exchange information regularly;
- There should be no unnecessary duplication of functions in different partner organizations.

d) Joint financing

- The project should have a joint budget with funding allocated to partners according to the activities they are carrying out (the budget split should reflect partner responsibilities);
- The budget should include annual spending targets and spending targets per work package;
- In general, all partners should contribute with co-financing.

Link of the Balkan-Mediterranean Programme to the EU Macroeconomic Strategies

The EU Strategy for the Danube Region

The priorities of the BalkanMed Programme contribute to the implementation of the **EU Strategy for the Danube Region (EUSDR)**, within the areas delineated by the EUSDR Action Plan to make the region environmentally sustainable, prosperous, accessible and attractive, as well as safe and secure. The Programme could support the implementation of the EUSDR by contributing to three (3) of its pillars and to seven (7) of its eleven (11) Priority Areas.

Priority Axis 1 contributes to:

the EUSDR pillar “Building prosperity”:

- EUSDR Priority Area 07 "To develop the Knowledge Society (research, education and ICT)";
- EUSDR Priority Area Priority Area 08 "To support the competitiveness of enterprises";
- EUSDR Priority Area 09 "Investing in People and Skills".

the EUSDR pillar “Strengthening the region”:

- EUSDR Priority Area Priority Area 10 “Stepping up institutional capacity and cooperation”.

Priority Axis 2 contributes to:

the EUSDR pillar “Protecting the environment”:

- EUSDR Priority Area 04 “To restore and maintain the quality of waters”;
- EUSDR Priority Area 05 “To manage environmental risks”
- EUSDR Priority Area 06 “To preserve biodiversity, landscapes and the quality of air and soil”.

From the BalkanMed Programme only Bulgaria participates in the EUSDR.

The EU Strategy for the Adriatic-Ionian Region

The priorities of the BalkanMed Programme contribute to the implementation of the **EU Strategy for the Adriatic-Ionian Region (EUSAIR)**. The programme could support the implementation of the EUSAIR by contributing to two (2) of its thematic objectives.

Priority Axis 1 contributes to:

the EUSAIR T.O. 3, by targeting the competitiveness of SMEs, aiming at sustainable economic growth and business opportunities.

- EUSAIR focuses only on blue economy by providing potentials for complementarity and synergies, while the Balkan-Mediterranean CP is free of any particular sector; competitiveness is also tackled by supporting SMEs capacities under training schemes.

Priority Axis 2 contributes to:

the EUSAIR T.O. 6, by tackling the environment & resources efficiency:

- EUSAIR gives clear emphasis to the Maritime Spatial Planning. The Balkan-Mediterranean CP can boost “blue growth” opportunities, anchoring a strong maritime pillar to the programme strategy. At the same time integrated approach for sustainable growth can mitigate the land – sea environmental pressures suffered throughout the coastlines.

From the BalkanMed Programme only Albania and Greece participate in the EUSAIR.

Analysis of the European Parliament resolution on an EU Strategy for the Black Sea Region (EUSBS)

The priorities of the CP may contribute to the Black Sea Region by contributing to two (2) out of three (3) main priorities.

Priority Axis 1 contributes to:

the EUSBS Priority 3 “Economic, social & human development”

Coherent to the PA1 of the BalkanMed Programme are those statements aiming at encouraging cooperation on education, research and technology, promoting social development, exchange of best practices between regions, improvement of the administrative capacity of all local and regional stakeholders.

Priority Axis 2 contributes to:

the EUSBS Priority 2 “Energy, transport & environment”

Relevant to the BalkanMed Programme (PA2) is the EU understanding about the importance of the Black Sea as a natural resource and the identified need for a balance to be struck between economic development and environmental protection.

From the BalkanMed Programme only Bulgaria and Greece are part of the Black Sea area.

MANAGEMENT OF THE PROGRAMME

The implementation structures and procedures set out below are agreed among the Partner States of the BalkanMed cooperation area in order to ensure an effective and balanced management of the BalkanMed Programme 2014-2020.

The relationships of the programme bodies are based on the following overall principles:

- efficient and effective structures;
- clear definition of tasks and responsibilities;
- balance between structures on national and transnational level;
- respect of the partnership principle as set out in Article 5 of the CPR.

Responsibilities of the Balkan-Mediterranean Partner States

All Balkan-Mediterranean Partner States agree to apply the partnership principle as laid down in Article 5 of the CPR and cooperate to find optimal solutions for the benefit of the whole cooperation area. Considering the fact that Balkan-Mediterranean Programme covers the territory of several partner states and that programme-level decisions (e.g. on calls for proposals, selection of projects, TA budget, etc.) are made by consensus or qualified majority (in exceptional cases) of the partner states (according to MC RoPs), **two distinct forms** of responsibility can be defined:

- **joint responsibility** of Balkan-Mediterranean Partner States for common decisions (grounded on the decisions of the Monitoring Committee);
- **individual responsibility of each** Balkan-Mediterranean Partner State for management and control issues of national level competence, and providing national co-financing for projects at national level.

According to Articles 74 and 122 and in compliance with Articles 72 and 73 of the CPR, Balkan-Mediterranean Partner States (represented by the organisations/ authorities below) are responsible for the **management and control of the programme**, in particular for:

- Fulfilling the management, control and audit obligations and **assuming the resulting responsibilities laid down in the rules on shared management** set out in the Regulations. In accordance with the principle of shared management, Partner States shall be responsible for the management and control of the Programme;

- Ensuring that their management and control systems **are set up in compliance with** Articles 21, and 23-27 of the ETC Regulation as well as with Articles 72-74 and 123-127 of the CPR and that the systems function effectively;
- Submitting, in due time, a **description of the control system** set up according to the form provided by the MA;
- **Supporting the MA in** preparing the necessary documentation related to the management and control system on Partner State level for the **designation procedure** in accordance with Article 124(1) of the CPR and in line with Annex XIII 3.A of the CPR;
- Ensuring that the **recommendations** resulting from the quality checks **on the control systems are taken into account** and leading to improvements of the respective systems;
- **Ensuring** via the responsible bodies that all supporting documents required for an **adequate audit** trail are recorded/stored in accordance with Article 140 of the CPR and made available for verifications;
- Ensuring effective arrangements for the examination and resolution of **complaints**. Partner States shall inform the Commission of the results of examinations upon the Commission’s request;
- **Preventing, detecting and correcting irregularities and recovering amounts unduly paid**, together with any interest on late payments and notifying these irregularities to the Commission;
- **Keeping the Commission informed** of the progress of related administrative and legal proceedings;
- **Designating the Managing Authority, the Certifying Authority and the Audit Authority** in accordance with Article 21 of the ETC Regulation for the purposes of Article 123(1),(2) and (4) of the CPR;
- **Designating** the bodies responsible for carrying out verifications in relation to beneficiaries on their respective territory ("**controllers**") in compliance with Article 23 (4) of the ETC Regulation as well as in line with Articles 125(4)(a), 125(4)(b), 125(5), and 125(6) of the CPR.
- **Setting up a Monitoring Committee** by nominating representatives and informing the MA without delay if the responsibility for representation of the country changes;
- **Nominating** the members of the **Group of Auditors** and informing the MA without delay if the responsibility for representation of the country changes.

Country	Name of authority/ body
Albania	Ministry of European Integration
Bulgaria	Ministry of Regional Development and Public Works, DG "Territorial Cooperation Management"
Cyprus	Directorate General for European Programmes, Coordination and Development
The former Yugoslav Republic of Macedonia	Ministry of Local Self -Government

<p>Greece</p>	<p>Hellenic Ministry of Economy, Development & Tourism, Managing Authority for European Territorial Cooperation Programmes</p>
----------------------	--

Figure 4: List of responsible authorities in the Partner States

The management structure of the BalkanMed Programme

The Monitoring Committee

A **Monitoring Committee (MC)** is set up by the participating countries within three (3) months from the date of notification of the Commission decision adopting the OP, in compliance with Article 47 and 48 of the CPR. The Monitoring Committee in accordance with Article 49 and 110 of the CPR supervises the implementation of the programme and selects projects to be financed. The Monitoring Committee is the main decision making body of the programme. Its overall task is to ensure the quality and effectiveness of implementation and accountability of the programme operations. Each participating country appoints representatives to participate in the Monitoring Committee in order to jointly execute programme level control and coordination over programme implementation.

The Monitoring Committee will be chaired by the representative of the participating country hosting the meeting and co-chaired by a representative of the Managing Authority. Decisions by the Monitoring Committee shall be taken when at least four (4) Partner States and a representative of the Managing Authority are present; decision making will be by consensus among the national delegations of the Partner States present at the meeting (one vote per delegation, according to the principle “one country, one vote”) or by qualified majority (in exceptional cases). In any case, votes cannot be delegated to other countries.

The Monitoring Committee draws up its own Rules of Procedure and adopt them in its first meeting in order to exercise its duties in accordance with the Common Provisions Regulation and the ETC Regulation.

The Rules of Procedures will contain a detailed description of composition, processes, decision-making, tasks and responsibilities of the Monitoring Committee.

It will be the task of the Monitoring Committee to steer the programme and to ensure the quality and effectiveness of its implementation.

In line with Article 49 and Article 110 of the CPR, the Monitoring Committee in particular:

- reviews the implementation of the programme and progress towards achieving its objectives and examines any issues that affect the performance of the programme including the conclusions of the performance reviews;

- has regards to the financial data, common and programme specific indicators, including changes in the value of result indicators and progress towards quantified target values, and the milestones defined in the performance framework referred to in Article 21(1) of the CPR, and, where relevant, the results of qualitative analyses;
- examines, issues an opinion and approves any amendment of the programme proposed by the MA;
- may make observations to the MA regarding implementation of the programme and its evaluation and shall monitor actions taken as a result of its observations;
- examines and approves the evaluation plan and its amendments and examines progress of its implementation and the follow-up given to findings of evaluations;
- examines and approves the annual and final implementation reports;
- examines and approves the communication strategy and its amendments in accordance with Article 116 of the CPR and examines its implementation;
- scrutinises actions to promote equality between men and women, equal opportunities and non-discrimination, including accessibility for disabled persons and examines actions to promote sustainable development;
- approves all activities related to Technical Assistance;
- examines and approves the methodology and criteria for selection of operations;
- selects and approves applications according to pre-defined criteria and based on recommendations prepared by the JS;
- establishes eligibility rules at programme level in accordance with Article 18(2) of the ETC regulation;
- approves measures affecting the projects in order to minimise/reduce de-commitment risk.

The Managing Authority

The designated Managing Authority for the Balkan-Mediterranean Programme is:

Hellenic Ministry of Development & Competitiveness,

Managing Authority of European Territorial Cooperation Programmes

65 Georgikis Scholis Ave., GR-57001, Thessaloniki, Greece

www.interreg.gr

The participating countries designated the **Managing Authority of European Territorial Cooperation Programmes (MA ETCP)** in Greece to act as Managing Authority (MA) within the meaning of Article 123 (1) of the CPR and in compliance with Article 21 of the ETC Regulation. The MA shall be responsible for managing the Balkan-Mediterranean Programme in accordance with the principle of sound financial management, carrying out the functions laid down in Article 125 of the CPR as well as

Article 23 of the ETC Regulation. The MA will be operating in MA ETCP to carry out the day-to-day implementation tasks of the Balkan-Mediterranean Programme. The MA is independent from the programme's regional and national systems, and performs its technical programme management duties as a joint, transnational technical management body.

Tasks of the Managing Authority

The MA **while bearing overall responsibility** for the legal compliance and the implementation of the Programme, it carries out directly the following tasks and functions:

→ Programme management

• Information management

- Act as the official contact point to the European Commission and participating countries (submitting programme-level documents like the operational programme and its modifications, the communication strategy, the annual and final implementation reports to the Commission);
- Support the work of the Monitoring Committee and provide it with the information it requires to carry out its tasks, in particular data relating to the progress of the cooperation programme in achieving its objectives, financial data and data relating to indicators and milestones;
- Draw up and, after approval by the Monitoring Committee, submits to the Commission annual and final implementation reports;
- Make available to intermediate bodies and beneficiaries information that is relevant to the execution of their tasks and the implementation of operations respectively;
- Ensure adequate dissemination of information at programme and organization level;
- Ensure the establishment and operation of a proper knowledge management system at programme and organizational level ,which records and stores in computerised form data necessary for the monitoring, evaluation, financial management, verification and audit;
- Ensure that the data referred above is collected, entered and stored in the system referred to above;
- Support and co-ordinate the National Coordination Points in their activities (assisted by the JS);
- Supervise the implementation of the Communication Strategy;
- Support the Audit Authority and the Group of Auditors in their activities;
- As regards to the selection of operations, ensure that the selected operation falls within the programme scope and its objectives and can be attributed to a category of intervention.

• Establishment of programme level regulatory framework

- Prepare and coordinate the elaboration/revision/supervision and quality assurance of the programme documents (manuals, guidelines, rules of procedures); prepare proposals for amendments of programme documents to be endorsed by the Monitoring Committee; Prepare proposals for programme amendments; ensure the legal compliance of programme documents;

- Prepare template for Subsidy Contracts and Partnership Agreements;
- Conclude the Subsidy Contracts and contract modifications;
- Draw up the Communication Strategy of the Programme and submit it to the Monitoring Committee for approval.
- Draw up the Evaluation Plan and submit it to the Monitoring Committee for approval.
- **Monitoring and information system (MIS)**
 - Ensure the setting up of the electronic monitoring and information system;
 - Ensure regular maintenance and updating of the programme monitoring and information system;
 - Ensure the operation of a proper help desk system.
- ➔ **Financial management**
 - Manage the cooperation programme in accordance with the principle of sound financial management;
 - Verify that co-financed products and services are delivered and expenditure declared by partners is actually delivered;
 - Satisfy itself that the expenditure of each partner participating in the operation has been verified by the designated controller (Article 23(4) of the ETC Regulation);
 - Satisfy itself that administrative verifications in respect of each application for reimbursement by partners and on-the-spot verifications of operations are carried out by the authorised and responsible bodies;
 - Put in place effective and proportionate anti-fraud measures taking into account the risks identified;
 - Set up procedures to ensure that all documents regarding the expenditure and audits required to ensure an adequate audit trail are held in accordance with the requirements of Article 72 (g) of the CPR;
 - Draw up the management declaration on the functioning of the systems, legality and regularity of transactions and sound financial management referred to in Article 59 (5)(a) of the Financial Regulation;
 - Draw up an annual summary of final audit reports and verifications and controls carried out, analysis of nature of errors and corrective actions taken or to be taken referred to in Article 59 (5)(b) of the Financial Regulation;
 - Ensure the administrative management of (external or internal) tasks and services, i.e. external experts, other Technical Assistance projects, etc.;
 - Monitor and supervise commitments and payments of ERDF and IPA funds at programme level by categories of intervention;
 - Setting up financial procedures related to the activity of the MA;
 - Checking and endorsing financial reports of the transnational projects (including Application for Reimbursement and Declaration of Validation of Expenditures);
 - Supervise TA procedures related to the NCPs;
 - Co-ordinate and supervise the control systems and control activities carried out by the Partner States;
 - Organize the working group meetings of the network of First Level Controllers.

The Joint Secretariat

The designated Joint Secretariat for the Balkan-Mediterranean Programme is:

Joint Secretariat of the TNCP “Balkan-Mediterranean 2014-2020”

Balkan Center, Building D, elev. 2, 3rd floor

10th km Thessaloniki-Thermi, GR-57001, Thessaloniki, Greece

www.interreg.gr

In accordance with Article 23 (2) of the ETC Regulation, the MA, after consultation with the participating countries, sets up the **Joint Secretariat (JS)** within an integrated management structure as a separate unit inside its organization. The particular task of the JS is to support the Managing Authority and Monitoring Committee in content related issues, especially to prepare call for proposals, carry out information and communication activities, assess project applications, monitor project implementation, prepare reports on programme monitoring and overall performance, etc. The JS is the main body to assist partners in the implementation of operations.

Tasks of the Joint Secretariat

The Joint Secretariat (JS) supports the MA and Monitoring Committee in programme coordination and implementation, fulfilling a variety of tasks:

→ Communication tasks

- Carry out promotion activities related to the programme, (conferences, info days, brochures and any other type of information material);
- Draft and implement the programme communication strategy, in line with Article 116 and Annex XII of the CPR and as approved by the Monitoring Committee; implement the joint communication activities of the programme and prepare reports to inform the Monitoring Committee of the progress made;
- Support the communication activities of the NCPs carried out at national level;
- Assist the Managing Authority in ensuring compliance with information and publicity requirements of Article 115 of the CPR.

→ Programme level tasks

- Fulfill the usual work of a secretariat, i.e. organisation of meetings, preparation of documentation related to its activity, drafting of minutes of meetings, drawing up working documents to the Monitoring Committee in compliance with the rules of procedures of the MC;
- Prepare reports on the results of the project evaluation sessions to the Monitoring Committee including proposals for the list of proposals to be selected;
- Assist the preparation of annual reports.

→ Project generation and assessment

- Assist and organise activities to support project generation and development (organisation of information seminars, managing partner search database, etc.);

- Develop for approval by the Monitoring Committee a transparent selection procedure, selection criteria, and application packages;
- Manage the project application process: prepare and make available documents necessary for project application and selection (general information on programme and project, standardised forms for project application and selection), provide information and advice to applicants, receive, record and check the applications in accordance with defined eligibility and selection criteria;
- Carry out the assessment of the proposals by internal staff and/or external experts and submit the assessment results to the joint Monitoring Committee for decision.

→ **Project implementation**

- Manage the programme/project implementation: prepare materials necessary for programme/project implementation (reporting forms, implementing guidelines, etc.); provide advice and assistance to transnational project partners regarding implementation of activities;
- Organise workshops addressed to Lead Partners with the view to provide additional information and clarifications regarding the implementation of the projects;
- Ensure exchange of information on different project proposals;
- Check activity reports elaborated by the Lead Partners; monitor project progress made by the operations through collecting and checking project monitoring reports, outputs etc.; provide guidance/assistance to Lead Partners during project implementation;
- Contribute to the communication and capitalisation on project results and support the programme in the dissemination of outputs and results in the participating countries;

The Certifying Authority

The designated Certifying Authority is:

Hellenic Ministry of Economy, Development & Tourism,

*Special Service «Certifying and Verifications Authority of Co-funded Programmes» -
Units, A, B and C*

11, Navarchou Nikodimou & Voulis str., GR-10180, Athens, Greece

www.espa.gr

The Certifying Authority designated within the meaning of Article 123 (2) of the CPR will carry out the functions laid down in Article 126 of the CPR. The Hellenic Paying Authority for the CSF, the Community Initiatives and the Cohesion Fund (hereinafter Treasury) was designated to act as the Certifying Authority.

The CA is responsible for drawing up and submitting certified statements of expenditure and applications for payment to the Commission and receiving payments from the Commission.

The Commission shall reimburse as interim payments 90 % of the amount resulting from applying the co-financing rate for each priority laid down in the decision adopting the operational programme, to the eligible expenditure for the priority included in the payment application. The accounts shall cover the accounting year. The CA shall use the payments received from the Commission to reimburse in Euro the community part of the eligible expenditure paid by the Lead Partners and Project Partners.

Reimbursement may only be authorised by the Certifying Authority (payments to lead partners are carried out technically by the Certifying Authority) if the related Project Progress Report and the declarations of validation of expenditure in respect of each application for reimbursement are received and approved by the MA/JS.

The CA shall send a provisional forecast of the likely applications for payment for the current and the subsequent financial year to the European Commission as stated in Article 112 (3) of the CPR.

Tasks of the Certifying Authority

The certifying authority shall be responsible for:

- drawing up and submitting payment applications to the Commission, and certifying that they result from reliable accounting systems, are based on verifiable supporting documents and have been subject to verifications by the managing authority;
- drawing up the accounts referred to in point (a) of Article 59(5) of the Financial Regulation;
- certifying the completeness, accuracy and veracity of the accounts and that the expenditure entered in the accounts complies with applicable law and has been incurred in respect of operations selected for funding in accordance with the criteria applicable to the operational programme and complying with applicable law;
- ensuring that there is a system which records and stores, in computerised form, accounting records for each operation, and which supports all the data required for drawing up payment applications and accounts, including records of amounts recoverable, amounts recovered and amounts withdrawn following cancellation of all or part of the contribution for an operation or operational programme;
- ensuring, for the purposes of drawing up and submitting payment applications, that it has received adequate information from the managing authority on the procedures and verifications carried out in relation to expenditure;
- taking account when drawing up and submitting payment applications of the results of all audits carried out by, or under the responsibility of, the audit authority;
- maintaining, in a computerised form, accounting records of expenditure declared to the Commission and of the corresponding public contribution paid to partners;

- keeping an account of amounts recoverable and of amounts withdrawn following cancellation of all or part of the contribution for an operation. Amounts recovered shall be repaid to the budget of the Union prior to the closure of the operational programme by deducting them from the subsequent statement of expenditure.
- the paying function of the CA means that, based on the application for reimbursement approved by the JS, the CA transfers the contribution from the programme single bank account directly to the Lead Partners.

The Audit Authority and the list of bodies designated to carry out audit tasks (members of GoA)

The designated Audit Authority of the programme is:

Hellenic Ministry of Finance,

General Accounting Office/ Financial Audit Committee

57, Panepistimiou str., GR-10564, Athens, Greece

www.edel.gr

The Audit Authority (AA) designated within the meaning of Article 123(4) of the CPR and Article 21(1) of the ETC Regulation and in compliance with Article 128 of the CPR shall carry out the functions laid down in Article 127 of the CPR and Article 25 of the ETC Regulation. The Audit Authority functions will be fulfilled by the **Hellenic General Accounting Office/ Financial Audit Committee (EDEL)**; an autonomously operating central budgetary organisation ranked within the chapter of the Hellenic Ministry of Finance. EDEL is functionally and organisationally independent from the Ministry and carries out its duties based on annual audit plans and relevant Government Decrees.

The Audit Authority is functionally independent from both the Managing Authority and the Certifying Authority, as well as from Controllers who carry out verifications. The AA is in particular responsible for ensuring that audits are carried out on the management and control systems, on an appropriate sample of operations and on the annual accounts.

In line with Article 25 (2) of the ETC regulation, the AA will be assisted by a Group of Auditors (GoA) comprising of representatives from responsible bodies of each Partner State participating in the Cooperation Programme carrying out the duties detailed in Article 127 of the CPR. The representatives have to be independent from the MC members, the Controllers designated to carry out verifications according to Article 23(4) of the ETC regulation and also from all activities and financial aspects of operations. The GoA will be set up within three months of the EC decision approving the Programme at the latest. It will draw up its own Rules of Procedure and will be chaired by the AA of the Programme.

The AA disposes of the necessary functional independence from the MA, CA, MC members, Controllers and partners.

Where audits are carried out by a body other than the AA or the GoA members, the Audit Authority will ensure that such bodies have the necessary functional independence.

The Audit Authority as an independent audit body will also be in charge of the designation audit foreseen by the Article 124(2) of the CPR. Members of the GoA will carry out the audit activities related to the designation procedure with regards to the control system set up on their territory and they will be responsible for providing audit results to the AA in due time. The members of the GoA will be involved directly in the audit tasks to be implemented on their territory in connection with the final closure of the programme as well.

The work of the Audit Authority and of the Group of Auditors will be supported by the Managing Authority/Joint Secretariat.

Members of the Group of Auditors (GoA)

Authority/ body designated to be responsible for carrying out audit tasks in Partner States	Name of the authority	Head of the authority
Albania	Agency for the Audit of European Union programmes Implementation System (AAPA)	Manol SIMO (Mr), Head of the Agency
Bulgaria	“Audit of EU Funds” Executive Agency	Ludmila RANGELOVA (Ms), Executive Director
Cyprus	Internal Audit Service of the Republic of Cyprus	Andreas M. LAMBRIANOU (Mr), Commissioner of the Internal Audit Service
The former Yugoslav Republic of Macedonia	Audit Authority for Audit of IPA	Leposava APOSTOLOVSKI-VELINOV (Ms), General IPA Auditor
Greece (Chair)	General Accounting Office/ Financial Audit Committee of the Hellenic Ministry of Finance	Stylios MARAVELAKIS (Mr), President of the Financial Audit Committee

The National Coordination

National Coordination Points (NCP) shall be appointed in each cooperating country,, in order to represent, promote and support the Balkan-Mediterranean Programme in

Partner States and contribute to the national (by involving stakeholders from the national level and providing information and advice to potential project partners) and transnational programme management and implementation. NCPs may be a person or a body, as decided by the each Partner State in accordance with its institutional structure.

Tasks of the National Coordination Points

The network of NCPs shall complement the activities of the JS, and may initiate and carry out other specific Programme activities at national level, mainly focusing on the following tasks:

→ Provide information to potential applicants

- Inform potential applicants about the programme through widely accessible, national-language information, thereby ensuring transparency and equal access;
- Reach out to potential applicants through general events (programme info days) as well as target-group specific seminars at national level;
- Support the JS in organising programme events for applicants;
- Assists and guides applicants during project idea development also providing general feedback especially related to national requirements;
- Assist in partner search.

→ Provide advice to and assist project partners

- Support project partners through national and regional trainings and seminars;
- Support the JS in organising transnational trainings and seminars for project partners;
- Support partners on implementation-related issues.

→ Provide information on achievements of the programme

- Inform relevant stakeholders about programme results through widely accessible, national language information, thereby ensuring transparency about the programme;
- Support finding synergies with other programmes;
- Liaise with the national information and communication officers as provided for in Article 117 and Annex XII of Regulation (EU) No. 1303/2013 (CPR).

→ Support programme management

- Identify potential (existing and new) stakeholders
- Assist the selection procedure (i.e. give information on the eligibility of applicants when required);
- Take part in the planning and implementation of the Programme's yearly communication plans;
- Provide feedback to (and coordinate with) the JS as well as national bodies involved in the programme;
- Provide and circulate relevant documents, strategic papers, etc. to national bodies;
- Give feedback to the relevant programme bodies on any problems and difficulties encountered in the implementation of the programme;

- Participate in programme committees (e.g. MC, Working Group of Controllers, etc.) as observer or as member depending on the decision of each partner State.

Operational and staff costs of the NCPs shall be financed directly by the Partner States of the BalkanMed Programme. However, NCPs activities shall be financed by the Programme's TA budget.

During the implementation of the BalkanMed Programme, each Partner State is expected to host, support organization and bear costs, using the TA budget allocated to the National Coordination Points. Yearly activities of the NCPs – planned in close cooperation with the MA/JS – will be part of the overall TA. Each NCP may provide preliminary information on a yearly basis – until February – to the MA/JS on its planned forthcoming activities for the current year and make a review on the past activities of the previous year. This information shall be incorporated in the overall yearly TA plan in order to be approved by the Balkan-Mediterranean MC.

The Controllers for management verifications and the list of bodies designated to carry out controls (designated controllers in Partner States)

Controllers will be designated by each Partner State to ensure the compliance of expenditure incurred by the national project partners with Community and national rules, by carrying out verifications within the meaning of **Article 23(4) of the ETC Regulation** as well as **Article 125(4)(a)(b) and 125(5) of the CPR**, covering administrative, financial, technical and physical aspects of operations. Controllers shall be nominated in line with the national provisions of each Partner State. **Each country participating in the Balkan-Mediterranean Programme will be responsible for verifications carried out on its territory.** At project level, the Lead Partners shall ensure that the expenditure presented by other partners has been verified by a controller (Article 13(2)(d) of the ETC Regulation). In accordance with Article 125(4)(a) and (b), 125(5) and 125(6) of the CPR, designated **controllers shall verify that:**

- the co-financed products and services have been delivered;
- expenditure declared by the partners has been paid by them;
- expenditure declared complies with applicable Union and national law, the operational programme and the conditions for support of the operation.

The designated controllers shall also ensure that partners involved in the implementation of operations reimbursed on the basis of eligible costs actually incurred maintain either a separate accounting system or an adequate accounting code for all transactions relating to an operation.

Verifications concluded by the controllers shall include the following procedures:

- administrative verifications in respect of each application for reimbursement by partners;

- on-the-spot verifications of individual operations (which could be carried out on a sample basis).

Additional information is provided in the Project Implementation Manual.

The designation of the controllers in each Partner State will be made on the basis of the control system chosen (centralised or decentralised). The controllers in any case must be independent from the project partners and hold qualifications set by the participating countries in order to fulfill the requirements for controls laid down in the EU and national regulatory framework.

In line with Article 123 (9) of the CPR, Partner States shall lay down in writing rules governing their relations with the MA, the CA and the AA, the relations between such authorities, and the relations of such authorities with the Commission.

Designated Controllers in Partner States

Authority/ body designated to carry out control tasks in Partner States	Name of the authority/ coordinating control body	Head of the authority	Description of the control system
Albania	Ministry of European Integration	Klajda GJOSHA (Ms), Minister of European Integration	- Centralised FLC system.
Bulgaria	Ministry of Regional Development and Public Works , Directorate General ‘Territorial Cooperation Management’	Lilyana PAVLOVA (Ms), Minister of Regional Development and Public Works; Maria DUZOVA (MS), Director General DG Territorial cooperation management	- Decentralised FLC system. - Control costs charged to an approved project are eligible for Bulgarian PPs. - A shortlist of FL controllers is established by the coordinating control body. - The procedure for nomination and designation of FL controller and contracting is available by the coordinating control body.

<p>Cyprus</p>	<p>Directorate General for European Programmes, Coordination and Development</p>	<p>George GEORGHIU (Mr), Permanent Secretary of the Directorate General for European Programmes, Coordination and Development</p>	<ul style="list-style-type: none"> - Decentralized FLC system established and coordinated by the Directorate General for European Programmes, Coordination and Development - Control costs charged to an approved project are eligible for Cypriot PPs. - The procedure for nomination and designation of FL controller and contracting is available by the coordinating control body.
<p>The former Yugoslav Republic of Macedonia</p>	<p>Ministry of Local Self-Government</p>	<p>Lirim SHABANI (Mr), Minister of Local Self-Government</p>	<ul style="list-style-type: none"> - Decentralised FLC system. - Control costs charged to an approved project are eligible for the former Yugoslav Republic of Macedonia PPs. - A shortlist of FL controllers is established by the coordinating control body. - The procedure for nomination and designation of FL controller and contracting is available by the coordinating control body.

Greece	Managing Authority of European Territorial Cooperation Programmes – Unit C’ of the Hellenic Ministry of Economy, Development and Tourism	Head of Unit C’	- Centralized FLC system.
--------	--	-----------------	---------------------------

The Lead Partner

The **Lead Partner** or **Lead Beneficiary** (hereinafter LP) located in one of the Balkan-Mediterranean Partner States will be designated by all the partners participating in a project to carry out the tasks laid down in Article 13 of the ETC Regulation. In particular, the LP shall assume responsibility for ensuring implementation of the entire operation (including the arrangements for recovering amounts unduly paid); furthermore for ensuring that the expenditure presented by other partners has been incurred and corresponds to the activities agreed between all the partners, that it has been verified by a controller, and that the other partners receive the total amount of the contribution from the funds.

The Project Partner

The **Project Partner** or **Final Beneficiary** (hereinafter PP) is an entity that, in addition to the Lead Partner, commit itself to implement a project awarded by the BalkanMed Monitoring Committee and sign a Partnership Agreement.

All partners participate in designing and implementing the project by carrying out the activities assigned to them in the approved Application Form. The expenses generated are eligible in the same way as those incurred by the Lead Partner. They must, therefore, satisfy the same eligibility criteria as the ones applicable for the Lead Partner.

The Observer Partner

An Observer Partner (hereinafter OP) is any actor invited by the partnership to take part in the project in an observant role or with advisory capacity.

Furthermore,

- Partners located outside the Balkan-Mediterranean area; and/ or
- Partners from IPA Partner States (in case BMP is run out of IPA financial resources)

can participate in a project only under the *observer partner status* as follows:

Even though observer partners are not considered part of the partnership scheme, their participation is declared in the Application Form, where their relevance and involvement are clearly defined. The observer partner has to sign an observer

declaration. The general criteria for eligibility of partners apply to the observer partners as well.

Observer partners are not eligible to receive EU funding. The travel and accommodation costs for observer partners are eligible as long as they are paid by the partner(s) organisations listed in the Application Form. They need to be budgeted and reported under external expertise. In case the observer partner covers any expenditures on his own, this expenditure should not be included in the project budget.

FINANCIAL ARRANGEMENTS

Financing operations

Financing instrument for EU Member States

The Lead and Project Partners from the Member States of the EU will be financed by the ERDF.

Within one single project, the maximum rate of ERDF financing for each partner from the different Member States is 85% (partners from Bulgaria, Cyprus, Greece) of eligible costs of the projects.

The maximum contribution of ERDF granted for a project is decided by the Monitoring Committee and it is specified in the Subsidy Contract. This amount will not be modified, unless a new decision is taken by the Monitoring Committee.

The required rate of the national co-financing must correspond to the rate of participation of ERDF (to 85% of ERDF corresponds 15% of national co-financing).

The ERDF contribution will be allocated to the Lead Partner for the reimbursement of eligible expenses, duly justified and certified. Thereafter, the LP will distribute the ERDF co-financing to the ERDF Project Partners according to application of reimbursement and to the relevant Partnership Agreement. The LP will retain only the co-financing ERDF finances corresponding to its own validated expenditure.

Financing instrument for IPA Partners - Integration of IPA funding

In accordance with the Preamble (37) of the ETC Regulation, third countries are allowed to **participate through contribution of IPA resources** in transnational cooperation programmes in order to strengthen the Union's economic, social and territorial cohesion and to reinforce effectiveness of its cohesion policy.

In order to ensure effective participation of non-EU member countries in the BalkanMed Programme, managed in accordance with the shared management principle, **programme implementation conditions** governing the financial management as well as programming, monitoring, evaluation and control of the participation of third countries through a contribution of IPA resources to the Programme as set out in the cooperation programme as well as in the financing agreements **shall be respected by all participating countries** in line with Article 26 of the ETC Regulation.

The MC may decide not to allocate external funding to certain Calls for proposals.

Partners from IPA countries can participate in projects using IPA funding. They are not allowed to apply to and manage ERDF funding.

Within one single project, the maximum rate of IPA financing for each partner from the different IPA Partner States (from Albania and the former Yugoslav Republic of Macedonia) is 85% of eligible costs of the projects.

For Albania: the remaining 15% can be covered by own public contribution [national public funds or by the project partner (in case of private body)].

For the former Yugoslav Republic of Macedonia: the remaining 15% can be covered by national public funds or by the project partner.

The maximum contribution of IPA awarded to a project is decided by the Monitoring Committee. This amount will not be modified, unless a new decision is taken by the Monitoring Committee.

In order to carry out the reimbursement from the IPA funds, all eligible expenses must be duly justified and certified within the national first level control system.

The main objective of the integration of IPA funds into the Balkan-Mediterranean Cooperation Programme is to provide the same possibilities to and assume the same liabilities by partners from both the EU Member States and the IPA Partner States. The single implementation system gives the possibility to fully integrate external partners into the transnational partnerships, thus the whole project can be managed by one single contract under the responsibility of the Lead Partner. The Lead Partner should come from Balkan-Mediterranean Partner States and would bear responsibility for the total Community contribution awarded to the project (i.e. ERDF and IPA contribution); these responsibilities are laid down in the single subsidy contract to be concluded between the MA and the Lead Partner.

The following principles are necessary to ensure the smooth implementation of the integration of IPA funds into the programme management system:

- The **financial, management and audit systems** of the IPA Partner States are to be regulated by Financing Agreements; in addition all programme level documents approved by the Monitoring Committee and Programme authorities (MA, CA, AA) shall be applicable.
- Partners from IPA Partner States should also be given the opportunity to play a **strategic role within a transnational partnership**, and at the same time assume similar responsibilities like project partners coming from the Member States. Practically, it means that no major deviations are expected in terms of roles and responsibilities between IPA and ERDF partners.
- Fully **operational and compliant control systems/ procedures** (to be endorsed by the Audit Authority) will be available in each IPA Partner State in due time for verifying expenditure of IPA project partners.

Detailed rules regarding the management of the integration of IPA funds will be covered by Financing Agreements and Programme level documents. The content of the Financing Agreements will be developed by the European Commission involving the MA/JS/CA/AA and signed by the EC, the MA and the IPA Partner States respectively.

Detailed modalities governing Calls for Proposals, contracting and project implementation will be regulated by programme level documents approved by the Monitoring Committee.

National contribution

Under the BalkanMed Programme, projects are co-financed by ERDF and IPA up to a maximum rate of 85%. The co-financing rates per partners cannot exceed the maximum rate of 85%.

The remaining budget (at least 15%) has to be covered by national contribution, brought in by each project partner. The national contribution can be covered by state contribution and/or other contribution (regional/ local/ other sources) of the project partner.

Each partner state applies a different system in providing national contribution. The specific national systems shall also apply in the BalkanMed Programme.

In the case whereby non-profit bodies governed by private law join a partnership as Project Partners, they have to prove that their national contribution will be provided either by state or by own funds (depending on the specific national system).

De-commitment of ERDF & IPA co-financing (n+3 rule)

The European Commission demands from the Programme that each annual ERDF & IPA co-financing is spent within the three years following the budgetary commitment. This means that ERDF & IPA co-financing not claimed in time by the Certifying Authority to the European Commission is automatically de-committed from the Programme budget and therefore lost.

The above described principle is the so-called “**n+3 rule**”, where “n” represents the year in which the co-financing was committed and “+3” refers to the time (in years) during which the co-financing has to be spent.

For projects co-financed by the BalkanMed Programme, the automatic de-commitment has fundamental implications. The payment claims to the European Commission are based on the *reported and certified expenditures submitted by the projects*, thus very much depends on projects’ financial performance. In case the European Commission de-commits ERDF & IPA co-financing and if the de-commitment cannot be covered otherwise, the ERDF & IPA co-financing of ongoing projects must be reduced.

After official information is provided from the Commission about the amount to be de-committed from Programme funds of year n or after official request from the Monitoring Committee to reduce the ERDF & IPA co-financing for significantly delayed projects, the MA/JS calculates the amount to be de-committed from programme and project funds and assesses the cases for which this de-commitment procedure may be suspended.

ANNEX: The Intervention Logic of the BalkanMed Programme

Priority Axis (PA)	Thematic Priority (TP)	Investment Priority (IP)	ID SO	Specific Objective (SO)	ID RI	Result Indicator (RI)	Measurement Unit	Baseline Value	Baseline Year	Target Value (2023)	Source of data	Frequency of reporting	ID OI	Output Indicator (OI)	Measurement Unit	Target Value (2023)	Source of data	Frequency of reporting
PA1: Entrepreneurship & Innovation	08. Enhancing the competitiveness of small and medium-sized enterprises, the agricultural sector (for the IMED) and the fisheries and aquaculture sector (for the IMFT)	3A. Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering innovation, including through business incubators	1.1	Competitive territories: stimulating business performance and entrepreneurship through transnational linkages, clusters and networks	R0601	Transnational cooperation business links	Number	to be defined by survey	2014	Increase up to 5%	Programme mid-term evaluation surveys (two surveys in 2018 & 2020)	2018, 2020, Programme ex-post evaluation survey	ERDF - CO01	Number of enterprises receiving support	Number	30	Project progress report	Annually
													ERDF - CO04	Number of enterprises receiving non-financial support	Number	30	Project progress report	Annually
													O0601	Business models or jointly developed instruments, tested and implemented including the ones related to the "green", "blue" and social economic sectors	Number	10	Project progress report	Annually
10. Investing in education, training for skills and lifelong learning	34. Supporting the capacity of SMEs to promote innovation at national and international markets, and to engage in innovation processes	1.2	Innovative territories: unleashing territorial potential to improve the transnational innovation capacity of the business sector	R0602	SMEs introducing product or process innovations	% of the total SMEs	24,94%	2010	Increase up to 1%	SME Performance Review (European Commission DG Enterprise and Industry)	2018, 2020, 2023	ERDF - CO26	Number of enterprises cooperating with research institutions	Number	20	Project progress report	Annually	
												ERDF - CO29	Number of enterprises supported to introduce new products to the firm	Number	10	Project progress report	Annually	
												ERDF - CO46	Number of participants in joint education and training schemes to support youth	Persons	90	Project progress report	Annually	
10. Investing in education, training for skills and lifelong learning	34. Supporting the capacity of SMEs to promote innovation at national and international markets, and to engage in innovation processes	1.3	Territories of knowledge: entrepreneurial learning and knowledge transfer for more competitive SMEs	R0603	Entrepreneurial learning cooperation schemes	Number	to be defined by survey	2014	Increase up to 2%	Programme mid-term evaluation surveys (two surveys in 2018 & 2020)	2018, 2020, Programme ex-post evaluation survey	ERDF - CO44	Number of participants in joint local employment initiatives and joint training	Persons	70	Project progress report	Annually	
												ERDF - CO46	Number of participants in joint education and training schemes to support youth	Persons	90	Project progress report	Annually	
												ERDF - CO44	Number of participants in joint local employment initiatives and joint training	Persons	70	Project progress report	Annually	
PA2: Environment	06. Preserving and protecting the environment and promoting resource efficiency	6c. Conserving, protecting, promoting and developing natural and cultural heritage	2.1	Biodiversity: promoting ecological connectivity and transnational ecosystems' integration	R0604	Expansion of ecological connectivity and transnational ecosystems' integration of designated areas	Hectares	195,361,06	2013	Increase up to 1%	European Environment Agency (EEA) annual reports	2018, 2020, Programme Annual Reports	ERDF - CO09	Increase in expected number of visits to supported sites of cultural and natural heritage and attractions	Visits/Year	300	Project progress report	Annually
													ERDF - CF	Surface area of habitats supported in order to attain a better conservation status	Hectares	50,000	Project progress report	Annually
													O0602	Designated areas addressed (of which Natura 2000 sites)	Number	1215	Project progress report	Annually
		6f. Promoting innovative technologies to improve environmental protection and resource efficiency in the water services sector, in particular related to tools for reducing air pollution	2.2	Sustainable territories: fostering transnational cooperation for resource efficiency and climate change resilience	R0605	Level of adaptation to resources efficiency of and climate change participating resilience measures in countries alignment with EU policy	% of surface area at all	0,07%	2012	Increase up to 1%	National Statistics	2018, 2020, Annual Progress reports for EU 2020 goals	O0603	Number of strategies/policies/plan s/models and tools jointly developed and tested	Number	8	Project progress report	Annually
													O0604	Number of environmental friendly technologies' implementation related to the water/waste efficient management	Number	3	Project progress report	Annually
													O0605	Number of environmental friendly technologies' implementation related to climate change prevention and adaptation measures	Number	4	Project progress report	Annually
11. Enhancing institutional capacity of public authorities and stakeholders and an efficient public administration	11a. Enhancing institutional capacity of public authorities and stakeholders through actions to strengthen the institutional capacity and the efficiency of public administration and public services related to the EDP, and in support of actions under the EDP to strengthen the institutional capacity and the efficiency of public administration	2.3	Delivery on environmental legal framework: improving transnational governance capacities	R0606	Capacity of public administration staff (PAS) in environmental legislation content and delivery	Persons: Nr of five countries	12	2014	Increase in the five countries average by 50%	Survey of the participants	2018, 2020, 2023	O0606	Trained stakeholders	Persons	200	Project progress report	Annually	
												O0607	Training programmes implemented	Number	12	Project progress report	Annually	
												O0608	Number of participants in transnational mobility initiatives (Ref. ERDF - CO43)	Persons	40	Project progress report	Annually	