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## **ENI CBC MED PROGRAMME**

**2014-2020**

### **ANNEX 2**

#### **INDICATIVE MONITORING AND EVALUATION PLAN**

Revised version

November 2020



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## 1 Introduction

The purpose of this document is to provide information regarding the Indicative Monitoring and Evaluation (M&E) Plan of the new Joint Operational Programme (JOP) 2014-2020 as well as the ways and tools to implement it. It is drafted in compliance with legal provisions such as art. 4 of the ENI CBC Implementing Rules (IRs), Point 5. Programme implementation<sup>1</sup>, which states that “each programme shall contain the following information: (b) a time-frame for programme implementation; (f) a description of the monitoring and evaluation systems, together with an indicative monitoring and evaluation plan for the whole duration of the programme; (...)".

Moreover, in accordance with the same article and notably Point 3 Programme's strategy “each programme shall contain the following additional information: (c) a description of objectively verifiable indicators, in particular the expected results for each priority, and the corresponding result indicators, with a baseline value and a target value, as well as the output indicators for each priority, including the quantified target value, which are expected to contribute to the results; (...)".

In addition, art. 78 of the ENI CBC IRs stipulates: “Programme monitoring and evaluation shall aim at improving the quality of the design and implementation, as well as at assessing and improving its consistency, effectiveness, efficiency and impact. The findings of monitoring and evaluations shall be taken into account in the programming and implementation cycle”. Finally, Point 6.5 of the ENI CBC Programming document (PD)<sup>2</sup> specifies that “all Programme must adopt at least some of the common output indicators – COI (i.e. the ones that best fit their programme) proposed by the EEAS to all ENI CBC Programme bodies.” The list of common output indicators (COI) of EEAS<sup>3</sup> has been considered by the Managing Authority (MA), and those relevant have been included in the tables presented in the next sections.

While the JOP only lists the indicators for all expected results and outputs related to four thematic objectives (TOs) and corresponding priorities, this M&E Plan provides a concise description of these indicators to measure whether and to what extent the actions implemented by the approved projects achieve the expected results. In fact, it includes indicative target values<sup>4</sup> and baselines (as the case may be) as well as sources of information and milestones.

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<sup>1</sup> Commission implementing regulation No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 establishing the ENI.

<sup>2</sup> Programming document 2014-2020 – ENI Cross Border cooperation.

<sup>3</sup> An updated list of common output indicators (COI) has been sent to programme practitioners in September 2014 and it is available in the “WORKING PAPER FOR THE PURPOSE OF THE MONITORING & EVALUATION LABGROUP MEETING - Common output indicators for ENI CBC 2014-2020 (11-12 SEPTEMBER 2014)”, which was elaborated by Interact ENPI and supported by the European Commission.

<sup>4</sup> It reports indicative target values, as the number of projects / financial resources allocated to projects under each priority cannot be defined in advance. However, indicative allocations have been considered to quantify the target values taking into account the JPC decision on the budget allocation taken in January 2015 at Thematic Objective level and reported in the JOP.



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Overall, the aim of this document is to improve the quality of the monitoring and evaluations carried out by the MA and the JTS during the programming period.<sup>5</sup> It also provide a logical framework for the timely information on the Programme state of play to the benefit of the Joint Monitoring Committee (JMC). Indeed, the M&E plan is used to systematically plan the collection of data concerning cross border activities to assess and demonstrate progress made in achieving expected results. It also highlights mechanisms or modalities for monitoring the achievement of selected outputs indicators and their contribution towards the expected results.

In addition, the M&E plan elaborates on the frequency and responsibility<sup>6</sup> and it complements the identified risks and mitigation measures available in the JOP. The update of the annual monitoring and evaluation plan to be submitted every year in accordance with Article 78(2) of the ENI IRs will provide each year the new figures.

The preparation of the M&E Plan for the ENI CBC MED Programme is based on the analysis of relevant documentation, source programmes and running examples on how to prepare monitoring and evaluation plans. In particular, it takes into account the suggestions provided by the Interact “*Monitoring and Evaluation LabGroup*” during its last meeting held in Brussels on 11-12 September 2014.

The content of this Plan follows preliminary steps which are briefly resumed below:

- **Step 1** – ENI CBC MED Programme Objectives and Priorities agreed during the meeting held in Aqaba (Jordan) on May 15-16, 2014 after a wide consultation process;
- **Step 2** – Collection of National inputs on Expected results and results indicators for each of the selected Priorities and review of all Expected Results, Outputs and their Indicators during the Heads of Delegation meeting held in Brussels on 15 July 2014;<sup>7</sup>
- **Step 3** – Discussion and suggestions for review of Expected Results, indicative list of Outputs and their corresponding indicators. The outcome of this review is integrated both in the JOP and in the preliminary draft of the M&E plan for ENI CBC MED 2014-2020;
- **Step 4** – Final draft of the strategy for the ENI CBC MED 2014-2020 approved by the JPC meeting held in Rome in January 2015 and including Expected Results, indicative list of Outputs and their corresponding indicators along with provisional budget allocations in order to allow the quantification of target values for the selected indicators.

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<sup>5</sup> The Programming Period 2014-2020 - GUIDANCE DOCUMENT ON MONITORING AND EVALUATION - – EUROPEAN REGIONAL DEVELOPMENT FUND AND COHESION FUND – Concepts and Recommendations, European Commission, March 2014.

<sup>6</sup> United Nations Development Group - Results-Based Management Handbook, Clean Draft Version, 24 March 2010.

<sup>7</sup> Following the Head of Delegations meeting held in Brussels on 15 July 2014, the Joint Managing Authority has selected and contracted an external consultant with broad experience in strategic programme development and monitoring and evaluation to review and advice on a further fine-tuning of suggested Expected Results, indicative list of Output and their Indicators so as to ensure highest focus and impact of the 2014-2020 Programme.



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## 2 Monitoring and Evaluation systems

### 2.1 Result Based Management approach

The MA and the JTS will apply the Result Based Management approach (RBM) to the ENI CBC MED funded projects.<sup>8</sup> The Planning phase is followed by an Implementation phase where monitoring progresses toward results and resources consumed with the use of appropriate indicators become an essential task to ensure results are being achieved, in compliance with Article 24.1 of the ENI CBC Implementing Rules<sup>9</sup>. Finally, the Evaluation phases (mid-term and final) provide valuable information for decision-making and lessons learnt for the future.

The advantages of using the RBM in the framework of ENI CBC MED Programme, are briefly resumed here below:

- **Planning** – The RBM offers a systematic approach to select interventions that are most likely to address the targeted problems;
- **Consensus, coordination, and ownership** – The RBM provides the opportunity to work with key stakeholders coordinating the implementation approach, agreeing on and verifying the expected results, highlighting and checking the underlying assumptions and specifying needed resources;
- **Management** – The RBM offers a tool for guiding corrective adjustments to activities, reallocating resources, and re-evaluating targeted objectives or underlying assumptions;
- **Communication and reporting** – The RBM acts as a vehicle for communicating about the resources, activities, and outcomes to Programme staff, Project partners and other relevant stakeholders. It can be an important tool in illustrating to the beneficiaries what a project is meant to achieve;
- **Project Evaluation** – The description of each level of Results with associated Indicators, Priorities, Targets and Milestones establishes an effective framework for ongoing monitoring and evaluation. The RBM clearly identifies how progress toward the targeted objectives will be measured and thus provides the basis for the development and use of the monitoring system;
- **Positive and negative lessons learnt** – The systematic use of the RBM allows the Programme staff to assess what approaches contribute most effectively to achieving the Thematic Objectives (TOs). The RF helps identify good practices for replication and better manage risks and opportunities.

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<sup>8</sup> United Nations Development Group - Results-Based Management Handbook. Strengthening RBM harmonization for improved development results. RBM/Accountability Team, UNDG WGPI (FAO, WFP, UNAIDS, UNSSC, UNDP, UNIFEM, UNICEF, UNFPA). Clean Draft Version, 24 March 2010.

<sup>9</sup> Article 24.1 of the ENI CBC Implementing Rules states that “The Joint Monitoring Committee (JMC) shall follow the Programme implementation and progress towards its priorities using the objectively verifiable indicators and related target values defined in the Programme. The JMC shall examine all issues affecting the Programme performance”. See COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument.

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## 2.2 Management and Information System (MIS)

This section provides information concerning the Management and Information System (MIS) for ENI CBC MED Programme, its development status and operability, in line with the available guidance on this issue<sup>10</sup> and other relevant documents.

Article 26 of the ENI CBC Implementing Rules<sup>11</sup>, stipulates that the Managing Authority (MA) shall ....”(d) establish and maintain a computerised system to record and store data on each project necessary for monitoring, evaluation, financial management, control and audit, including data on individual participants in projects, where applicable. In particular, it shall record and store technical and financial reports for each project. The system shall provide all data required for drawing up payment requests and annual accounts, including records of amounts recoverable, amounts recovered and amounts reduced following cancellation of all or part of the contribution for a project or Programme”.

The MIS is defined as “a complex IT tool for Programme management covering the whole Programme and Project life cycle. It is developed specially for the needs of the territorial cooperation (ETC, IPA CBC and ENI CBC) Programmes. The MIS is a common system for the whole Programme area and it is internet based and workflow-oriented”.<sup>12</sup>

The main objectives and scopes of the MIS are briefly listed below:

- Project selection (evaluation process of the applications);
- Project management, “from contracting to closure” (e-submission of technical and financial reports, follow up of activities, outputs, results and indicators);
- Handling of irregularities and recoveries;
- Reporting functions (i.e. Authorised users can access a wide range of pre-defined reports that assist the effective Programme monitoring).

The following are the key features of the MIS:

- a) Workflow based processes (pre-defined steps and deadlines for administrative and payment procedures);
- b) Built-in checks, warnings, automatic calculations and aggregations;
- c) Built in templates and standard notification letters.
- d) Languages of the system: English and French.

The MA will set up a dedicated computerised Systems (MIS) for the Programme 2014-2020 based on the experience gained during the development of the previous one. The data will be available in real time

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<sup>10</sup> This section considers the presentation “Features of management and information systems of ENPI CBC programmes” introduced by INTERACT ENPI during the Monitoring and Evaluation lab group meeting held in Brussels, on 11-12 September 2014.

<sup>11</sup> COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument.

<sup>12</sup> See the presentation “IMIS 2007-2013 Common Monitoring and Information System for the Hungary--Slovakia--Romania--Ukraine ENPI CBC Programme”, discussed during Monitoring and Evaluation lab group meeting held in Brussels, on 11-12 September 2014.



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according to modules which follow the Programme and Project Cycle Management (from application to project closure).

A non-exhaustive list of the main modules includes:

- Application module: The system allows uploads of the applications (concept notes and full application forms) into the system.
- Project selection module: The system tracks the administrative, quality and eligibility checks in the system using different functionalities (e.g. the independent external experts appointed to perform the quality check can access the applications in the system, complete checklists online and upload the evaluation report in the system).
- Project monitoring and evaluation module: The MIS allows uploads of the technical and financial reports, exchange of comments, modifications and approval documents by Programme structures. The system also allows JTS officers to evaluate the reports by comparing each level of Results with associated Indicators. The auditors/controllers have reading rights of the reports and supporting documents.
- Programme management/Reporting: The MIS will be able to generate pre-defined statistical reports based on the automatic aggregation of projects data and thus will provide data that can be used in the annual implementation reports. The MIS will exchange data with the Commission in compliance with Article 4 (m) of the ENI CBC Implementing Rules<sup>13</sup>

The JMC, MA and JTS will have full rights of access to the system. All Programme bodies and structures including Branch Offices, National Contact Points, etc. will have access to the system with different writing/reading rights depending on their roles. The IT system foresees dedicated modules for the beneficiaries to facilitate the uploading of their reports and supporting documents.

## 2.3 Monitoring and Evaluation phase

This paragraph refers to the Programme implementation phase. It takes into account the suggestions made by the “*Monitoring and Evaluation LabGroup*” during the last meeting held in Brussels on 11-12 September 2014, regarding the adoption and implementation of the Monitoring and Evaluation (M&E) plan<sup>14</sup>.

It briefly focuses on legal requirements, provisions and advices that should be followed in preparing and implementing the M&E plan. It also describes basic principles of the Monitoring and Evaluation phase to answer the following questions: 1. When the monitoring will take place? 2. Which methods and tools will be used to collect the data? Finally, an overall time table for the Monitoring and Evaluation phase is included. Art. 78 of ENI CBC Implementing Rules states that “... An indicative monitoring and evaluation

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<sup>13</sup> COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument.

<sup>14</sup> Monitoring and Evaluation plans in ENI CBC 2014-2020 INTERACT ENPI. Monitoring and Evaluation lab group meeting Brussels, 11-12 September 2014.

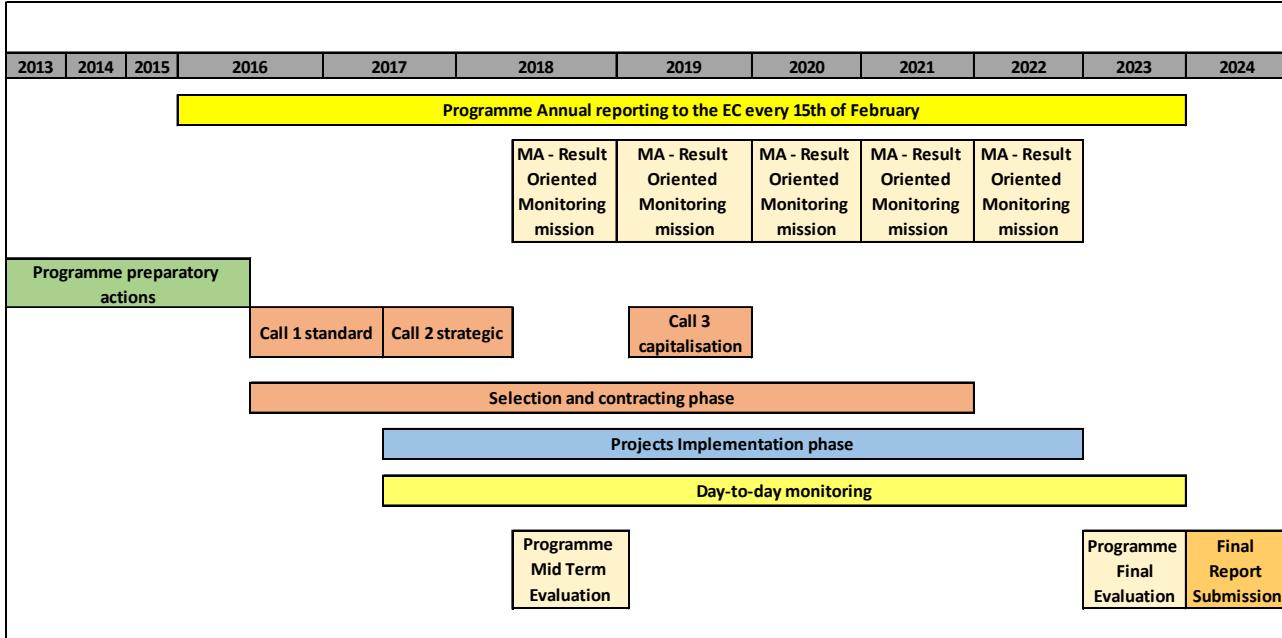


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plan shall be included in the Programme for its whole duration"<sup>15</sup>. In compliance with art. 78 of ENI CBC Implementing Rules, the Managing Authority (MA) will draw up an annual Monitoring and Evaluation plan based on the Commission's guidance and evaluation methodology.

**The annual plan will be submitted to the Commission not later than 15 February of each year, starting from 2017 until 2023** (as shown in table below).

**Table 1. Overall time table for the Monitoring and Evaluation phase**



The day-to-day monitoring phase will become fully operational in 2017 and will run until 2023<sup>16</sup>. The first call for proposals for standard projects is expected to be launched in 2016. The call for strategic projects will follow in 2017 and the one for the capitalization projects in 2019. From 2017 to 2022 the MA will monitor the Results and Outputs indicators for each thematic objective (TO) and selected Priorities. This will be done through a combination of tools, including the analysis of the internal project reports as well as the MA result-oriented programme and project monitoring missions. If any, the Result Oriented Monitoring (ROM) carried out by the European Commission and based on the contributions from external independent experts, will be supported by the MA and the JTS during planning, implementation and follow-up.

In 2018, the MA will define the terms of reference of an external review of the results achieved by the Programme and projects in order to provide the JMC with a Mid-Term Evaluation. In the first monitoring annual plan, a strategy to ensure the use and communication of evaluations' results will be defined. Details

<sup>15</sup> COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument.

<sup>16</sup> This table refer to the presentation "Monitoring and Evaluation plans in ENI CBC 2014-2020, edited by INTERACT ENPI during the Monitoring and Evaluation lab group meeting held in Brussels on 11-12 September 2014.



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will be also provided about the indicative budget for its implementation, including human resources involved. The Programme final external evaluation is expected in 2023.

The Monitoring and Evaluation plan of the ENI CBC MED Programme (i.e. formulation and update) takes into account the following elements:

- a) Indicators target values and sources of verification;
- b) Baselines set by the approved projects, as the case may be;
- c) Frequency of "external" result oriented monitoring and its recommendations;
- d) Type of evaluations needed, their timing and results;
- e) Frequency of "internal" result oriented monitoring and follow up actions (Funding programme performed by MA/JTS);
- f) Frequency and content of project progress reports (Project Lead Partners and Partners);
- g) Programme timetable of implementation and reporting requirements.

The monitoring of the Programme will be done through a combination of initiatives, as follows:

- Analysis of Programme performance indicators;
- Analysis of the internal project reports (to check the progress, take remedial action, update action plans, allow ongoing data collection and preparation of progress reports);
- Monitoring missions (usually annual missions to review the projects and the Programme performance for further improvements);
- Mid Term Evaluation of the Programme;
- Final evaluation of the Programme.

During the Implementation phase, once a pool of projects exists, the MA will perform the following tasks:

1. Project 'screening', to categorize projects according to their performances in achieving objectives/results, using a checklist and a rating scale;
2. Identification of specific issues that need to be 'tracked', and therefore monitored;

### 2.3.1 Adjustments to the Monitoring and Evaluation phase

Due to the COVID-19 pandemic, on the 23<sup>rd</sup> June 2020 the European Commission adopted the Implementing Regulation (UE) 879/2020, which modified the previous (UE) 897/2014.

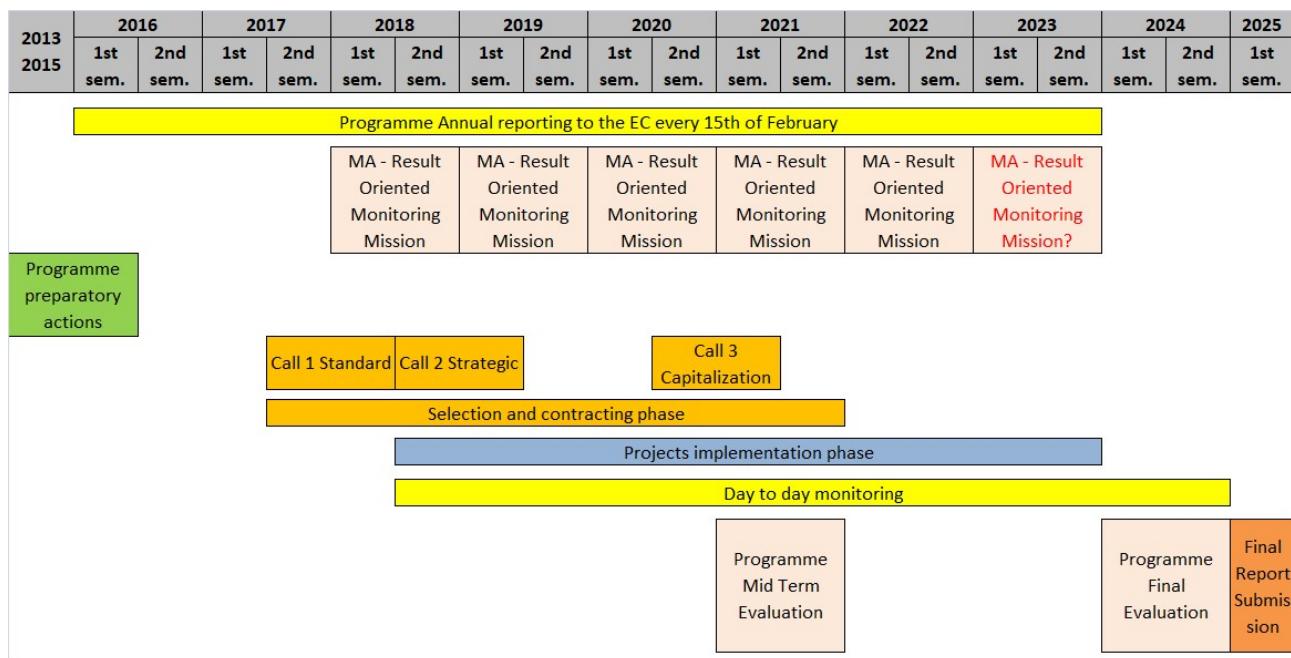
As far as the monitoring and evaluation phase is concerned, the new IR moves the closing dates of the activities of the Programme:

1. The period of execution of the Programme has been extended until 31 December 2025,
2. All project activities financed by the Programme shall be concluded by 31 December 2023.

Consequently, the overall time table for the Monitoring and Evaluation phase was modified as follows:



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### 3 Description of the Indicative Monitoring and Evaluation plan

This section provides the description of the main features of the Indicative Monitoring and Evaluation (M&E) Plan of the JOP. It presents performance, cross sector expected result indicators at Programme level as well as results and outputs and their indicators at Thematic Objective / Priority level.

Some indicators will be collected by using more measurement units. (e.g. The cross sector expected result: New jobs created as a result of the projects initiatives carried out within each Priority will be monitored by considering short and long term contracts as well as part-time and full time jobs). This in order to collect more detailed information on the results of projects activities

In particular, Section 3.1 includes indicators for measuring the performance of the Programme in terms of Call for proposals launched, funds committed etc. Section 3.2 reports on the 3 overarching cross-sector Expected Results and their Indicators. Sections 3.3 to 3.5 describe in detail - under the Overarching Objectives (OO) and for each of the four Thematic Objectives (TO) and their Priorities - the 40 Expected Results indicators (in total) and the 83 for the corresponding Outputs. The last part of this document focuses on useful definitions for this M&E plan and includes overviews of all expected results, output and their indicators for each Thematic Objective.

Baselines are reported for the expected results indicators as the case may be, while it is identified under Sources of Verification (SoV) how data and information for measuring indicators will be collected. Each Indicator includes Target Values, and specific comments/description and it ends with the Milestones to be verified during implementation of the Programme mainly during the mid-term and final evaluation. Multiple counting shall be eliminated at project level as far as possible registering with a unique identifier each organisation. Thus, a business development organisation receiving support more than once will be considered only one business organisation receiving support.



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In view of the very large region and the large differences in economic situation of the region, in-depth external surveys for baselines will be focused only on territories concerned by project activities. The expected results indicators are also designed in such a way that projects will be required to collect most if not all of the necessary information. Therefore, monitoring will be one of the obligations to be considered by the beneficiaries.

Mid-term and Final Evaluations will be carried out by the MA. They will be used, not only to assess overall progress and achievements of the projects, but also to control the quality of monitoring information collected by the projects while providing information on the broader socio-economic context in which they evolve as well as the relevance and impact they may have in this wider context.

### 3.1 Programme performance indicators

The following performance indicators will measure the state of play of the Programme during its implementation and include some key indicative target values.

<b>Programme performance indicators</b>	<b>Measurement unit</b>	<b>Target value</b>	<b>Source of data</b>
Number of calls for proposals successfully launched and closed	Number	3	Monitoring
Number of projects approved	Number	70	Monitoring
Total funds committed to approved projects	Euro	188.1 Meuro	Monitoring
Number of transnational events	Number	3	Monitoring
Number of transnational seminars and trainings for applicants and beneficiaries	Number	10	Monitoring
Evaluation (Midterm and Final) reports	Number	2	Monitoring



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### 3.2 Cross border transversal results and indicators

This section describes the “Expected cross border transversal expected results and their indicators” produced by the project activities under all Programme Priorities.

Cross border transversal indicators are used for measuring Expected Results from the Projects across all the sectors studied and the eleven priorities drawn from the Programme intervention Strategy, as required by the ENI CBC Implementing Rules<sup>17</sup>.

The CBC-MED Programme 2014-2020 has given high importance to strengthening of public authority capacities and job creation.

This emphasis is captured in three ways, by:

- (i) defining three overarching indicators for these two important goals that complement the indicators defined for the 11 Result Chains / Priorities;
- (ii) giving specific attention to strengthened capacity of public authorities within all the Result Chains that are developed for each Priority. This is either done at the Expected Result level or the Output level<sup>18</sup>and
- (iii) defining job creation as the key Expected Results for Thematic Objective 1 (Business and SME development)

The rational for this emphasis on Public Authorities is that today, the Public Authorities in the Mediterranean are confronted with several challenges (youth employment actions, environmental protection, water and waste management, sustainable energy policies, SMEs development, sustainable tourism, integrated coastal zone management, etc.) and with very limited financial resources more and more often, reason why they turn to management methods and techniques (administration) specific to the private sector and claim more decisional autonomy and technical support.

As mentioned in the JOP, encouraging exchange of good practices and experiences among National, Regional and Local authorities, strengthening their capacities for quality public services delivery, improving capacities in engaging on activities which can create job opportunities, generate income and have an impact on local communities, improve capacities to secure participation of local civil societies and socio-economic stakeholders in local planning processes are among the most pressing needs of the area.

The three Expected Cross border transversal results and their indicators are based on number of public beneficiaries participating in the projects, new jobs created, participants to Programme and projects events and web sites single visits.

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<sup>17</sup> COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014 laying down specific provisions for the implementation of cross-border cooperation programmes financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighbourhood Instrument.

<sup>18</sup> Extract from the document “ENI CBC MED Strategic Programme. Rational for updated Result Chains for the 11 Thematic Priorities”, November 2014, edited by the external consultant appointed by the JMA on October 2014.



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#### Cross border transversal Result indicators

**Several Programme Priorities are concerned and especially Thematic Objective 1 (Business and SME development)**

**Expected Cross Border Result 1: Enhanced capacity of the public authorities to implement joint international initiatives under the identified Thematic Objectives and Priorities**

**Indicator nr:** ENI CBC MED 0.1

**Indicator name:** Number of Public Authorities actively and directly involved in projects implementation

**Measurement unit:** Public authorities

**Target value:** 300

**Definitions/Comments:** Based on data taken from the project data base, we refer to public authorities (i.e. National, Regional and Local Authorities) as those directly involved as final beneficiaries in ENI-financed activities of several programme priorities. Body governed by public law will also be counted as public authorities. Substantial and direct involvement means that to be counted as a public authority "substantially and directly involved" the organization shall be registered either a project partner or as an associate. Different typologies of actors will also be counted for statistical reason, and their participation analyzed while reporting on the outcomes of the selection procedures.

**Source of Verification:**

⇒ Progress reports of the projects

**Milestone:**

- ✓ Number of public authorities using programme support for the implementation of the programme priorities by 2021

#### Cross border transversal Result indicators

**Several Programme Priorities are concerned and especially Thematic Objective 1 (Business and SME development)**

**Expected Cross Border Result 2: New jobs created as a result of the projects initiatives carried out within each Priority**

**Indicator nr:** ENI CBC MED 0.2

**Indicator name:** Number of new jobs created (short-term and long term contracts)

**Measurement unit:** Jobs/Contracts

**Target value:** 5.000

**Definitions/Comments:** Employment contracts signed by a wide array of economic actors, such as MSMEs, Start-ups, spin-offs, clusters and/or any other kind of business alliances, research institutions, Public authorities, etc., who participate actively in ENI projects (project partners) will be monitored. Actors receiving ENI financial support will be asked to report both on their internal/external staff assigned to the project as well as on the new contracts signed by their subcontractors to provide specific services or signed by the final beneficiaries as result of project activities. To be counted, the minimum duration of the jobs/contracts is one month. This indicator will also be monitored by considering whether these contracts are full or part time and short or long term contracts. Short-term contracts are employment opportunities for specific technical expertise or to fill temporary staffing gaps. These positions are less than one year in



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duration. Long-term contracts are long-term employment for specific technical expertise to perform activities that will exceed a period of one year. Information will be provided to the JMC with the Annual Reports.

**Source of Verification:**

- ⇒ Progress project reports calculating progressive staff engagement of the firms and/or local stakeholders participating in the projects supported by the CBC-MED Programme
- ⇒ During the mid-term and final evaluations additional analysis will be provided per Priorities / sectors

**Milestone:**

- ✓ Number of job/contracts signed by 2021

*Cross border transversal Result indicators*

Several Programme Priorities are concerned and especially Thematic Objective 1 (Business and SME development)

**Expected Cross Border Result 3: Increased participation and visibility of cross-border cooperation**

**Indicator nr:** ENI CBC MED 0.3

**Indicator name:** Number of participants to events organized by the Programme and the projects / Number of single visits to Programme and projects websites

**Measurement unit:** Participants / Website single visits

**Target values:** 100.000 / 500.000

**Definitions/Comments:** The target values concerning the number of participants to events as well as the single visits to the websites are calculated based on the experience of the previous Programme 2007-2013. These data can summarize the participation and the visibility of the Mediterranean cross border cooperation and will include all kind of events (conferences, seminars, trainings etc.) and websites realized with Programme financial support. The participation of one or more representatives to external events organized and financed by other stakeholders will not be considered.

**Source of Verification:**

- ⇒ Information will be collected by projects using progress reports

**Milestones:**

- ✓ Number of participants to projects events by 2021
- ✓ Number of single visits to websites funded by the CBC MED Programme by 2021



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### 3.3 Description of Result and Output indicators

This section provides a detailed description of result and output indicators for each thematic objective (TO) and investment priority (IP) of the Programme intervention's strategy. In line with the latest suggestions provided by INTERACT/ENPI<sup>19</sup>, each individual indicator is presented here using the following components:

- a) A unique identification number to enable smoother communication;
- b) A measurement unit;
- c) Some definitions/comments that may be of relevance when collecting the indicator (including possible correlation between result and output indicators);
- d) The source of information/verification (SOV);
- e) The milestones for the period 2017-2020 in order to measure progress at the level of each priority.

The following codes have been applied to the indicators for the TO Priorities:

Code digit	Expected Result Indicators	Output Indicators
1 <sup>st</sup> digit	Thematic Objective: A.1, A.2, A.3, B.4	Thematic Objective: 1-4
2 <sup>nd</sup> digit	Priority: A.1.1, A.1.2, A.1.3; A.2.1, A.2.2; A.3.1; A.3.2; B.4.1, B.4.2, B.4.3, B.4.4	Priority: 1-4
3 <sup>rd</sup> digit	Expected Result: 1-3	Expected Result: 1-3
4 <sup>th</sup> digit	ER Indicator: A – G	Output: 1-6
5 <sup>th</sup> digit		Output Indicator: a-j

In the next section, you will find a table with a brief description of each selected indicator of expected results, and a table with a short description of each selected indicator of possible outputs. Both tables refer to the Overall Objective "**A. PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT**", the three thematic objectives (TOs) and the corresponding Priorities of the new JOP.

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<sup>19</sup> Common output indicators for ENI CBC 2014-2020. WORKING PAPER FOR THE PURPOSE OF THE MONITORING & EVALUATION LABGROUP MEETING, 11-12 SEPTEMBER 2014.

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### 3.4 A. PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT

This section presents briefly the “number” and “type” of Result and Output Indicators investigated for three Thematic Objectives (i.e. **TO A.1 BUSINESS AND SMEs DEVELOPMENT, TO A.2 SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION, TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY**) and corresponding Priorities.

#### ENI CBC MED Strategy Overview (1/2)

##### 1 Overarching Objective

##### A. Promote economic and social development

##### 3 Thematic Objectives

A.1 Business and SMEs development

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

A.3 Promotion of social  
inclusion and fight against  
poverty

##### TO A.1 Business and SMEs development

This section contains the overviews on the Expected results and Output and their indicators for each of the three priorities of TO A.1 of the new JOP.

##### 3 Priorities

A.1.1 Support innovative start-up and recently established MSMEs

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

A.1.3 Encourage sustainable tourism initiatives and actions

3  
Expected  
Results

9  
Output

7 Results  
indicators

9 Output  
indicators

2  
Expected  
Results

6  
Output

4 Results  
indicators

6 Output  
indicators

2  
Expected  
Results

6  
Output

3 Results  
indicators

8 Output  
indicators



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Further details on **contents** and **type** of each individual indicator for each Priority are available in the following tables.

<b>Result indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT</b>
<b>Priority A.1.1: Support innovative start-up and recently established enterprises with a particular focus on young and women entrepreneurs and facilitate the protection of their Intellectual Property Rights and commercialization where applicable</b>
<b>Expected Result 1.1.1: Innovative start up enterprises having a cross-border dimension, managed by youths (graduates or equivalent between 24 and 35 years old) and/or women (all ages) sustainably grow their share in traditional and non-traditional sectors<sup>20</sup></b>
<b>Indicator nr:</b> ENI CBC MED 1.1.1.A
<b>Indicator name:</b> Number of new jobs (contracts) created in knowledge intensive MSMEs for young people and women in the traditional and non-traditional economic sectors where innovative start-ups have entered.
<b>Measurement unit:</b> Jobs/Contracts
<b>Indicative target value<sup>21</sup>:</b> (5 projects @ 3,000 K average budgets <sup>22</sup> ) * 20 MSMEs start-ups/project * 2 new jobs/MSME) = 200 new job contracts.
<b>Baseline Value:</b> 0 (this indicator only measures the jobs created since the start of the programme)
<b>Definitions/Comments:</b> The new jobs (contracts) refer to those contracts that are created by MSMEs that are managed by youths and/or women and that have been supported by the project partners as innovative start-ups. A start-up is “an organization formed to search for a repeatable and scalable business model. (Steve Blank, Stanford University)” and with a limited operating history (UP TO 5 YEARS). These companies, generally newly created, are in a phase of development and research for markets. Highly innovative start-ups are enterprises engaged in emerging markets and/or new technologies and/or novel products or services and in knowledge based industries that demonstrate a potential for job creation and growth. These companies can either participate actively in the funded projects of the CBC-MED Programme or be created as a result of their activities, meaning that they are part of the target group of the project receiving support of any kind (incl. all forms of non-financial support, such as guidance, consultancy, etc.). In order to define knowledge intensive MSMEs the ENI CBC MED Programme takes into account the following criteria: % of R&D costs out of total costs (>15%) EITHER/OR % of employees holding a PhD degree and involved in R&D activities out of the total (> 30%)
<b>Source of Verification:</b>
⇒ Information will be provided through project progress reports including reference to official documentation and external sources available
<b>Milestones:</b>

<sup>20</sup> Please note that, traditional sectors are agro-food, tourism, textile/clothing, etc. while non-traditional sectors include innovative ideas solutions for urban development, eco-housing, sustainable water-related and other clean technologies, renewable energy, creative industries, etc.

<sup>21</sup> As reported above, all target values of this indicative plan are to be considered provisional, as the number of projects to be approved will depend on the JMC decisions on the financial allocations. They will be adjusted annually.

<sup>22</sup> For this Priority there is 15,048 K Euro allocated to be indicatively divided over 2 standard projects @ 3,386 K Euro each + 1 to 2 strategic projects @ 6,771 K Euro in total and 1 to 2 capitalizing projects @ 1,504 K Euro in total.



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- ✓ Number of job contracts by the end of 2021

**Indicator nr:** ENI CBC MED 1.1.1.B

**Indicator name:** Value of sales in existing and new markets of new youths/women led innovative start-up enterprises that are legally established, and continuously involving at least two Mediterranean countries that have a cross-border dimension.

**Measurement unit:** Euro

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 MSMEs start-ups/project \* 25,000 Euro sales/year/MSME \* 2,5 years = 6,250 K Euro

**Baseline value:** 0 Euro (this indicator measures only new MSMEs established with support of the programme since the start of the programme)

**Definitions/Comments:**

This indicator refers to the total amount (in euro) of the new youths/women led innovative start-up enterprise's sales by the year 2022. It considers their operational capacities, after the supporting actions implemented within each project.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Total value of sales of all start-up MSMEs participating by the end of 2021

**Expected Result 1.1.2: Increased share of youth/women staff in managerial positions in companies recently established (since 2011) that access and develop innovative markets domestically and/or in other MED countries**

**Indicator nr:** ENI CBC MED 1.1.2.C

**Indicator name:** Enterprises with youth/women staff in managerial positions, that have signed commercial contracts (domestic and for export) for the first time (Percentage out of the total number of the enterprises supported)

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 10 “recently established” MSMEs/project \* 40% = 20 enterprises

**Baseline value:** 0 (it concerns MSMEs that have signed commercial contracts for the first time, hence, since the start of the programme)

**Definitions/Comments:**

This indicator covers the number of enterprises employing managerial youth/women staff, that have signed commercial contracts (domestic and for export) with other companies for the first time. Domestic markets refer to the market within the country where the enterprises is established; such a country should be one of Mediterranean Sea Basin countries. Export to foreign markets refers to all markets of countries in the Mediterranean Sea Basin and in the rest of world.

Multiple counting needs to be eliminated at project level. An enterprise being involved more than once is still only one involved enterprise. Registering a unique identifier for each enterprise to avoid multiple counting.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**



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- ✓ Number of signed commercial contracts of all recently established MSMEs participating by the end of 2021

**Indicator nr:** ENI CBC MED 1.1.2.D

**Indicator name:** Number of new products and services sold on domestic and foreign markets

**Measurement unit:** Products and services

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 10 “recently established” MSMEs/project \* 3 products and/or services = 150 new products and services

**Baseline value:** 0 number of new products/services to be sold by MSMEs getting involved in the programme

**Definitions/Comments:**

The development process for products or services to be developed by these enterprises through the use of financial support from ENI should end with the selling of new products and services to the domestic and external markets, generally after the project closure. The projects are expected to support a number of intermediate key stages such as *Idea generation*; *Concept definition* to consider specifications such as technical feasibility and market potential; *Strategic analysis* to ensure that ideas fit into business' strategic plans; *Concept development* to create a prototype product or pilot service; *Test marketing* to ensure that the product or service can be modified according to customer and support organisations' feedback; *Product launch phase* to determine how to sell, promote and support the product or service. This indicators only consider the new products and services (final phase) sold on the market.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to assess whether the new products and services created are brought to the targeted markets as well as the economic impact of these new services

**Milestone:**

- ✓ Number of products and services sold of all recently established MSMEs participating by the end of 2021

**Expected Result 1.1.3: Increased capacity of public authorities to facilitate access to and protect Intellectual Property Rights and commercial contracts of youths and women entrepreneurs**

**Indicator nr:** ENI CBC MED 1.1.3.E

**Indicator name:** Number of public authority staff actively and directly involved in IPR and commercial cross-border projects

**Measurement unit:** Persons

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 2 CBC-MED countries \* 5 Public Authority staff = 50 Public Authority Staff

**Baseline value:** 0 (this indicator measures only the additional number of public authority staff directly involved in IPR and commercial cross-border projects)

**Definitions/Comments:**

Based on project reports, here we refer to the number of public authority staff members actively participating in Intellectual Property Rights (IPR) and commercial cross-border projects.

Active and direct participation implies that participants (i.e. public authority staff members) take part in the project's actions (e.g. training in EU policy and legislation in the field of IPR) and events (e.g. Seminars, Webinars, etc.) with other relevant actors (young and women entrepreneurs, researchers, private inventors, etc.). Receiving leaflets, being on an e-mail, or other passive actions is not considered active participation. The activities must be a direct consequence of the programme support. The overall aim of



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these activities is to provide the public authority staff members and other stakeholders with the main concepts and ideas of adequately integrating and managing IPR in collaborative research and cross border innovation projects. The specific aims are: to provide advice in all phases of the process of commercializing new ideas; to strengthen the administrative capacity of public authorities in this field; to establish a constructive dialogue between all stakeholders and to effectively enforce intellectual property rights.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of participation certificates delivered to Public authority staff members (e.g. training, workshops, etc.) by the end of 2021

**Indicator nr: ENI CBC MED 1.1.3.F**

**Indicator name:** Number of products registered and protected under IPR Laws and regulations

**Measurement unit:** Applications for registration

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 start-ups and “recently established” MSMEs/project \* 1 IPR registered products/MSME = 100 IPR registered products

**Baseline value:** 0 (this indicator measures the additional number of products registered and protected under IPR Laws and regulations because of the activity of the projects implemented under the Programme)

**Definitions/Comments:**

This indicator covers the number of products registered and protected under IPR Laws and regulations to enable consumers to distinguish between the products of different traders. The strongest form of protection for a brand is a registered trademark. Most countries have their own systems for trademark protection and registration. There are also European and international systems of protection (e.g. the Paris Convention and the WTO Agreement, the Madrid Protocol system, etc.). The Community Trademark (CTM), for instance, offers the opportunity to protect a trademark in all Member States of the European Union (EU) by filing a single application. As there is still little international harmonization of the laws that protect brands, the rights and remedies available will largely depend on the particular country or countries involved. Businesses should consider which markets are important to them and make sure that the rights in their brands are effectively protected in those markets. Trademarks comprise brand names, logos and slogans for existing as well as future products, services and advertising campaigns. Trademark applications not only disclose the mark, but also describe the goods and services associated with it<sup>23</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to count the number of trademark applications and approvals

**Milestones:**

- ✓ Number of trademark analysis studies by funded projects to gather information about competition; new marketing trends; measurement of commercial activity of a company; “intent to use” status of a trademark to discover products a competitor has not yet launched; determination of which new geographic markets a competitor is pursuing assessment whether a competitor’s efforts in a particular

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<sup>23</sup> Source: Intellectual Property Awareness and Enforcement: Innovative Services for the Mediterranean SMEs. See: <http://www.ip-smes.eu/>

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area is increasing or decreasing; information on which law firms represent which trademark owners.

- ✓ Number of trademark applications and approvals for all start-ups and recently established MSMEs participating by the end of 2021
- ✓ Number of trademark applications and approvals for all start-ups and recently established MSMEs participating by the end of 2023

**Indicator nr:** ENI CBC MED 1.1.3.G

**Indicator name:** IPR Laws and regulations reviewed and developed to reflect international best practices

**Measurement unit:** Reviews of IPR Laws and regulations

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 2 IPR reviews = 10 IPR reviews

**Baseline value:** 0 (this indicator measures only the additional number of IPR Laws and regulations reviewed and developed because of the Programme)

**Definitions/Comments:**

This indicator covers the number of IPR<sup>24</sup> Laws and Regulations reviewed and developed with the aim to have them reflect international best practices on IPR related issues (within contracts and other agreements, such as licensing or distribution agreements, joint ownership agreements and consortium agreements). In the last 100 years all areas of IPR have undergone considerable change, and the rate of change has increased as the years have passed, and particularly as technology has developed. In order to strike a balance between public and private interests, the IP system must support and encourage innovation. The purpose of IP legislation changes is to make improvements to the legislation that covers IP rights. The project activities are expected to support all involved IP offices and organizations to undertake intellectual property (IP) law reviews. These reviews will result in changes to IP legislation with the aim of improving the robustness of IPR in the Mediterranean region. IP offices and organizations will work in synergy with the main IP regulatory and advisory bodies such as WIPO, etc., to support system reforms.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on IPR reviews and proposed policy changes, undertaken by projects will be collected through the progress reports of the projects

**Milestone:**

- ✓ Number of requests for IP legislation changes to be delivered by IP offices and organizations between 2020 and 2021 as result of project activities

**Output indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT**

**Priority A.1.1: Support innovative start-up and fast growing enterprises**

**Output 1.1.1.1: Training, mentorship, tutorship provided to young entrepreneurs (24-35 years old) and women (all ages) through youth-to-youth and women-to-women support and mentor networks**

**Indicator nr:** ENI CBC MED 1.1.1.1.a

<sup>24</sup> As defined by WIPO, Intellectual property (IP) refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce. IP is protected in law by, for example, patents, copyright and trademarks, which enable people to earn recognition or financial benefit from what they invent or create. See <http://www.wipo.int/about-ip/en/>



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**Indicator name:** Number of trainings provided to youths graduates or equivalent (24-35 years old) and/or women (all ages)

**Measurement unit:** Training of young graduates or equivalent and/or women

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 training/mentoring events/project \*  
\* 15 trainees/training event = 100 trainings organized and successfully completed by at least 80% (1200) of the expected participants (1500).

**Definitions/Comments:**

Here we refer to the training and business mentoring programmes provided to young graduates or equivalent (24-35 years old) and/or women (all ages), which have been identified as one way of developing unleashed business potential. These training, mentorship, tutorship programmes provide a nurturing environment for those who have been unable to fully develop their skills as a result of inequalities in the educational system. While this priority remains open to a wide combination of activities and programmes, trainings are here considered in their workshop modalities of at least 2 days.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of graduate youth and women or equivalent that have successfully completed training/mentoring programmes implemented by CBC-MED projects by the end of 2021

**Indicator nr:** ENI CBC MED 1.1.1.1.b

**Indicator name:** Number of entrepreneurial ideas identified in the scouting stage and supported

**Measurement unit:** Entrepreneurial ideas for new products and new services

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 start-ups MSMEs/project \* 2 entrepreneurial ideas/MSME = 200 entrepreneurial ideas

**Definitions/Comments:**

Young entrepreneurs will inspire development of new “Entrepreneurial Ideas” in order to help start-ups to grow and to create viable products and markets. Innovation and creativity are the sources of entrepreneurial ideas (it is estimated that each start-up will at least develop two entrepreneurial ideas as average). The training and mentorships programmes - along with other tailored services - provide young entrepreneurs and women with the opportunity to develop an entrepreneurial idea into a more structured initiative which might turn into a profitable and economically sustainable venture. The ideas to be counted are therefore only those supported with adequate tools by the actors participating in the funded projects.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of entrepreneurial ideas / MSMEs supported by the end of 2021

**Output 1.1.1.2: Investments schemes with risks capitals dedicated and accessible to the start-uppers**

**Indicator nr:** ENI CBC MED 1.1.1.2.c

**Indicator name:** Volume of risk capital (in euro) raised by hubs and start ups accelerators

**Measurement unit:** Euro

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 start-ups MSMEs/project \* € 5,000 of risk capital raised/MSME = € 500,000 total value of external risk capital raised in addition to capital invested by the ENI CBC-MED Programme



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**Definitions/Comments:**

Risk capital refers to external funds invested in a promising start-up, in this case additional funds to the ENI invested. It may include, for instance, "Start-up Loans" which provide support to young people to help them start up their own business. This scheme may provide loans to those (applicants) who would not normally be able to access traditional forms of finance for a lack of track record or assets.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on additional risk capital raised

**Milestones:**

- ✓ Total risk capital provided to start-up MSMEs participating by the end of 2021

**Output 1.1.1.3: Local hubs and accelerators created to train/coach and host talents in the creative sectors**

**Indicator nr:** ENI CBC MED 1.1.1.3.d

**Indicator name:** Number of entrepreneurs that successfully launched new ventures/projects in a creative sector

**Measurement unit:** Entrepreneurs

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 start-ups MSMEs/project \* 1 entrepreneurs/MSME \* 80% = 80 entrepreneurs that successfully launched new ventures in the creative sectors

**Definitions/Comments:**

Here we refer to the number of start-up entrepreneurs who are expected to be creative and able to produce innovative projects in the creative and cultural sectors. That definition groups the sectors as follows: Visual and digital arts; Performing arts; Cultural industries (film & video, TV & radio, music, books & press, video games); Creative industries (Fashion, design, advertising).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on new ventures launched

**Milestones:**

- ✓ The official launch of projects working in the creative sector and/or the signature of the financial and partnerships agreements between two or more entrepreneurs
- ✓ Number of entrepreneurs in start-up MSMEs that have - by the end of 2021 - been able to launch new ventures in the above creative sectors

**Output 1.1.2.4: Specialized supporting services provided, such as in R&D services, sector specific product development services, scientific partner search etc. that address especially needs of young/women staff in recently established enterprises**

**Indicator nr:** ENI CBC MED 1.1.2.4.e

**Indicator name:** Number of youths and women participating in training activities and business meetings

**Measurement unit:** Persons

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 15 training events and business meetings/project \* 15 trainees/training event \* 80 % = 900 young persons (16-30 years) and women (all ages) trainees who successfully completed the capacity building programme

**Definitions/Comments:**



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This indicator uses the number of young and women staff in recently established MSMEs (since 2011) participating in training activities and business meetings. The aim of the training and business meetings is to increase educational skills and potential of young and women. Both categories of beneficiaries are trained in business development skills targeted to sectors with high demand for workers. Here we refer to seminars/workshops, meetings, exhibitions or capacity building activities which provide young and women the opportunity to hear the views of various experts, business owners and managers about business development programmes and services. In line with the effort of the new JOP to promote entrepreneurship, the support is aimed at increasing the access to business development services, fostering innovation, strengthening networking and finally at increasing access to financing and to markets for young persons and women in the here targeted MSMEs.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on youth/women trained

**Milestones:**

- ✓ Number of training needs assessments completed by projects by 2021
- ✓ Number of delivery certificates on training programmes by 2021
- ✓ Number of participation certificates to business meetings delivered by 2021

**Output 1.1.2.5: New products/services/tools for enterprises to foster distribution, retail and access of products to new customers**

**Indicator nr: ENI CBC MED 1.1.2.5.f**

**Indicator name:** Number of business development organisations receiving support (ENI CBC 1)<sup>25</sup> for coaching and acceleration programmes

**Measurement unit:** Business development organizations

**Indicative target value: (5 projects @ 3,000 K average budgets) \* 2 business development organizations = 10 Business development organizations**

**Definitions/Comments:**

Based on data taken from the Programme and project data base, here we refer to the number of business development organisations that receive support in any form from the ENI (whether the support represents state aid or not) for implementing coaching and acceleration programmes. Definition of support and development organizations are available under the paragraph on “useful definitions”.

Coaching and acceleration programmes are specifically tailored to the needs of the individual and their organisation. Entrepreneurs will get new insights, find new ways of developing, and get clear about the actions they want to take. These programmes provide recently established companies with contacts and networks to assist their further growth or aspirations. By means of acceleration services, often in the form of “acceleration programs”, business accelerators help companies get through adolescence and prepare them to enter adulthood, providing them with sound values and a clear strategy for the future.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the support given to business development organizations

<sup>25</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicator ENI CBC 1.



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**Milestones:**

- ✓ Number of coaching and acceleration programmes launched addressed to recently established enterprises by 2021
- ✓ Number of Local business events supported by Business development organisations by 2021

**Output 1.1.2.6: Open Data initiatives / websites or learning platforms launched/developed**

**Indicator nr:** ENI CBC MED 1.1.2.6.g

**Indicator name:** Number of launched/developed and operational business websites and/or operational online platforms

**Measurement unit:** Websites or learning platforms

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 10 recently established MSMEs/project \* 1 on-line platform-website/MSME \* 60% = 30 website or platforms that successfully support business with their clients

**Definitions/Comments:**

Here we refer to online platforms and websites managed by each recently established MSME through which the company performs and handles its services and business. In particular, the websites and learning platforms allow users/clients to engage in business-activities.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on-line platforms and websites

**Milestone:**

- ✓ Number of business websites and/or learning platforms implemented by 2021

**Output 1.1.3.7: Bilingual (Arabic/English) and (Arabic/French) simple guidebook for business development**

**Indicator nr:** ENI CBC MED 1.1.3.7.h

**Indicator name:** Number of bilingual (Arabic/English) and (Arabic/French) guide books acquired by public authority staff and entrepreneurs<sup>26</sup>

**Measurement unit:** Guide books

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* (5 staff/MSME + 1 public authority staff/MSME) \* 80% = 720 staff that have acquired bilingual guidebooks

**Definitions/Comments:**

This indicator uses the number of bilingual (Arabic/English) and (Arabic/French) guide books to measure achievement of Output 7 that contributes to the 3<sup>rd</sup> Expected Result for this Priority. The guide books deal with procedures and fees related to the protection of IPR and commercialization (i.e. where to go, what to do, and how much will it cost information) that will be produced by the projects and received by relevant beneficiaries (e.g. public authority staff members, entrepreneurs, etc.). These guide books will be designed taking into account particular needs of sectors, notably when the various sub-segments of IPR should be used (i.e. patent, copy right, industrial design and/or geographic indicator).

**Source of Verification:**

<sup>26</sup> This indicator has been added by the Jordan Delegation during the last national consultation on Output and Result indicators.



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⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of Arabic/English and Arabic/French guide books delivered by the end of 2021

**Output 1.1.3.8: IPR awareness campaigns designed and implemented**

**Indicator nr:** ENI CBC MED 1.1.3.7.i

Same Output Indicators as for Output 7 (see above)

**Output 1.1.3.9: Existing “one-stop-shop” service providers specialized in support services to start-ups and recently established firms (e.g. for technology transfer and proof of concept projects) reinforced or newly established.**

**Indicator nr:** ENI CBC MED 1.1.3.9.j

**Indicator name:** Number of trainings for public authorities and brokers (e.g. technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)<sup>27</sup>

**Measurement unit:** Training Days (training duration) completed by persons

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 2 CBC-MED countries \* 5 trainings /country project \* 5 training days \* 15 trainees/training event \* 80 % = 3,000 training days successfully completed by staff of public authorities and brokers

**Definitions/Comments:**

This indicator uses the number of training workshop days and people involved as a support measure for reinforcing existing or newly establishing “one-stop-shop” service providers specialized in technology transfer. It thus refers to the service providers available and their accessibility as a direct consequence of the programme support. For instance, funding will be available to project participants to support Proof-of-Concept projects. A one-stop shop is a single location where all of the needed services for this activity are provided. Technology transfer is defined as “the process of converting scientific and technological advances into marketable goods or services”<sup>28</sup>. Proof of concept projects are projects implementing breakthrough ideas are an action/measure intended for scientists to verify the viability of their research ideas and evaluate their feasibility in real-life applications. The implementation of these projects makes it a lot easier for participants to receive funding for future proposals based on the results as well as to participate in international research programmes (e.g. Horizon 2020<sup>29</sup>).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of training needs assessment completed by the end of 2018;

<sup>27</sup> This indicator has been added by the Jordan Delegation during the last national consultation on Output and Result indicators.

<sup>28</sup> Innovative Start-ups & Technology Transfer challenges in the context of Business Internationalization, edited by Nicoleta Luminița Gudănescu, Phd., University Lecturer, Ecologic University, Bucharest, Romania, 2009.

<sup>29</sup> Source: <http://erc.europa.eu/proof-concept>



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- ✓ Number of training Participation certificates are issued to participants upon successful completion of the training and are delivered by the end of 2021.

#### *Result indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT*

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

**Expected Result 1.2.1: Increased number of MSMEs participating in Euro-Mediterranean enterprise alliances<sup>30</sup>**

**Indicator nr:** ENI CBC MED 1.2.1.A

**Indicator name:** Number of newly established business alliances in traditional and non-traditional sectors (at local and international level)

**Measurement unit:** Cross-border agreements signed among enterprises

**Indicative target value<sup>31</sup>:** (5 projects @ 3,000 K average budgets<sup>32</sup>) \* 30 MSMEs/project \*1 cross-border agreement/MSME \* 60% (success rate) = 90 successfull business agreements

**Baseline value:** 0 (the indicator measures only the number of additional business alliances established by MSMEs because of their involment in the programme)

**Definitions/Comments:**

Here we refer to the number of all forms of business alliances and cross border enterprises partnerships, and particularly Euro-Mediterranean clusters, consortia, networks and value chain agreements in traditional and non-traditional sectors that are established as a consequence of the programme support.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on business agreements

**Milestones:**

- ✓ Number of Cross-border Business alliance events by the end of 2019
- ✓ Number of analysis of the statute and status of different forms of alliances by the end of 2021

**Indicator nr:** ENI CBC MED 1.2.1.B

**Indicator name:** Number of new products and services sold on domestic and foreign markets

**Measurement unit:** New products and services sold

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 2 new products or services/MSME \* 60% (success rate) = 180 new products/services sold

**Baseline value:** 0 number of new products/services to be sold by MSMEs getting involved in the

<sup>30</sup> Alliances: This definition includes consortia, partnerships, clusters, networks as part or not part of a value chain configuration.

<sup>31</sup> These are indeed indicative target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in the first Call for proposals.

<sup>32</sup> For this Priority there is 15,048 K Euro allocated to be indicatively divided over 2 standard projects @ 3,386 K Euro each + 1 to 2 strategic projects @ 6,771 K Euro in total and 1 to 2 capitalizing projects @ 1,504 K Euro in total.



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**Definitions/Comments:**

Same result indicator under Priority 1.1 (1.1.2.D)

**Expected Result 1.2.2: Cross-border enterprise alliances empowered by the support from and cooperation with public authorities**

**Indicator nr:** ENI CBC MED 1.2.2.C

**Indicator name:** Number of created public-private partnerships promoting demand-driven innovation in the public and private sector and implementing new medium-long term investments.

**Measurement unit:** Public Private Partnerships (PPPs)

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 20% (% of MSMEs that engage in PPPs) = 30 PPPs

**Baseline value:** 0 (this indicator measures the number of newly established PPPs created by MSMEs getting involved in the programme)

**Definitions/Comments:**

This indicator covers the number of created public-private partnerships that promote demand-driven innovation initiatives in the public and private sector. A particular model of management and partnership that the programme will look at is Public Private Partnerships (PPPs). There is neither a broad international consensus on what constitutes a public-private partnership (PPP) nor a single model/definition. In its communication on the development of PPPs<sup>33</sup>, the European Commission adopts the following definition: "PPPs are forms of cooperation between public authorities and the private sector that aim to modernise the delivery of infrastructure and strategic public services. In some cases, PPPs involve the financing, design, construction, renovation, management or maintenance of an infrastructure asset; in others, they incorporate the provision of a service traditionally delivered by public institutions". Furthermore, in its green paper on PPPs<sup>34</sup>, the European Commission states that " a PPP generally includes the following elements: The relatively long duration of the relationship, involving cooperation between the public partner and the private partner on different aspects of a planned project (...); The method of funding the project, in part from the private sector, sometimes by means of complex arrangements between the various players (...); The important role of the economic operator, who participates at different stages in the project (...); The distribution of risks between the public partner and the private partner, to whom the risks - generally borne by the public sector - are transferred (...)".

Demand-Driven Innovation refers to innovation that is based on a good understanding of customer preferences and behavior and hence appeals to customers in underserved communities and paying attention to the channels that move goods and services to these markets. Demand-driven innovation responds to the "pull" of demand rather than the "push" by supply, and therefore it helps businesses reach new markets and build sustainable value chains.

**Source of Verification:**

⇒ Information on the baseline will be collected by the projects financed under this Priority using surveys and/or the available documented sources (official statistics); The surveys will be mainly based on questionnaires to be sent, collected and analysed by the first six months of project implementation to all

<sup>33</sup> European Commission, (2009), Mobilising private and public investment for recovery and long term structural change: developing Public Private Partnerships, COM (2009) 615 final, p.2.

<sup>34</sup> European Commission, (2004), Green paper on public-private partnerships and community law on public contracts and concessions, COM (2004), 327 final, p.3.



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relevant stakeholders. The above will be used to monitor and assess the broader CBC impact of the results expected to be achieved by the projects within the targeted eligible regions

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on those participating MSMEs that engage in PPPs with reference to what is mentioned in the definitions and comments above

**Milestones:**

- Number of Public Private Partnerships (PPPs) established by the end of 2021

**Indicator nr: ENI CBC MED 1.2.2.D**

**Indicator name:** Additional public and private resources invested by created PPPs as co-financing of project activities (in euro)

**Measurement unit:** Euro

**Indicative Target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 20% (% of MSMEs that engage in PPPs) \* 20,000 Euro/PPP = 600,000 Euro

**Baseline value:** 0 (this indicator measures the amount of additional capital resources invested by participating MSMEs in PPPs created because of the programme)

**Definitions/Comments:**

Here we refer to medium-to long-term funding made available by financial institutions (e.g. direct loans and loan guaranties) and by created PPPs to eligible projects. It is proved by the European Investment Bank (EIB) that PPPs can help grant funded projects to happen. In some circumstances PPPs may deliver better grant-funded projects than classical procurement<sup>35</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- Number of Business surveys completed by the end of 2021, including evidence on SMEs' access to finance

**Output indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT**

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

**Output 1.2.1.1: Quality consultancy services provided to SMEs (e.g. marketing, logistic advices, internationalization, ICT applications, governance, clustering, etc.)**

<sup>35</sup> Using EU Funds in PPPs -explaining the how and starting the discussion on the future, The European PPP Expertise Centre (EPEC), May 2011.



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#### **Indicator nr: ENI CBC MED 1.2.1.1.a**

**Indicator name:** Number of enterprises substantially and actively involved in CBC-MED projects satisfied with consultancy services and making requests for follow-up (ENI CBC 2)<sup>36</sup>

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 80% (satisfaction rate) = 120 MSMEs

**Definitions/Comments:**

Based on data taken from the project data base, here we refer to the number of enterprises directly involved as final beneficiaries in ENI-financed activities. They will get benefits and a number of advantages in undertaking work through “Consultancy Services” provided or made available by business development organisations. These organisations will be responsible for providing the highest level of services and tools for enterprises to achieve the goal of accessing new markets or entering value chains in traditional and non-traditional sectors. Substantial and active involvement: To be counted as an enterprise “substantially and actively involved” in the activities implemented by the CBC-MED projects, the enterprise belongs to the target group of the project and/or has been a direct beneficiary of support of any kind (incl. all forms of non-financial support such as such as guidance, consultancy, etc.). Enterprises taking passively and/or sporadically part in smaller training or information events, business fairs, networking occasions, receiving leaflets, and other similar intermittent engagement, are not to be considered.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to assess business satisfaction of participating MSMEs with provided consultancy services

**Milestones:**

- ✓ Number of SMEs satisfied with Consultancy services reported
- ✓ Number of reports on “Support Services” for SMEs to be completed by the end of 2021

#### **Output 1.2.1.2: International business events / initiatives organized aiming at enlarging activities to new markets of enterprises involved in CBC-MED projects**

#### **Indicator nr: ENI CBC MED 1.2.1.2.b**

**Indicator name:** Number of enterprises participating in cross-border business events (ENI CBC 3)<sup>37</sup>

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 80% (participation rate) = 120 MSMEs

**Definitions/comments:**

Based on data taken from the project data base, here we refer to the number of enterprises participating in cross-border business events organised with support from the ENI-CBC-MED Programme. The indicator aims to capture the specific cross border dimension of promoted cross border partnerships and networking among enterprises and to provide an output indicator for regional economic integration.

Cross border business events are trade shows, business fairs, business fora etc. involving participants from

<sup>36</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact/ENPI, September 2014. Indicator ENI CBC 2.

<sup>37</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact/ENPI, September 2014. Indicator ENI CBC 3.



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at least two ENI CBC participating countries. The event must be a direct consequence of CBC-MED support. These events will be a unique opportunity for enterprises aiming at: Reaching the markets and its key players; Examining business and investment opportunities in other Mediterranean countries; Establishing cross-border contacts including Research & Innovation (R&I) collaborations in the context of Horizon 2020 open calls or other EU programmes.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on MSMEs participation in cross-border business events including their satisfaction

**Milestone:**

- ✓ Number of certificates of attendance to cross border business events delivered by the end of 2021

**Output 1.2.1.3: New joint products / brands developed in key sectors or locations, that provide added value**

**Indicator nr:** ENI CBC MED 1.2.1.3.c

**Indicator name:** Number of enterprises involved in CBC-MED projects that share common knowledge on specific items (i.e. food security, sustainable tourism, eco-innovation, green and sustainable water technologies, internationalisation processes etc.).

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 80% (rate of sharing knowledge) = 120 MSMEs

**Definitions/Comments:**

This indicator covers the number of enterprises participating in cross-border projects financed with support from the ENI-CBC-MED Programme. Sharing skills (distribution, marketing, management), market knowledge, technical know-how and assets leads to synergistic effects, which result in pool of resources that is more valuable than the separated single resources in the particular company.

The CBC-MED project's activities support the achievement of these objectives, such as the sharing of common knowledge on specific items (i.e. food security, sustainable tourism, eco-innovation, green and sustainable water technologies, internationalisation processes etc.).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to assess the degree and the way that above sharing of knowledge has taken place and what impact such knowledge sharing has had on the involved MSMEs

**Milestones:**

- ✓ Number of SMEs satisfied with such knowledge sharing
- ✓ Number of new joint products and solutions resulting from the above knowledge sharing and launched at business events, expos, etc. by the end of 2021.

**Output 1.2.2.4: Public Private Partnerships (PPPs) between public actors and enterprises involved in CBC-MED projects formally established during project implementation and operating beyond project closure**

**Indicator nr:** ENI CBC MED 1.2.2.4.d

**Indicator name:** Number of public tenders awarded as results of joint collaborations and additional resources allocated



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**Measurement unit:** Public Tenders

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 20% (% of MSMEs that engage in PPPs) \* 60 % (success rate of public tenders) = 18 Successful tenders by PPPs

**Definitions/Comments:**

This indicator covers the number of public tenders awarded as results of joint collaborations between public authorities and enterprises that are participating in CBC Med projects. Together they will develop a joint public procurement strategy and implement a joint public procurement of innovative solutions for sustainable projects for beneficiaries in the Mediterranean countries.

Demand driven innovation policy: A set of public measures to increase demand for innovations, to improve conditions for the uptake of innovations or to improve the articulation of demand in order to spur innovations and allow their diffusion (OECD, 2011)<sup>38</sup>. Under this definition we may include instruments such as public tenders that affect demand for innovation (e.g. for green innovation).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on Public Procurement Documents

**Milestones:**

- ✓ Number of public tenders awarded published in the national press by the end of 2021.
- ✓ Additional resources allocated by private actors by 2021

**Output 1.2.2.5: Trainings provided to and joint pilot initiatives undertaken by business actors, civil servants, responsible public authorities and relevant stakeholders at regional level on the adoption of PPP models**

**Indicator nr:** ENI CBC MED **1.2.2.5.e**

**Indicator name:** Number of public and private stakeholders involved in training events and joint pilots that have made written commitments to engage in PPP undertakings

**Measurement unit:** Trained Persons

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 30 MSMEs/project \* 2 persons/MSME (being staff of MSMEs) = 300 persons

**Definitions/Comments:**

Here we refer to “course-based training programmes” designed to improve the capacities of business actors, civil servants, responsible public authorities and relevant stakeholders in designing, implementing, and managing public-private partnership (PPP) programmes and projects based on the experiences and best practices of Europe in PPPs models. Teaching and spreading these best practices through training events and pilot activities ensure that results of this work are shared with the broader community of stakeholders. Participants will be required to make a declaration of commitment to engage them in PPP undertakings. The training programmes target staff of participating MSMEs, staff of public authorities involved in and related to the CBC-MED projects, and other closely related people

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

<sup>38</sup>Source:<http://www.oecd.org/sti/outlook/e-outlook/stipolicyprofiles/competencesstoinnovate/stimulatingdemandforinnovation.htm>



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Number of trainings on PPPs models delivered by the end of 2021.

**Output 1.2.2.6: Effective alliances set-up involving stakeholders, enterprises, public sector and non-profit organisations to promote cross-border economic activity**

**Indicator nr:** ENI CBC MED 1.2.2.6.f

**Indicator name:** Number of campaigns (e.g. global forums, seminars, platforms etc.) where public sector and PPP practitioners exchange knowledge to support value chains and their economic activity

**Measurement unit:** Persons who attend these events/Experiences

**Indicative Target value:** (5 projects @ 3,000 K average budgets) \*30 MSMEs/project \* 5 persons/MSME (being staff of MSMEs or staff of other organizations closely related to MSMEs that engage in CBC-MED projects) = 750 persons

**Definitions/Comments:**

This indicator covers the number of international campaigns that are realised as direct consequence of the programme support.

Global forums, seminars, platforms etc. provide a forum for dynamic discussion and participatory exchanges of ideas and experiences (including PPP delivery models) to support value chains and promote economic growth. Public sector PPP practitioners, entrepreneurs and other private actors attend these events that are organised through the support from ENI CBC MED Projects. Preferably people directly involved in the MSMEs that participate in the CBC-MED Programem are targeted here as well as staff of public authorities and other stakeholders that are closely related or involved with the MSMEs that participate in the CBC-MED Programme.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of international campaigns realised by 2021

***Result indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT***

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

**Expected Result 1.3.1: Increased attractiveness of less known touristic destinations**

**Indicator nr:** ENI CBC MED 1.3.1.A

**Indicator name:** Increased domestic and international tourist flows visiting the targeted area



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**Measurement unit:** Visitor Days

**Indicative Target value<sup>39</sup>:** (5 projects @ 3,000 K average budgets<sup>40</sup>) \* 4 “less known tourist destinations”/project = 20 “less known tourist destinations” \* 2,000 visitors/year (from both inside and outside cross border area over 3 years) \* 2 days/visit = 240,000 visitor days.

**Baseline value:** 0 (It concerns additional flows registered during – or immediately after - the implementation of the programme)<sup>41</sup>

**Definitions/Comments:**

This indicator refers to the volume (number of visitors) from inside - outside the cross-border area, taking into account the touristic flows as one of the possible indicator to measure the cross-border regional innovation system integration (OECD 2013)<sup>42</sup>: Less know touristic destinations are considered those registering less than 2000 visitors per year.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to assess tourist flows (origin, duration of stay, site attractiveness, tourist interests, requirements (accommodation, catering, transportation, guides), satisfaction – topics to be further defined by individual projects. Information on the baseline can also be collected by the projects using the available documented sources at local level. Statistics will be referred to the period 2016-2019.

**Milestones:**

- ✓ Number of studies / surveys to undertaken by tourist organisations and prepared by multidisciplinary team by 2021, including reference to targeted less know tourist destinations
- ✓ Number of less known tourist destinations having succeeded in increasing the tourist flow by 2021

**Expected Result 1.3.2: Increased diversification of tourism offer through the promotion of local and territorial assets / drivers especially in off season periods**

**Indicator nr:** ENI CBC MED 1.3.2.B

**Indicator name:** Number of new sustainable touristic products in off season periods created in specific niches with a cross-border dimension (i.e. eco-tourism, adventure tourism, medical tourism, wine and food tourism, historic, cultural and religious tourism etc.) and co-designed with local communities (bottom up approach)

**Measurement unit:** Sustainable tourism initiatives

**Indicative Target value:** (5 projects @ 3,000 K average budgets) \* 5 sustainable tourist initiatives/project = 25 sustainable tourist initiatives

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

Here we refer to environmentally sustainable tourism activities in off season periods (i.e. Eco Tourism,

<sup>39</sup> As already mentioned, these are indeed Indicative target values, as the number of projects that will be approved within each Priority cannot be defined in advance. The update of the annual monitoring and evaluation plan in accordance with Article 78(2) of the ENI IRs will provide each year the new figures.

<sup>40</sup> For this Priority there is 15,048 K Euro allocated to be indicatively divided over 2 standard projects @ 3,386 K Euro each + 1 to 2 strategic projects @ 6,771 K Euro in total and 1 to 2 capitalizing projects @ 1,504 K Euro in total.

<sup>41</sup> Information about the number of tourist visiting targeted areas before the starting of the Programme can also be collected by project partners using local official documentation.

<sup>42</sup> Source: REGIONS AND INNOVATION: COLLABORATING ACROSS BORDERS (OECD 2013).



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Adventure Tourism, Medical Tourism, Cultural Tourism etc.) that will be promoted by public and/or private actors to boost the sector. While private actors are considered as engines for development, the touristic initiatives targeted should be also well rooted in local communities and based on local attraction points (historic, religious, culinary, ecological). Sustainable touristic initiatives can include the less known tourist destinations, mentioned under Expected Result 1 for this Priority.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing the assessment of the viability, tourism added value, relevance and sustainability of the tourism initiatives

**Milestones:**

- ✓ Number of reports on environmentally sustainable tourism activities in different sub-regions of the CBC-MED Area delivered by 2021
- ✓ Number of successful sustainable touristic initiatives co-designed with local communities reported by 2021

**Indicator nr: ENI CBC MED 1.3.2.C**

**Indicator name:** Number of persons actively and directly involved in project implementation having gained improved tourism management skills / profiles (particularly those in the area of Eco-tourism, Destination Management, Marketing, etc.)

**Measurement unit:** Trained persons

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 5 sustainable tourist initiatives/project  
\* 5 persons = 125 persons that have improved their tourism management skills/profiles

**Baseline value:** number of persons that have already qualified management skills in the tourism initiatives at the outset of the Programme (to be measured through the approved project proposals)

**Definitions/Comments:**

Here we refer to the number of persons actively and directly involved in the implementation of CBC-MED projects. With Programme support they are improving their tourism management skills / profiles in the area of Eco-tourism, Destination Management, Marketing, etc. To be counted as a person "substantially and actively involved" in the activities undertaken by the CBC-MED projects, the person belongs to the target group of the project and/or has been a direct beneficiary of support of any kind (incl. all forms of non-financial support such as guidance, training, workshop, consultancy, etc.). Persons taking passively and/or sporadically part in smaller training or information events, networking occasions, receiving leaflets, and other similar intermittent engagement, are not to be considered.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on certificates of attendance to training courses/ workshops and other information on quality and quantity of skills obtained by these persons

**Milestone:**

- ✓ Number of certificates of successful completion of the training courses on tourism management and particularly in the areas of Eco-tourism, Destination Management, Marketing, etc.. delivered by the end of 2021

**Output indicators under TO A.1 BUSINESS AND SMES DEVELOPMENT**

**Priority A.1.3: Encourage sustainable tourism initiatives and actions aimed at diversifying into new**



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## segments and niches

**Output 1.3.1.1: Quality Support services (technical and financial assistance) provided to Local communities, SMEs, Tour Operators, Protected Area Managers, and other relevant stakeholders for the different types of tourism (i.e. eco-tourism, adventure tourism, medical tourism, wine and food tourism, historic, cultural and religious tourism, etc.)**

**Indicator nr:** ENI CBC MED 1.3.1.1.a

**Indicator name:** Number of enterprises substantially and actively involved in CBC-MED projects (ENI CBC 2)<sup>43</sup>

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 MSMEs/project \* 80% (satisfaction rate) = 80 MSMEs

**Definitions/Comments:**

Here we refer to those enterprises receiving “support services” (technical and financial assistance) from the programme. The support will come as training, mentoring, etc. The support will come as training, mentoring, speaking and exhibition opportunities, and above all quality contacts and networking.

To be counted as an enterprise “substantially and actively involved” in the activities produced by the projects, the enterprise belongs to the target group of the project and has been a direct beneficiary of support of any kind (incl. all forms of non-financial support such as guidance, consultancy, etc.). In average it is estimated that 2 MSME will be targeted around an estimated 10 historical/cultural sites /project. Enterprises taking sporadically part in smaller training or information events, business fairs, networking occasions, and other similar intermittent engagement, are not to be considered.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of SMEs satisfied with Consultancy services verified at project level and reported
- ✓ Number of reports on “Support Services” for SMEs completed by 2021

**Indicator nr:** ENI CBC MED 1.3.1.1.b

**Indicator name:** Number of improved cultural and historical sites as a direct consequence of programme support (ENI CBC 7)<sup>44</sup>

**Measurement unit:** Improved cultural and historical sites

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 8 sites/project = 40 cultural and historical sites

**Definitions/Comments:**

Here we refer to the number of cultural and historical sites being improved as a direct consequence of the support of the programme. Valid for site improvements of e.g. buildings, landscapes, sites or structures of local, regional, or national significance, works of monumental sculpture or paintings, new acquisitions to collections or museums, etc. The improvements must be of a permanent nature.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official

<sup>43</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicator ENI CBC 2.

<sup>44</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicator nr: ENI CBC 7.



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documentation and external sources available

**Milestones:**

- ✓ Number of tourism exhibition fairs organized in participating countries by the end of 2021 presenting the improved cultural and historical sites (to be combined with exhibition fairs mentioned under the next indicator)
- ✓ Number of reports about improved cultural and historical sites to be delivered by the end of 2021

**Output 1.3.1.2: Increased accessibility and visibility as well as improved environment of less developed touristic areas**

**Indicator nr:** ENI CBC MED 1.3.1.2.c

**Indicator name:** Number of visibility/marketing initiatives to attract tourists in the targeted area

**Measurement unit:** Visibility/marketing Initiatives

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 MSMEs/project \* 2 initiatives = 200 visibility/marketing initiatives

**Definitions/Comments:**

Here we refer to advertised marketing campaigns and other visibility initiatives (e.g. design of specific tourism products, video and other promotional material) to attract tourists towards less developed tourism locations and regions having significant tourism potential.

**Sources of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available (websites and other media sources by the project management team)

**Milestones:**

- ✓ Number of marketing campaigns for less developed tourism locations completed by the end of 2021.
- ✓ Number of tourism exhibition fairs organized in countries participating in this priority by 2021, presenting the improved tourism locations (to be combined with exhibition fairs mentioned under the former indicator)

**Output 1.3.2.3: Diversified products/tools created to address selective demand in the off-season**

**Indicator nr:** ENI CBC MED 1.3.2.3.d

**Indicator name:** Number of private actors substantially and actively involved in new touristic initiatives

**Measurement unit:** Private actors

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 20 MSMEs/project = 100 MSMEs/private actors

**Definitions/Comments:**

This indicator covers the Number of private actors substantially and actively involved in the development of products and tools for new touristic initiatives based and activities. These initiatives and activities are expected to play a major role in expanding tourist numbers notably in the off-season.

To be counted as a Private actor “substantially and actively involved” in the activities implemented by the projects, the organizations should belong to the target group as direct beneficiary of support of any kind (incl. all forms of non-financial support such as guidance, consultancy, etc.). Private actors are Hotels, Tour operators, Museums, Business of Entertainment, Travel Agencies, NGOs, etc. Private actors taking sporadically part in smaller training or information events, business fairs, networking occasions, and other similar intermittent engagement, are not to be considered.



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**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available focusing on role, involvement, added value, functionality and performance of private actors involved in these new tourism initiatives

**Milestone:**

- ✓ Number of private actors which have participated, shared and/or implemented initiatives in different operational areas aiming at improving the performance of touristic initiatives by the end of 2021

**Output 1.3.2.4: Sustainable practices promoted into planning and decision making processes and day to day operations of national, regional and local governments, as well as of the tourism industry**

**Indicator nr: ENI CBC MED 1.3.2.4.e**

**Indicator name:** Number of action plans adopted by local authorities based on participatory activities

**Measurement unit:** Action plans

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 10 initiatives/project \* 1 action plan/initiative = 50 action plans

**Definitions/Comments:**

Ensuring that tourism follows a sustainable path requires clear leadership from local authorities and an efficient mechanism to produce action plans for tourism initiatives that involve all of the stakeholders (i.e. the local private sector, NGOs, citizens, and other players). The processes emphasize a cooperative and participatory approach aiming at identifying the community's goals for tourism and creating action plans to achieve these goals. The Mid-term review will focus on the wider social impact of these action plans reporting on emerging good practices.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to assess the relevance and effectiveness of action plans for new tourism initiatives

**Milestone:**

- ✓ Number of action plans delivered by the end of 2021

**Output 1.3.2.5: Training / initiatives addressed to diverse groups of business and services providers (e.g. farm owners, tourist site managers, staff, etc.)**

**Indicator nr: ENI CBC MED 1.3.2.5.f**

**Indicator name:** Number of cross-border agreements signed by competent bodies to promote low season networks of destinations and / or number of low-season initiatives offered in the participating countries

**Measurement unit:** Cross-border agreements

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 3 cross-border agreements/project = 15 cross-border agreements.

**Definitions/Comments:**

Here we refer to specific initiatives (e.g. thematic seminars) and *cross-border agreements* between competent bodies, whose aim is to increase tourism in the low season in the participating countries. These initiatives give less-known, small or emerging destinations the opportunity to promote themselves to a broader range of international tourists.

**Source of Verification:**



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⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on cross-border agreements initiated and implemented by project partners

**Milestone:**

- ✓ Number of Cross-border agreements signed by the end of 2021

**Output 1.3.2.6: Training, awareness raising campaigns (thematic seminars, etc.) aimed to sensitize local communities (schools visits and demonstrations, fairs, etc.) and the private sector**

**Indicator nr:** ENI CBC MED 1.3.2.6.g

**Indicator name:** Number of enterprises participating in cross-border business events (ENI CBC 3)<sup>45</sup>

**Measurement unit:** Enterprises

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 2 cross-border business events/project \* 15 enterprises/event= 150 enterprises participating in cross-border business events.

**Definitions/comments:** Based on data taken from the project data base, here we refer to the number of enterprises participating in cross-border business events organised by the approved projects. The indicator aims to capture the specific cross-border dimension of promoted cross-border partnerships and networking among enterprises and to provide an output indicator for regional economic integration.

Cross border business event are thematic seminars, trade shows, business fairs, business fora etc. involving participants from at least two ENI CBC participating countries. The event must be a direct consequence of CBC-MED Programme support. The aim of these initiatives and events is to increase tourism in the low season in the participating countries. These initiatives give less-known, small or emerging destinations the opportunity to promote themselves to a broader range of international tourists. Enterprise is an organisation producing products or services to satisfy market needs in order to reach profit. The legal form of enterprise may vary (also incl. self-employed persons, partnerships, cooperatives, etc.).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on cross-border business events, registered participants and role of enterprises involved

**Milestone:**

- ✓ Number of participation certificates delivered to enterprises by 2021 (e.g. training, trade shows, business fairs, business fora, etc.).

**Indicator nr:** ENI CBC MED 1.3.2.6.h

**Indicator name:** Number of enterprises and local community entities participating in training and awareness raising events

**Measurement unit:** Enterprises/Local actors

**Indicative target value:** (5 projects @ 3,000 K average budgets) \* 4 training/awareness events/project \* 30 participants/event= 300 enterprises + 300 local actors participating in cross-border business events

**Definitions/Comments:**

This indicator covers the number of enterprises, tourism services providers (e.g. farm owners, managers,

<sup>45</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact/ENPI, September 2014. Indicator ENI CBC 3.



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staff, etc.) that will participate to trainings, workshops and other awareness raising events, to expand, enhance or modify the current tourism offer in order to broaden the customer base and help them access new tourism markets, both national and international. Local actors are all other stakeholders who will participate in the mentioned events.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on training and awareness raising events and the registered participation of enterprises and other local actors associated to the tourism projects funded under this priority

**Milestone:**

- ✓ Number of certifications of successful completion of training and awareness raising activities delivered by the end of 2021

In the next section, you will find a table with a brief description of each selected indicator on expected results, and a table with a short description of each selected indicator on possible outputs. Both tables refer to the Overall Objective "**A. PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT**", the thematic objective **TO A.2 SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION** and corresponding Priorities of the new JOP.

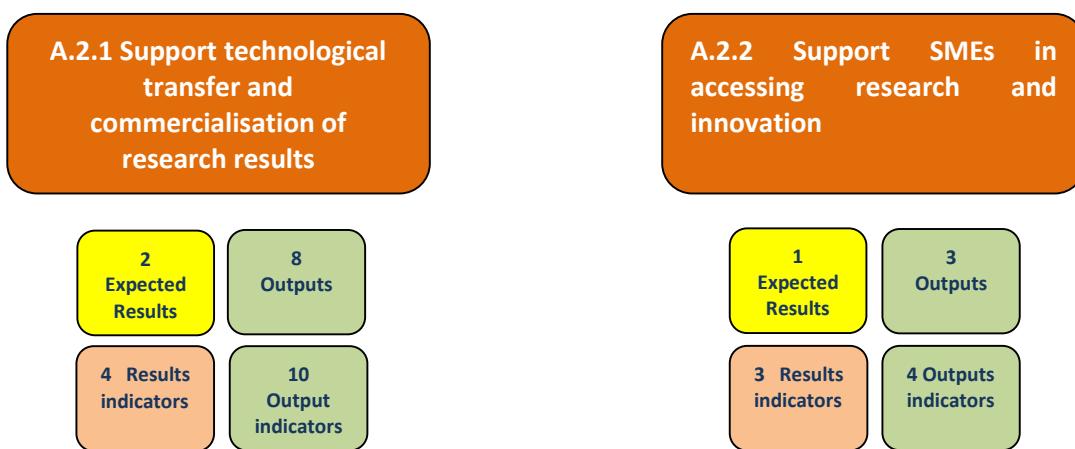


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## TO A.2 Support to education, research, technological development and innovation

This section contains information regarding the number of Expected results and their indicators and the number of Outputs indicators selected for each of the two priorities of TO A.2 of the new JOP.

### 2 Priorities



Further details on **contents** and **type** of each individual indicator for each Priority are available in the following tables.

Result indicators under TO A.2 Support to education, research, technological development and innovation	
Priority A.2.1: Support technological transfer and commercialisation of research results, strengthening the linkages between research, industry as well as private sector actors	
<b>Expected Result 2.1.1:</b> Enhanced demand driven technological transfer among research, industry and SMEs in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETS)	
<b>Indicator nr:</b> ENI CBC MED 2.1.1.A <b>Indicator name:</b> Number of demand driven Cross Border Living Labs created for R&D and technological transfer among research, industry and SMEs <b>Measurement unit:</b> Living Labs <b>Indicative target values:</b> (6 projects @ 3,400 K average budgets <sup>46</sup> ) * 3 Living Labs/project = 18 Living Labs; <b>Baseline value:</b> 0 (it concerns Living Labs that will be established during the CBC-MED programme) <b>Definitions/Comments:</b>	

<sup>46</sup> For this Priority there is 16,929 K Euro allocated to be divided over 2 to 3 standard projects @ 3,050 K Euro + 1 to 2 strategic project(s) @ 7,618 K Euro in total and 1 to 2 capitalizing project(s) @ 1,693 K Euro in total.



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Here we refer to a number of Cross border Living Labs that will be deployed successfully across neighbouring countries, and jointly implemented by the project partners and relevant stakeholders. The Living Lab concept has been widely acknowledged, accepted and used as an effective approach to improve the R&D cycle. The concept of a Living Lab was well explained by the Alcotra Innovation strategic project, funded by the Alcotra Italy-France 2007-2013 territorial cross-border cooperation program. According to the partnership of Alcotra project, a *Living Lab* is “a working collaboration of Private-Public-People Partnerships, in which stakeholders co-create new products, services, business models or technology applications within real-life environments, virtual networks, and multi-contextual spheres”<sup>47</sup>. A Cross-border Living Lab is a user-driven, open innovation community, populated by a number of stakeholders that reside on both sides of the Mediterranean. Technology transfer is defined as “the process of converting scientific and technological advances into marketable goods or services”<sup>48</sup>. Living Labs supported by the CBC-MED programme will focus on clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETS)

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing the innovative activities of organizations participating in the Living Labs and on the number and growth of cross-border Living Labs, notably from data bases of Universities and Public Research Institutes (PRIs)

**Milestones:**

- ✓ Number of reference frameworks documents (i.e. Model) and operational procedures for the design and management of cross-border Living Lab communities across multiple regions and thematic domains completed by the end of 2019
- ✓ Number of operational Living Labs by the end of 2021

**Indicator nr:** ENI CBC MED 2.1.1.B

**Indicator name:** Number of spin-offs established as new enterprises and operating across borders, able to sell their products or services

**Measurement unit:** Enterprises

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 5 Spin-offs/project = 30 Spin-offs

**Baseline value:** 0 (it concerns spin-offs that will be established during the CBC-MED programme)

**Definitions/Comments:**

Here we refer to the number of “Spin-offs” established by individual researchers, university departments, or entire organizations as new enterprises whose aim is to put the results of their research to commercial value, and to have a market medium for technology transfer and commercialization. These new organizations operate and sell their products or services across borders. Spin-offs are a natural vehicle for fostering effective science-industry linkages, since they combine the features of university labs and private enterprises by mixing both the research and entrepreneurial skills needed for successful innovation processes. Moreover, they may have close links with special facilities, such as technology transfer offices, to help them translate university research into commercial applications. A spin-off is defined as “a new

<sup>47</sup> How to set up Cross-border Living Labs - The Alcotra Innovation Experience Handbook, The Alcotra Innovazione staff and experts, July 2013.

<sup>48</sup> Innovative Start-ups & Technology Transfer challenges in the context of Business Internationalization, edited by Nicoleta Luminița Gudănescu, Phd., University Lecturer, Ecologic University, Bucharest, Romania, 2009.



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organization or entity formed by a split from a larger one, based on a pre-existing one, or a new company formed from a university research group or business incubator”<sup>49</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing the number and growth of spin-offs as well as their research transfer outputs from data bases of involved/associated Universities and Public Research Institutes (PRIs)

**Milestone:**

- ✓ Number of implemented measures (i.e. technology transfer offices) to show the establishment/growth of spin-offs, signed and advertised and reported by 2021

**Expected Result 2.1.2: Increased commercialization opportunities of research products in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETS)**

**Indicator nr:** ENI CBC MED 2.1.2.C

**Indicator name:** Forecasted value of sales of newly identified innovative products/services

**Measurement unit:** Euro

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 5 Spin-offs)/project \* 100,000 Euro/SME-spin-off = 6,000,000 Euro forecasted sales

**Baseline value:** 0 (It concerns only products or services identified during the implementation of the programme)

**Definitions/Comments:**

This indicator refers to total sales forecast concerning newly identified innovative products/services. The time horizon is 3 years. The forecasts are made by the SMEs / Spin-offs involved in this CBC-MED Priority Programme, and verified and confirmed by the management of the projects. Newly identified innovative products/services to be considered are “an introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics”<sup>50</sup>. The forecasted sales to be considered in order to verify the target value above are those included in the final reports. However, preliminary forecasts are used to keep track of the progresses made.

**Source of Verification:**

⇒ Information on the baseline will be collected by the projects financed under this Priority using surveys and/or the available documented sources (official statistics); The surveys will be mainly based on questionnaires to be sent, collected and analysed by the first six months of project implementation to all relevant stakeholders. The above will be used to monitor and assess the broader CBC impact of the results expected to be achieved by the projects within the targeted eligible regions

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing Information on company's expected sales

<sup>49</sup> Innovative Start-ups & Technology Transfer challenges in the context of Business Internationalization, edited by Nicoleta Luminița Gudănescu, PhD., University Lecturer, Ecologic University, Bucharest, Romania, 2009.

<sup>50</sup> Measuring innovation - TRAINING WORKSHOP ON SCIENCE, TECHNOLOGY AND INNOVATION INDICATORS Cairo, Egypt, 28-30 September 2009 ([www.uis.unesco.org](http://www.uis.unesco.org)).



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concerning the newly identified innovative products/services over the period of 3 years

**Milestone:**

- ✓ Forecasted sales estimated (in euro) by the end of 2021

**Indicator nr:** ENI CBC MED 2.1.2.D

**Indicator name:** Number of co-patents registered

**Measurement unit:** co-patents

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 5 Spin-offs/project \* (1 patents per spin-off) = 30 co-patents

**Baseline value:** to 0 (It concerns the number of co-patent registered because of the programme)

**Definitions/Comments:**

Co-patenting occurs when different firms or different units (i.e. divisions) within the same organization engage in joint research and patent together. According to OECD, "Co-patents are patent applications done by several actors (e.g. firms, academics and professional organizations, industries, etc.) which can be located in the same region, another region or regions in foreign countries. Co-patents indicate cooperation in the commercialisation of knowledge and could thus indicate the links that exist between regions with regards to exchange of knowledge and innovations"<sup>51</sup>. Because co-patents represent an outcome of real interactions among the partners, they involve joint investments, a commonality of interests, and face-to-face sharing of information.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available to gather information on co-patents registered at least in the previous two years (2014-2015)

**Milestone:**

- ✓ Number of registrations to the main Patent Databases, such as OECD, WIPO, EPO, etc. completed by the end of 2021

<i>Output indicators under TO A.2 Support to education, research, technological development and innovation</i>
<b>Priority 2.1: Support technological transfer and commercialization of research results, strengthening the linkages between research, industry as well as private sector actors</b>
<b>Output 2.1.1.1: Living labs established where the scientific, industry and business communities can work and innovate together by matching the request of innovation (SMEs) and offer of technological solutions (research actors/Universities).</b>

<sup>51</sup> OECD Territorial Reviews: Switzerland 2011.



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**Indicator nr:** ENI CBC MED 2.1.1.1.a

**Indicator name:** Number of institutions using programme support for cooperation in education, R&D and innovation (ENI CBC 4)<sup>52</sup>

**Measurement unit:** Organisations

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (3 Living Labs/project \* 5 organizations/Living Lab = 90 organizations;

**Definitions/comments:** Based on data taken from the programme data base, here we refer to the number of organisations receiving support in any form from the ENI (whether the support represents state aid or not) and using it for cooperation in education, R&D and innovation. Support: includes grants, financial support other than grants, non-financial support, support that does not involve direct financial transfer (such as guidance, consultancy, etc.). Venture capital is considered as financial support. Organisation: any form of institution of which R&D or education is a primary activity, i.e. activities largely coherent with the OECD Frascati Manual<sup>53</sup> definition on R&D. May hence include universities or other similar research milieu,, higher educational institutions, public, private, or third sector R&D institutions, etc.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of institutions using programme support for cooperation in education, R&D and innovation by the end of 2021

**Indicator nr:** ENI CBC MED 2.1.1.1.b

**Indicator name:** Number of Enterprises cooperating with research institutions (ENI CBC 5)<sup>54</sup>

**Measurement unit:** Enterprises

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (4 SMEs + 4 Spin-offs)/project = 48 SMEs (including spin-offs); It is estimated here that each project will host 2 Living Labs, within each Living Lab 2 initial SMEs (excluding the resulting spin-offs) – see Indicators 2.1.1.A and 2.1.1.B

**Definitions/Comments:**

Here we refer to the number of enterprises that cooperate with research institutions in R&D projects. This indicator focuses on the enterprises as participants. At least one enterprise and one research institution participates in the project. One or more of the cooperating parties (research institution or enterprise) may receive the support but it must be conditional to the cooperation. The cooperation may be new or existing. The cooperation should last at least for the duration of the project. Enterprises cooperating in different projects should be added up (provided that all projects receive support); this is not regarded as multiple counting. Research institutions are organizations of which R&D, innovation or educational planning is a primary activity.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available focusing on detailed analysis and types of cooperation between SMEs and research organizations

<sup>52</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact/ENPI, September 2014. Indicator ENI CBC 4.

<sup>53</sup> Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimental Development, The Measurement of Scientific and Technological Activities, OECD Publishing 2002.

<sup>54</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicator ENI CBC 5.



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**Milestone:**

- ✓ Number of Enterprises cooperating with research institutions by the end of 2021

**Output 2.1.1.2: Enhanced institutional capacity to manage cross sector projects involving both science and industry**

**Indicator nr:** ENI CBC MED 2.1.1.2.c

**Indicator name:** Number and type (bilateral, consortium, etc.) of industry-academia research agreements before, during and after intervention

**Measurement unit:** Agreement/Contract

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (2 Living Labs /project \* 2 contracts per Living Lab = 24 contracts/agreements

**Definitions/Comments:**

Here we refer to the number and type of “cooperative industry-academia research agreements” that will be established as a direct consequence of the Programme support. They aim to foster the commercialization of public research and support industrial R&D. Model Contracts specifically designed to “University-Business Partnerships” should outline the nature of the collaboration and the industrial partners’ contribution to the project, the principles of Intellectual Property (IP) management and distribution arrangements between the parties, key tasks and responsibilities of the partners, project management arrangements, etc. The actors representing the industry here refers to both MSMEs and larger companies.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of contracts specifically designed for university-business partnerships delivered by the end of 2021

**Output 2.1.1.3: Increased specialized staff engaged in industries and SMEs in the targeted fields**

**Indicator nr:** ENI CBC MED 2.1.1.3.d

**Indicator name:** Number of industries and SME researchers trained to initiate/create enterprises

**Measurement unit:** Persons

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 5 Spin-offs + 2 Industries)/project \* 3 trained staff/industry or SME \* 75% successfully trained= 162 persons

(note: it is estimated here that each project will host 2 living Labs and 1 Research Unit, with in each Living Lab 2 initial SMEs and 1 industry; and 1 initial SME and 1 industry in a Research Unit (excluding the resulting spin-offs) – see Indicators 2.1.1.A and 2.1.1.B

**Definitions/Comments:**

This indicator covers the number of researchers from industries and SMEs trained. Training is offered to support all researchers and specialized staff engaged in industries and SMEs working on the commercial development of their research ideas. Activities are designed to inform and enthuse the enterprising researcher.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official



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documentation and external sources available detailing on training materials used, satisfaction and impact of staff trained in industry and SMEs

**Milestone:**

- ✓ Number of participation certificates delivered by 2021

**Output 2.1.1.4: Enhanced capacity of public authorities and specialized intermediaries (e.g. Technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)**

**Indicator nr:** ENI CBC MED 2.1.1.4.e

**Indicator name:** Number of researchers and specialized staff in public authorities involved/contracted in joint activities with industries and SMEs

**Measurement unit:** Persons

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (2 Living Labs/project \* 10 public authority staff per Living Lab = 120 public authority staff

**Definitions/Comments:**

Here we refer to the number of public authorities specialized staff involved in joint activities with industries and SMEs, as direct consequence of the programme support. Thanks to joint collaborations between Industries and SMEs that will be set up during the programme implementation, a significant number of human resources of Public authorities and Technology Transfer Offices<sup>55</sup> dedicated to a number of extra activities, including specialised training (e.g. in the areas of innovation management, benchmarking, technology transfer and exploitation of academic research results, funding schemes advice for financing innovation activities etc.) and field visits to industries (e.g. irrigation structures, construction sites, etc.) to integrate theory with practice and gain practical experience.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing on the way and degree of involvement of researchers and other specialized staff in public authorities and the way this has impacted operations of Living Labs and Research Units

**Milestone:**

- ✓ Number of field visits to industries reported for researchers and specialised staff involved in various fields (water, energy, etc.). These visits should be realised between 2021.

**Output 2.1.1.5: Co-publications (in specific technological fields)**

**Indicator nr:** ENI CBC MED 2.1.1.5.f

**Indicator name:** Number and field of co-publications

**Measurement unit:** Co-publications

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (2 Living Labs /project \* about 3 co-

<sup>55</sup> The Technology Transfer Office is a service department of the University that facilitates the protection and further development of technologies developed by personnel of the University. Patentable inventions, tangible materials and copyrighted materials are transferred to the for-profit sector for further development into useful commercial products and services. Technology transfer involves the movement of research results from the laboratory toward the marketplace.



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## **publications per Living Lab = 36 co-publications**

### **Definitions/Comments:**

This indicator covers the number of co-publications in specific technological fields (e.g. innovation management, etc.) resulting from ENI CBC MED projects. These publications are the main results of a science-industry co-operation activity.

### **Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on co-publications, their content and the way this has impacted operations of Living Labs and Research Units

### **Milestone:**

- ✓ Number of validations by the referees of the scientific and technological reviews achieved by 2021

## **Output 2.1.2.6. New products/services developed for commercialization in the ear-marked technological fields**

**Indicator nr:** ENI CBC MED 2.1.2.6.g

**Indicator name:** Number of new products/services developed

### **Measurement unit:**

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (2 Living Labs/project \* 5 new products or services per Living Lab = 60 new products/services

### **Definitions/Comments:**

This indicator covers the number of new products/services developed by the ENI CBC MED Projects. As for the products delivered, we refer mainly to “prototype” products and technological applications. As for the services provided, the new programme promotes technology transfer in the Mediterranean region through its CBC projects, networks, platforms, technology transfer facilitation services, technology transfer capacity building etc.. The emphasis here is placed on facilitating “cross-border” business cooperation among SMEs and promoting technology based business partnerships. Some important technology transfer facilitation services include: a) Providing information on technology transfer, joint-venture, business/research partnerships and opportunities; b) Organizing business-to-business meetings, technology exhibitions and technology transfer related conferences and technology dissemination workshops in partnership with focal points in the participating countries; c) Providing support services to help entrepreneurs interact with technology transfer intermediaries, etc..

Technology transfer is defined as “the process of converting scientific and technological advances into marketable goods or services”<sup>56</sup>.

### **Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on new products and services produced by the operational Living Labs

### **Milestones:**

- ✓ Number of technology transfer support services (e.g. conferences and technology dissemination workshops) delivered by the end of 2021
- ✓ Number of technology transfer capacity building initiatives (e.g. programme of capacity building, including training of trainers from SME support institutions, in partnership with focal points, nodal

<sup>56</sup> Innovative Start-ups & Technology Transfer challenges in the context of Business Internationalization, edited by Nicoleta Luminița Gudănescu, Phd., University Lecturer, Ecologic University, Bucharest, Romania, 2009.



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agencies at the national level, chambers of commerce and other relevant stakeholders) delivered by the end of 2019 and 2022

- ✓ Number of prototypes to the customers for review and collection of feedback from them between 2021

#### **Output 2.1.2.7. Effective processes (e.g. platforms) allowing a pre-competitive analysis of promising products and services**

**Indicator nr:** ENI CBC MED 2.1.2.7.h

**Indicator name:** Number of platforms allowing a pre-competitive analysis of promising products and services put in place and effective

**Measurement unit:** platforms

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 2 processes c.q platforms/project = 12 regional platforms

**Definitions/Comments:**

This indicator refers to the number of processes (e.g. Innovation Forum Programs) and tools (e.g. platforms) established to develop a pre-competitive analysis of market conditions, product innovation, etc. regarding new products and services. These analyses are, in turn, to be used to set regulatory priorities and to provide advices to firms. The expectation is that this will enable the regulators to respond to potential crises and to enable firms to develop better consumer policies. The aim is to gather input from industry, SMEs, suppliers, academe and Public Authority representatives concerning specific challenges and opportunities facing the sectors (e.g. agro-food, tourism, textile/clothing, eco-housing,, renewable energy, creative industries, etc.) related to innovations. The goal of the entire processes is to co-operatively focus on strategies to enhance sector innovation.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on pre-competitive analysis processes/platforms

**Milestones:**

- ✓ Number of active forums by 2021
- ✓ Number of platforms delivered by 2021

#### **Output 2.1.2.8. Science to business brokerage events/fairs organized (e.g. on market opportunities for researches and business actors)**

**Indicator nr:** ENI CBC MED 2.1.2.8.i

**Indicator name:** Number of brokerage events for scientist /researchers and entrepreneurs-organisations

**Measurement unit:** Days (Event duration)

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 2 CBC-MED countries \* 5 brokering events /project-country (1 to 2 per country/year) \* 3 training days = 180 event days attended by researchers and SME staff

**Definitions/Comments:**

The new programme will tackle societal challenges with the aim of bridging the gap between research and the market and helping innovative enterprises and entrepreneurs to develop their technological breakthroughs into viable products with tangible commercial potential.

Brokerage events for scientist /researchers and entrepreneurs-organisations need to be developed with high result valorization, as well as enhancing partnerships among researchers, private entrepreneurs, civil



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society and institutions to bring together different knowledge, capacities and resources, in order to support this approach.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on brokering events and their impact on research and SME performance

**Milestone:**

- ✓ Number of participation certificates for brokerage events delivered by 2021

**Indicator nr:** ENI CBC MED 2.1.2.8.j

**Indicator name:** Number of Technology transfer support and new intellectual property brokering services delivered

**Measurement unit:** Number of services

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 2 service providers/project \* 10 services/provider = 120 services provided in technology transfer and IPR brokerage

**Definitions/Comments:**

This indicator uses the number of services provided in technology transfer and intellectual property rights brokering. It thus refers to the service providers available and their accessibility as a direct consequence of the programme support. Technology transfer is defined as “the process of converting scientific and technological advances into marketable goods or services”<sup>57</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on services provided and the providers themselves

**Milestone:**

- ✓ Number of services provided in technology transfer and IPR brokerage by 2021

**Result indicators under TO A.2 Support to education, research, technological development and innovation**

**Priority A.2.2: Support SMEs in accessing research and innovation also through clustering**

**Expected Result 1:** Upgraded innovation capacity of SMEs participating in CBC Med projects in processes, products and management systems for uptake of research outcomes

**Indicator nr:** ENI CBC MED 2.2.1.A

**Indicator name:** Number of innovative products/services created by clustered SMEs across or within borders

<sup>57</sup> Innovative Start-ups & Technology Transfer challenges in the context of Business Internationalization, edited by Nicoleta Luminița Gudănescu, Phd., University Lecturer, Ecologic University, Bucharest, Romania, 2009.



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**Measurement unit:** Products or Services

**Indicative target value<sup>58</sup>:** (6 projects @ 3,400 K average budgets<sup>59</sup>) \* 5 SMEs/project \* 3 new products or services per SME = 90 new products/services

**Baseline value:** 0 (It concerns the number of innovative products or services created by clustered SMEs, across or within borders, because of the implementation of the programme)

**Definitions/Comments:**

Here we refer to the number of innovative products/services created by clustered SMEs across or within borders with a market focus. Here we refer to new or improved service products (i.e. commodities or public services) as well as to new or improved ways of designing and producing services (i.e. innovation in service processes). The European Commission defines Clusters as “groups of specialised enterprises – often SMEs – and other related supporting actors that cooperate closely together in a particular location. In working together SMEs can be more innovative, create more jobs and register more international trademarks and patents than they would do alone”<sup>60</sup>. They produce and sell a range of related or complementary products and are, thus, faced with common and global competition challenges and opportunities. This concentration of SMEs favors the emergence of specialized services in technical, administrative and financial matters. Clusters are considered to support SMEs upgrading in global value chains to the extent that they facilitate interactive learning both with local and external sources of knowledge. Research and Development (R&D) projects are one of the core activities for these clusters.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on innovative products/services created by clustered SMEs across or within borders

**Milestones:**

- ✓ Lists of active partners involved in SMEs clusters bringing innovation in technology, productivity, process etc. delivered by 2021
- ✓ Number of road maps for SME clusters development by 2021

**Indicator nr:** ENI CBC MED 2.2.1.B

**Indicator name:** Investments (in euro) in targeted SMEs for new knowledge and equipment (hardware and software) and joint R&D and innovation activities

**Measurement unit:** Euro

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 5 SMEs/project \*50,000 Euro/SME =1,500,000 Euro investment in SME upgrading

**Baseline value:** 0 (It concerns only new investments developed because of the programme)

**Definitions/Comments:**

The investments will support R&D activities through the refurbishment and upgrading of research facilities and equipment (e.g. hardware and software) of targeted SMEs. Investments in SMEs for joint R&D activities will generate direct demand for highly skilled engineers, scientists and other staff. They represent an opportunity to develop growth and employment. In this context, “upgrading” is defined as the capacity

<sup>58</sup> As already mentioned, these are indeed Indicative target values, as the number of projects that will be approved within each Priority cannot be defined in advance. The update of the annual monitoring and evaluation plan in accordance with Article 78(2) of the ENI IRs will provide each year the new figures.

<sup>59</sup> For this Priority there is 16,929 K Euro allocated to be divided over 2 to 3 standard projects @ 3,050 K Euro + 1 to 2 strategic project(s) @ 7,618 K Euro in total and 1 to 2 capitalizing project(s) @ 1,693 K Euro in total.

<sup>60</sup> Source: EU Cluster Portal ([http://ec.europa.eu/enterprise/initiatives/cluster/index\\_en.htm](http://ec.europa.eu/enterprise/initiatives/cluster/index_en.htm)).



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of an organisation to innovate and increase the value added of its products and processes.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on Investments (in euro) in targeted SMEs for new knowledge and equipment (hardware and software) and joint R&D and innovation activities

**Milestone:**

- ✓ Number of new hardware and software including specialized IT solutions that can lower costs to a minimum and/or contribute to R&D and innovation activities delivered by the end of 2021

**Indicator nr:** ENI CBC MED 2.2.1.C

**Indicator name:** New (foreign) investments (in euro) in targeted SMEs

**Measurement unit:** Euro

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* 5 SMEs/project \*50,000 Euro/SME  
=1,500,000 Euro investment in SME

**Baseline value:** 0 (It concerns only new investments in targeted SMEs developed because of the programme)

**Definitions/Comments:**

New Foreign investments (in Euro): Here we refer to intra-regional investments which means investments in neighbouring countries with real benefit for targeted SMEs made by Egypt, Jordan, Tunisia, etc. We also refer to investment projects issued towards Europe by the ENP countries<sup>61</sup> for a competitive Mediterranean. Such investment projects may include, among other things, development and implementation of financial tools, such as Innovation Vouchers. Innovation Vouchers: According to the OECD<sup>62</sup>, these publicly financed vouchers can be used to buy innovation services from knowledge providers (public research institutions or other firms depending on the definition of the scheme). They are often targeted to SMEs so that they build a first relationship with a knowledge institution (like a local university or technology centre) so that in the future, the SME will seek such collaboration opportunities on its own to innovate. This instrument provides funding so that the company can work with an external expert for the first time, gaining new knowledge to help business innovate more rapidly and more effectively. The OECD specifies that “an Innovation Voucher is an instrument easy to apply on a cross-border basis”. Eligible activities for funding include industrial research and experimental development (e.g. feasibility studies, patent research, use of laboratories and state-of-the-art equipment, or prototyping and testing). A necessary condition for granting a “cross-border innovation voucher” is the presence of at least two SMEs located in two different cross-border jurisdictions in the list of beneficiaries. The two or more SMEs can use the voucher not only to share R&D collaboration but also to co-operate with third institutions like large companies, universities and research centres. The domains for which the vouchers have typically been granted are: energy, waste, water, agro-food, life sciences and high-tech systems, etc.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on (foreign) investments (in euro) in targeted SMEs

**Milestone:**

- ✓ Number of “Innovation Vouchers schemes” introduced in more than two Neighbouring countries by the end of 2021

<sup>61</sup> The Mediterranean between growth and revolution. Invest in MED survey n.21, Anima March 2011.

<sup>62</sup> OECD Reviews of Regional Innovation - Regions and Innovation - Collaborating across Borders, OECD (2013).



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## *Output indicators under TO A.2 Support to education, research, technological development and innovation*

### **Priority A.2.2: Support SMEs in accessing research and innovation also through clustering**

**Output 2.2.1.1: New and/or adapted business support services developed in compliance with SMEs needs to raise capacities of SMEs for greater innovation and management efficiency (e.g. mentoring, training, coaching schemes, etc.)**

**Indicator nr:** ENI CBC MED 2.2.1.1.a

**Indicator name:** Number of SMEs substantially and actively involved in projects as final beneficiaries (ENI CBC 2)<sup>63</sup>

**Measurement unit:** SMEs

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 5 spin-offs)/project = 60 SMEs

**Definitions/Comments:**

Based on data taken from the project data base, here we refer to the number of SMEs directly involved as final beneficiaries in ENI-financed activities produced by the business development organisations and/ or public institutions. Adapted business support services for SMEs: The mentoring, training and coaching schemes for participating SMEs needs are intended to offer assistance to SMEs in developing innovation strategies with an international cross-border perspective. These services will be delivered by Business development organisations and /or public institutions. SMEs needs: These needs are mainly related to investment in strategic innovation plans, business plans, financing, marketing, human resource management, technical advice, etc.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on directly involved SMEs in the cross-border projects supported by the CBC-MED programme. Specific attention will be given to the way they interact and the impact of the programme on their business and notably their cross-border perspectives

**Milestones:**

- ✓ Number of business development services programmes for MSMEs introduced in more than two Neighbouring countries by the end of 2021
- ✓ Number of business fairs in 2021 that provide an opportunity to involved SMEs to showcase their business activities and notably as related to take-up of research innovation in their enterprise activity from a cross-border perspective

**Indicator nr:** ENI CBC MED 2.2.1.1.b

<sup>63</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact/ENPI, September 2014. Indicator ENI CBC 2.



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**Indicator name:** Number of SMEs using programme support for cooperating with research institutions (ENI CBC 5)<sup>64</sup>

**Measurement unit:** SMEs

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 3 spin-offs)/project = 48 SMEs

**Definitions/Comments:**

Based on data taken from the project data base, here we refer to the number of SMEs that cooperate with research institutions in R&D projects. This indicator focuses on the enterprises as direct beneficiaries receiving support either as partners or as associates. At least one enterprise and one research institution should participate in the approved projects under this Thematic Objective. The cooperation may be new or already existing. The cooperation should last at least for the duration of the project.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the contents and modalities of cooperation between SMEs and research institutions, both being involved in the cross-border projects supported by the CBC-MED Programme

**Milestone:**

- ✓ Number of SMEs using programme financial support to cooperate with research institutions by 2021

**Output 2.2.1.2: Cross-border innovation advisory support services developed (e.g. Innovation Voucher), Product & Idea development, Market Research, Sales, Finance and Funding, Networking, etc.).**

**Indicator nr:** ENI CBC MED 2.2.1.2.c

**Indicator name:** Number of SMEs receiving grants for operational instruments (equipment) to favor their innovation.

**Measurement unit:** SMEs

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 5 spin-offs)/project = 60 SMEs receiving grants

**Definitions/Comments:**

Here we refer to the number of SMEs receiving support in forms of non-refundable direct financial support conditional only to completion of project (grants). This financial support must be dedicated to implement operational instruments (equipment) in favor of SMEs innovation. Operational instruments are equipment effectively provided to supported SMEs. These instruments are aimed at increasing their capacities to develop activities at transnational cross-border level. Therefore SMEs should be empowered at cross-border level thanks to these instruments<sup>65</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on purpose, use and impact of instruments that were made available

**Milestone:**

- ✓ Number of operational instruments (equipment) delivered to SMEs by the end of 2021
- ✓ Number of SMEs receiving grants for operational instruments (equipment) to favor their innovation by

<sup>64</sup> List of COI. Indicator ENI CBC Nr. 5.

<sup>65</sup> Source: OP ETC MED 2014-2020 Final draft - 21 May 2014.



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**Output 2.2.1.3: Tailored training events for SMEs public authorities, researchers, managers, relevant businesses and end users**

**Indicator nr:** ENI CBC MED 2.2.1.3.d

**Indicator name:** Number of SMEs using programme support for cooperation in education, R&D and innovation (ENI CBC 4)<sup>66</sup>

**Measurement unit:** SMEs

**Indicative target value:** (6 projects @ 3,400 K average budgets) \* (5 SMEs + 5 spin-offs)/project = 60 SMEs

**Definitions/comments:** Based on data taken from the programme data base, here we refer to the number of SMEs receiving support in any form from the ENI and using it for cooperation in education, R&D and innovation. The definition of SMEs is reported among the useful definitions in the dedicated paragraph while the meaning of support includes grants, financial support other than grants, non-financial support, support that does not involve direct financial transfer (such as guidance, consultancy, etc.). Venture capital is considered as financial support. In the specific case of indicating support related to the Output 3, specific attention will be given here to training, coaching and other business consultancy.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available detailing programme support provided to SMEs with specific focus on training, coaching, and consultancy services

**Milestone:**

- Number SMEs involved in business fairs organized by 2021 to showcase their business activities and notably to take-up research in a cross-border perspective

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<sup>66</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. September 2014. Indicator ENI CBC Nr. 4.



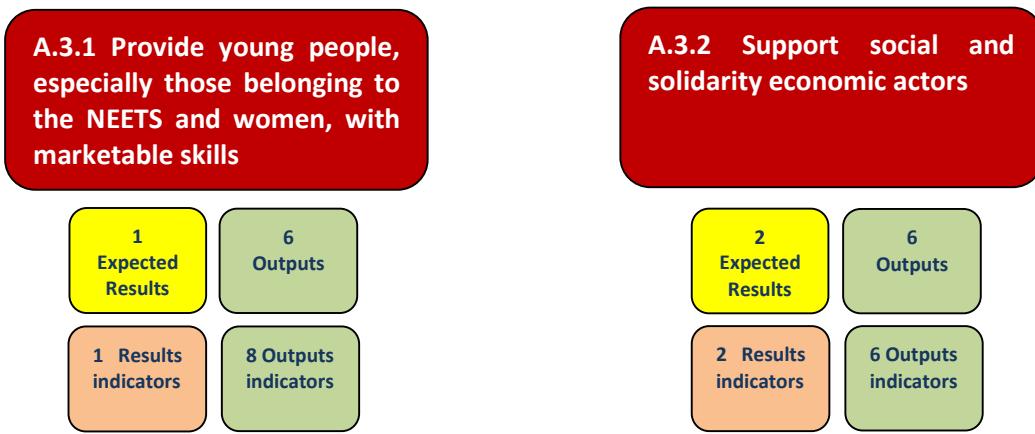
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In the next section, you will find a table with a brief description of each selected indicator on expected results, and a table with a short description of each selected indicator on possible outputs. Both tables refer to the Overall Objective "**A. PROMOTE ECONOMIC AND SOCIAL DEVELOPMENT**", the thematic objective **TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY** and corresponding Priorities of the new JOP.

### TO A.3 Promotion of social inclusion and fight against poverty

This section contains information regarding the number of Expected results and their indicators and the number of Outputs indicators selected for each of the two priorities of TO A.3 of the new JOP.

#### 2 Priorities



Further details on **contents** and **type** of each individual indicator for each Priority are available in the following tables.

Result indicators under <b>TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY</b>	
<b>Priority A.3.1: Provide young people, especially those belonging to the NEETS, and women with marketable skills</b>	
<b>Expected Result 3.1.1: Increased employability of women (all ages) and youths people up to 30 years old, especially those belonging to the NEETS</b>	
<b>Indicator nr:</b> ENI CBC MED 3.1.1.A	
<b>Indicator name:</b> Number of women (all ages) and youths up to 30 years old, especially those belonging to the NEETS, supported by the Programme who have found a job	
<b>Measurement unit:</b> Job contracts for young people (18-24 year old), NEETS <sup>67</sup> and women	
<b>Indicative target value<sup>68</sup>:</b> (5 projects @ 3,400 K average budgets <sup>69</sup> ) * 3 countries/project * 3	

<sup>67</sup> People not in education, employment or training (NEET).



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**training/coaching programmes per country-project \* 20 trainees/year \* 3 years \* 50% signed job contracts = 1,350 persons newly contracted**

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

Here we refer to the number of new employment contracts for youths (18-24 year old), NEETS and women that are a result of CBC-MED Programme support. Local providers work alongside Local Authorities (LAs) to identify potential beneficiaries of new employment contracts and to ensure that provision meets local needs. Local providers need to estimate the size of the eligible population. Monitoring will be implemented by the concerned partners using surveys on employability until the end of project activities.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of surveys on employability carried out by the funded projects by the end 2021
- ✓ Number of job contracts (part-time and full time) by the end of 2021 (see also cross sector indicator ENI CBC MED 0.2)

**Output indicators under TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY**

**Priority A.3.1: Provide young people, especially those belonging to the NEETS, and women with marketable skills**

**Output 3.1.1.1: Branding' and marketing campaigns to enhance services that foster youth employment.**

**Indicator nr:** ENI CBC MED 3.1.1.1.a

**Indicator name:** Number of socio or sector professional representatives involved in social inclusion actions and networks

**Measurement unit:** Organisations

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 2 CBC-MED countries/project \* 2 organizations per country-project = 20 organizations

**Definitions/Comments:**

This indicator covers the number of socio or sector professional representatives involved in social inclusion actions and networks. Socio or sector professional representatives include the third sector organisations (e.g. Charities, NGOs, Foundations, civil society organizations, volunteer centres<sup>70</sup>, Associations, etc.) and "Social Enterprises" that contribute to the implementation of project activities either as partners or associates. According to the European Commission, the key distinguishing characteristics of Social Enterprises are their social and societal purpose combined with the entrepreneurial spirit of the private

<sup>68</sup> As reported above, all target values of this indicative plan are to be considered provisional, as the number of projects to be approved will depend on the JMC decisions on the financial allocations. They will be adjusted annually.

<sup>69</sup> For this Priority there is 16,929 K Euro allocated to be divided over 2 to 3 standard projects @ 3,050 K Euro + 1 strategic project @ 7,618 K Euro and 1 to 2 capitalizing projects @ 1,693 K Euro.

<sup>70</sup> Here we refer to voluntary sector representatives.



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sector. Social Enterprises dedicate their activities and reinvest their surpluses to achieving wider community objectives (social, societal, environmental) rather than profit maximisation.<sup>71</sup> They often have an innovative nature, through the goods or services they offer. They often employ society's most fragile members (socially excluded persons, care leavers, etc.) and thus contribute to social cohesion, employment and the reduction of inequalities. Social inclusion actions and networks are implemented by Representatives of the above mentioned sectors and organisations working in partnership with other relevant stakeholders (Regional and Local authorities, Universities, etc.) at cross border level, to plan and organize activities that promote the development of inclusive and sustainable communities.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the purpose, activities, results and impact of social/sector professional organizations

**Milestones:**

- ✓ Number of cooperation agreements between representatives of these sectors with a view to establishing "Social Inclusion Networks" to be delivered by the end of 2021
- ✓ Number of branding and marketing campaigns delivered by Social Inclusion Networks by 2021

**Output 3.1.1.2: Targeted training courses oriented to the labour market addressing young (18-24 year old) and women (all ages) especially those belonging to vulnerable groups**

**Indicator nr:** ENI CBC MED 3.1.1.2.b

**Indicator name:** Number of new curricula proposing skills required by the labour market (new professions)

**Measurement unit:** Curricula materials

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 different training courses /project \* 3 curricula materials/training course = 45 curricula materials

**Definitions/Comments:**

Here we refer to the number of new and improved curricula materials that are developed for use in training courses that target young people (especially those belonging to the NEETS) and women, so as to increase and improve their skills to find a job. Through this a number of new professions will be created in the territories of the Mediterranean region and new and improved curricula will be delivered in the years 2014-2020. The curricula materials will be well documented and archived by the social sector organizations that provide these training courses.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the curricula developed and used in the training courses delivered, their content, relevance, effectiveness, and impact on trainees for finding a job thanks to this training.

**Milestone**

- ✓ Number of catalogues in different languages (Arabic, French and English) of new curricula available to employers, trainees and staff of training organizations by the end of 2021

**Indicator nr:** ENI CBC MED 3.1.1.2.c

<sup>71</sup> Source: Social Enterprises ([http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/social-enterprises/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/social-enterprises/index_en.htm)).



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**Indicator name:** Number of training courses designed and targeted to young people (18-24 year old) (especially those belonging to the NEETS and women)

**Measurement unit:** Training days

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 2 CBC-MED countries/project \* 3 training courses/project-country/year \* 3 years \* 5 training days/training course = 450 training days

**Definitions/Comments:**

This indicator covers the number of training days designed and targeted to young people (18-24 year old) and especially those belonging to the NEETS and women. Young people NEETS and women, located in a certain area, are the beneficiaries of these training courses whose aim is to improve the quality of their life and ensure a better integration in the work force. The number of trainees that attend these training courses will also be documented. The increased integration must be a direct consequence of the support. People - who complete the training courses - will be enabled to find a job.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the training courses delivered, their sector(s) / content, attendance, impact in terms of trainees finding a job thanks to this training.

**Milestones:**

- ✓ Number of certificates on successful completion of the training courses by 2021 as a result of programme support to all funded projects

**Indicator nr:** ENI CBC MED 3.1.1.2.d

**Indicator name:** Number of youth, NEETS and women trained

**Measurement unit:** Persons

**Indicative target value:** (5 projects @ 3,400 K average budgets<sup>72)</sup> \* 3 countries/project \* 3 training/coaching programmes per country-project \* 200 trainees/year (25/month over 8 months/year) \* 3 years \* 80% success rate = 14,400 persons trained

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

This indicator covers the population of youth, NEETS and women (including vulnerable or marginalised persons in a certain area) benefiting from actions (i.e. trainings) aimed at increasing their skills and integration into job markets and wider society. The increased integration must be a direct consequence of CBC-MED Programme support. The goal of CBC-MED projects is to provide training to a number of individuals including youth, NEETS and women in order to boost their employment rates. In particular, marginalised persons include immigrants, ethnic minorities, handicapped, etc. will be targeted. Trainings include: Traineeships, Apprenticeships (Stage) and specialized support for the most marginalized and disadvantaged youth, NEETS and women to help them make a successful transition from education to working life by improving career advice and guidance, and strengthening engagement with employers.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on trained youth, NEETS and women, with specification of kind of trainings, attendance, satisfaction levels, and resulting employability and new job contracts.

**Milestone:**

<sup>72</sup> For this Priority there is 18,900 K Euro allocated to be divided over 3 standard projects @ 2,835 K Euro + 1 strategic projects @ 8,505 K Euro and 2 capitalizing projects @ 945 K Euro.



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- ✓ Number of issued certificates of successful completion of the apprenticeship, traineeship etc. delivered by the end of 2021

**Output 3.1.1.3: Innovative learning tools and methodologies supported by new technologies (social media; mobiles)**

**Indicator nr:** ENI CBC MED 3.1.1.3.e

**Indicator name:** Number of social media specifically targeting learning for unemployed youth and women

**Measurement unit:** Social media posting learning tools created

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 different training courses /project \* 5 curricula materials/training course \* 2 (at least) social media tools/curricula material = 150 social media posting learning tools created

**Definitions/Comments:**

Active participation in professional and social practices, social skills and social networks play a role of growing importance. Interactive media or Web 2.0, e-learning platforms and online courses, dedicated social networks, etc. provide opportunities for informal learning, going beyond the addition of e-tools to traditional learning environments. The new social media (including youtube channels, linkedin etc.) offer particular opportunities in areas of interaction, participation, and are thus essential to social innovation of learning, both for the design of tools for social interaction and for instructional tools underpinning newly developed curricula. Digital exclusion may marginalize youth-at-risk (i.e. marginalized youth, long-term unemployed youth and women, NEET). Social media support the social inclusion of youth-at-risk. Social media can be a great way for unemployed youth and women to keep in touch with vacancies or other support, to follow local job centers on social networks (e.g. Twitter)<sup>73</sup>, or follow employers that they would like to work for. Social media has become the primary source of up-to-date information including daily news and job events.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the social media used for and to accompany the curricula materials developed and the training courses delivered; it should give both the technical and pedagogic specifications necessary for further uses.

**Milestone:**

- ✓ Number of social media posting learning tools created such as e-learning platforms and online courses by the end of 2021

**Output 3.1.1.4: Coaching and tutoring actions with leading mentors, especially women, from successful businesses and civil society experiences.**

**Indicator nr:** ENI CBC MED 3.1.1.4.f

**Indicator name:** Number of associations (civic, arts, sports, performing arts) launched by young people, NEETS and women

**Measurement unit:** Associations

<sup>73</sup> There is an area on Twitter where users can set up private lists which can only be accessed by themselves. They can create a couple of lists and one of them can be used to follow job vacancies. They can get notifications on their mobile when new opportunities are tweeted on the list. Beyond its social aspect, Twitter is a very good device for constant updates.



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**Indicative target value: (5 projects @ 3,400 K average budgets) \* 2 CBC-MED countries/project \* 3 training courses/project-country/year \* 3 years \* 1 Association/3 training courses = 30 Associations**

**Definitions/Comments:**

Here we refer to the number of associations (civic, arts, sports, etc.) legally established by young people, NEETS and women. They might be supported by Local and Regional authorities through appropriate measures. These associations are one of the pillars of social cohesion in the municipality or region and are an ideal channel for youth participation and the implementation of youth policies in the fields of sport, culture, crafts and trades, performing arts, artistic and other forms of creation and expression, as well as in the field of social action. In order to develop the local and regional youth association sector, local and regional authorities are encouraged through appropriate measures to lend their support in particular to organisations which train facilitators and leaders of youth clubs and organisations, as well as youth workers, who play a vital part in life at local and regional level.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on how training courses (with their curricula and social media tools) have succeeded to support trainees in establishing associations in the domains of social/civic work, sports, performing arts and other artistic/cultural expression.

**Milestone:**

- ✓ Number of Associations launched by the end of 2021

**Output 3.1.1.5: Initiatives to better connect Technical Vocational Education and Training (TVET) with market needs and socio-professional sectors**

**Indicator nr:** ENI CBC MED 3.1.1.5-g

**Indicator name:** Number of agreements between TVET institutions and the business sector

**Measurement unit:** Agreements

**Indicative target value: (5 projects @ 3,400 K average budgets) \* 2 CBC-MED countries/project \* 1 TVET institutions per country-project \* 2 Agreements/TVET = 20 Agreements**

**Definitions/Comments:**

School-industry partnerships are typically established to satisfy the needs of local firms rather than to provide broader occupation-specific and transferable skills. Beyond such local initiatives, there is little employer engagement in the initial TVET system. Here we refer to the number of agreements between TVET institutions and the firms that will be supported to: Provide an institutional framework for enhancing industry/enterprise participation in TVET. Under the framework, permanent bodies should engage industry/enterprise stakeholders at all levels in the development and implementation of TVET policies and programmes; Develop incentives for partnerships between TVET institutions and firms; Ensure teachers and trainers are well-prepared with “industry” experience; Encourage interchange and partnership between TVET institutions and industry/enterprises, so that vocational teachers and trainers spend time in industry to update their knowledge, and vocational trainers in firms spend some time in TVET institutions to enhance their pedagogical skills; Encourage local associations of training firms to manage and support workplace training offers for vocational schools.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on working relationships and agreements are initiated, further developed, and maintained.

**Milestones:**

- ✓ Number of Agreements of TVET-industry/enterprise partnerships delivered by the end of 2021



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- ✓ Number of “TVET-industry/enterprise partnerships” delivered by the end of 2021

#### **Output 3.1.1.6: Social employment initiatives jointly implemented by public institutions and civil society organizations**

**Indicator nr:** ENI CBC MED 3.1.1.6.h

**Indicator name:** Number of public institutions engaged (i.e. through charters, protocols, Memoranda of Understanding) in employment schemes to foster employability of young people and women

**Measurement unit:** Public institutions

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 2 CBC-MED countries/project \* 2 public institutions per country-project = 20 public institutions

##### **Definitions/Comments:**

Here we refer to the number of public institutions engaged in youth/women employment schemes (e.g. apprenticeship and traineeship programmes) to tackling the challenge of providing productive and durable employment opportunities for young people and women. Partnerships at cross borders, national and local levels (i.e. through charters, protocols, MoU, etc.) will be established to foster participation of various actors (e.g. policy-makers, public institutions, the private sector<sup>74</sup>) in the formulation and implementation of youth employment schemes (YES) for decent jobs for young people and women.

As stated by ILO<sup>75</sup>, “at international level, the multilateral system can establish strategic alliances and partnerships in order to influence decision-making and place youth employment at the centre of the global development agenda, including by advocating that specific youth employment priorities and targets are defined in the post-2015 global development agenda”.

##### **Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the inclusion and involvement of public institutions in the work of the projects and notably in enhancing youth/women employment schemes

##### **Milestone:**

- ✓ Number of youth employment schemes for young jobseekers leading to productive jobs delivered by Public institutions in collaboration with other actors (e.g. the private sector) by the end of 2021

#### ***Result indicators under TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY***

##### **Priority A.3.2: Support social and solidarity economic actors, also in terms of improving capacities and**

<sup>74</sup> Enterprises can play an important role in promoting decent work for youth. They can participate in the formulation of training policies and programmes that meet market needs, provide work experience and mentorships, and facilitate the access of youth to markets, capital and networks.

<sup>75</sup> Promoting youth transitions to decent work: Empowering young people through employment. A background paper for the Global Youth Forum, Bali, ILO, 4 – 6 December 2012.



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## co-operation with public administrations for services' provision

### Expected Result 3.2.1: Enlarged access and improved quality of existing social services in favor of vulnerable people

**Indicator nr:** ENI CBC MED 3.2.1.A

**Indicator name:** Population covered by improved social services as a direct consequence of Programme support (ENI CBC 9)<sup>76</sup>

**Measurement unit:** Persons

**Indicative target value<sup>77</sup>:** (5 projects @ 3,400 K average budgets<sup>78</sup>) \* 3 CBC-MED countries/project \* 3 organizations per country-project \* 1,000 people/year/organization \* 3 years = 135,000 people

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/comments:** This indicator covers the population of a certain area (i.e. vulnerable people) expected to benefit from development of, and enhanced access to, social services as a direct consequence of the programme support. It includes improvement of existing services or introduction of new services as a direct result of the project activities. The ENI CBC MED projects should actively promote the coordination mechanisms required to ensure proper partnerships with the private (profit and non-for-profit) actors. Building partnerships, especially at local level, with these actors enhances the coherence and complementarities of the social service delivery and improves their qualities. The indicator excludes multiple counting at the project level even if the intervention includes several services targeting the same persons, i.e. persons allotted to several beneficiary groups should be counted only once.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the social services targeted and the effect of the improvements resulting from the funded activities

**Milestones:**

- ✓ Number of social services improved in providing services to vulnerable people by 2021
- ✓ Number of persons supported by improved social services by 2021

### Expected Result 3.2.2: Reinforced planning, operational capacities and cooperation of public administrations and relevant stakeholders in providing social services

**Indicator nr:** ENI CBC MED 3.2.2.B

**Indicator name:** Number of agreements between public administrations and relevant stakeholders for coordinated planning and implementation of social services

**Measurement unit:** Agreements

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 3 organizations per country-project \* 1 Agreements/organization = 45 agreements

**Baseline value:** 0 (It concerns new initiatives developed during the programme);

<sup>76</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. September 2014. Indicator ENI CBC Nr. 9.

<sup>77</sup> These are indeed provisional target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in a first Call for proposals.

<sup>78</sup> For this Priority there is 16,929 K Euro allocated to be divided over 2 to 3 standard projects @ 3,050 K Euro + 1 strategic project @ 7,618 K Euro and 1 to 2 capitalization projects @ 1,693 K Euro.



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#### Definitions/Comments:

This indicator covers the number of agreements between public administrations and civil society organizations for coordinated planning and implementation of social services.

The ENI CBC MED projects should actively promote the coordination mechanisms required to ensure proper partnerships between public administrations and civil society actors (e.g. Non-for-profit organizations). Building partnerships, especially at local level, with these actors enhances the coherence and complementarities of the social service delivery and improves their qualities.

#### Source of Verification:

⇒ Information on the baseline can also be collected by the projects financed under this Priority summing up the number of similar Agreements made between private and public partners in the last 2 years before the start of the CBC MED programme, those private partners now getting directly involved in and supported by the CBC MED 2014-2020 Programme.

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the social services designed and provided by the projects and their partners as well as the agreements for coordination made among partners.

#### Milestones:

- ✓ Number of measures to foster innovation and reforms<sup>79</sup> in the social services available by the end of 2021
- ✓ Number of agreements between (public- civil society) organizations for the delivery of social services signed by the end 2021

### ***Output indicators under TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY***

#### **Priority A.3.2: Support social and solidarity economic actors, also in terms of improving capacities and co-operation with public administrations for services' provision**

##### **Output 3.2.1.1: Social pilot schemes jointly developed for social services to the benefit of vulnerable population**

**Indicator nr:** ENI CBC MED 3.2.1.1.a

**Indicator name:** Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13<sup>80</sup>)

**Measurement unit:** Persons

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 3 organizations per country-project \* 10 staff/organization = 450 persons

#### Definitions/Comments:

This indicator covers the number of social service professionals participating in cross border exchanges or activities. Participants are those who take part in such initiatives. Participation implies active involvement

<sup>79</sup> Here we refer to innovative reforms of service delivery with evidence of improved outcomes, achieved through strengthened partnerships between public, private and civil society stakeholders, including social entrepreneurs and social NGOs.

<sup>80</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. September 2014. Indicator ENI CBC Nr. 13.



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in the activities produced by the projects. Persons taking passively and/or indirectly part in events or occasions, being on e-mail lists or receiving leaflets, visiting websites, and other similar passive engagement, are not to be considered.

Social service professional is a person working within different aspects of social services. According to the Statistical Classification of Economic Activities in the European Community, Rev. 2, such activities are largely coherent with entire category Q (Human Health and Social Work Activities) as well as categories 84.12 (Regulation of the activities of providing health care, education, cultural services and other social services, excluding social security), and 84.30 (Compulsory social security activities). Owing to differing national standards and practices, such a strict classification of social service professionals may not always be feasible. The professional may be working for the public, private or the third sector (incl. NGOs).

Cross border exchange or activity: a project or activity involving participants from at least two ENI CBC participating countries. The exchange or activity must be a direct consequence of the support.

Multiple counting at the project level needs to be eliminated. A social service professional participating in more than one exchange or activity is still only one social service professional. Elimination of multiple counting at the programme level may be difficult to execute.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the participation of social service organizations in cross-border exchanges and activities, the content of these cross-border events and the conclusions on the quality of social service delivery.

**Milestones:**

- ✓ Number of case studies on social service delivery by social service professionals participating in related cross-border events
- ✓ Number of participation certificates delivered by 2021

**Output 3.2.1.2: Cross-border learning and sharing events of different actors tackling specific social issues**

**Indicator nr:** ENI CBC MED 3.2.1.2.b

**Indicator name:** Number of cross-border events on social services supported by CBC-MED projects

**Measurement unit:** Events

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 1 event per country-project = 15 events

(it is assumed that social service professionals will not only attend cross-border events organized by their own project, but also of other projects)

**Definitions/Comments:**

The participants involved in these activities, will participate in cross border events on social services organized with support from ENI CBC MED.

Cross border events on social services are conferences, workshops, webinars, web-meetings, etc., involving participants from at least three Mediterranean countries. The event must be a direct consequence of the support. The aim of these events is to bring together a multi-stakeholder audience and facilitate the debate around thematic issues relevant in the sector of social services. The events allow project participants, experts and key European stakeholders to gain a greater insight into the developments of the social services sector. The new programme wants to formulate concrete answers to challenges of tomorrow and contribute substantially to the modernization of the social services sector.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on cross border events, the content of these cross-border



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events and the main conclusions on the quality of social service delivery

**Milestone:**

- ✓ Number of participation certificates delivered by 2021

**Output 3.2.1.3: Established and/or strengthened social and solidarity actors**

**Indicator nr:** ENI CBC MED 3.2.1.3.c

**Indicator name:** Number of new social enterprises established and strengthened

**Measurement unit:** new social enterprises

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 1 Social Enterprise per country-project \* 80 % success = 12 Social Enterprises

**Definitions/Comments:**

According to the European Commission, "Social economy enterprises are characterised by a strong personal involvement of its members in the management of the company and the absence of seeking profits in order to remunerate shareholders capital. Due to their specific way of doing business which associates economic performance, democratic operation and solidarity amongst members, they contribute to the implementation of important community objectives, particularly in the fields of employment, social cohesion, regional and rural development, environmental protection, consumer protection, and social security policies"<sup>81</sup>. These enterprises are present in almost every sector of the economy, such as banking, insurance, agriculture, craft, various commercial services, and health and social services etc. Cooperatives, mutual societies, associations, foundations and other organisms that carry out economic and business activities whose working regulations fulfill the principles abovementioned, are also examples of this alternative form of enterprise<sup>82</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the establishment and performance of Social Enterprises as described above

**Milestone:**

- ✓ Number of new social enterprises established and strengthened by 2021
- ✓ The total population covered by the support provided by the new social enterprises is expected to be estimated during the midterm evaluation (2021) and final evaluation (2023) .

**Output 3.2.2.4: Workshops, on line platforms etc. for learning and sharing about cooperation modalities for social services delivery**

**Indicator nr:** ENI CBC MED 3.2.2.4.d

**Indicator name:** Number of public institutions involved in social inclusion actions as part of the CBC MED projects

**Measurement unit:** Public institutions

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 2 public institutions per country-project = 30 public institutions

<sup>81</sup> Source: <http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/#h2-2>

<sup>82</sup> Action Plan for the encouragement and development of Social Economy in the Euro-Mediterranean Partnership", edited by ESMED/OECD 2011).



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#### **Definitions/Comments:**

Based on data taken from the project data base, here we refer to the number of public institutions (i.e. National, Regional and Local authorities) directly involved as final beneficiaries in ENI-financed activities for social inclusion). The public institution belongs to the target group and has been a direct beneficiary of support of any kind (incl. all forms of non-financial support such as guidance, consultancy, awareness-raising initiatives, etc.). Public institutions/authorities taking sporadically part in smaller training or information events, networking occasions, and other similar intermittent engagement, are not to be considered. Social inclusion is about having access to opportunities, options and choices in life and having the resources and appropriate supports as well as the personal capacity, self confidence and individual resilience to make the most of them. For an organization (including a public institution), being socially inclusive is about the deliberate actions taken by that organization to remove or reduce barriers to inclusion and to create opportunities that facilitate and encourage full participation. Social inclusion actions are collaborative actions with the various organizations involved in CBC MED projects to address key priorities of social development and social inclusion issues in the Mediterranean countries. These can include, for instance, pilot projects intended to promote innovative models for cooperation and partnership between public institutions, firms and social enterprises.

#### **Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the public institutions involved and their actions

#### **Milestones:**

- ✓ Number of public institutions involved in social inclusion actions financed by the CBC MED projects by 2021
- ✓ Population covered by the support provided by the new social enterprises estimated by the projects and reported by 2021

#### **Output 3.2.2.5: Case studies, reports, analysis on modalities for delivering social services**

**Indicator nr:** ENI CBC MED 3.2.2.5.e

**Indicator name:** Number of Action plans to coordinate social services provision

**Measurement unit:** Action Plans

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 2 public institutions per country-project \* 1 Action Plan/per public institution = 30 Action Plans

#### **Definitions/Comments:**

This indicator measures the number of action plans for social services defined to support vulnerable populations in different participating countries. These action plans are primarily made or endorsed by public institutions in collaboration with civil society or private enterprise organizations and are hence an indicator of the extent that such social inclusion action is closely coordinated with and organized with public institutions. Social services are those aiming at improving quality of life and providing social protection, such as for example social security and social assistance services, employment and training services, social housing, child care and long-term care services. They are provided by public authorities or entrusted by them to private entities. The European Commission uses the following two categories for conceptualizing Social Services of General Interest (SSGI): Statutory and complementary social security schemes covering the main life risks; Other services provided directly to an individual that aim at his/her



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social inclusion and safeguarding his/her fundamental rights, such as social assistance services, employment and training services, social housing, child care or long-term care services<sup>83</sup>. As per the Active Inclusion strategy, the EC considers the latter category of services particularly relevant.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on how such coordination with public institutions has led to action plans endorsed by them and/or coordinated with other actors

**Milestones:**

- ✓ Number and analysis of Action Plans on social services completed by end of 2021
- ✓ Number of cases studies on the different modalities, roles and impact of involvement of public institutions in social inclusion actions with other relevant stakeholders (e.g. civil society organizations, SMEs and Social Enterprises for Social Inclusion) etc. delivered by 2021
- ✓ The population covered by the support provided by the action plans is expected to be estimated by 2021

**Output 3.2.2.6: Cross border staff exchanges and joint trainings among public authorities to plan, implement and coordinate social service delivery**

**Indicator nr:** ENI CBC MED 3.2.2.6.f

**Indicator name:** Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13<sup>84</sup>)

**Measurement unit:** Persons

**Indicative target value:** (5 projects @ 3,400 K average budgets) \* 3 CBC-MED countries/project \* 10 professionals per country-project = 150 persons

**Definitions/Comments:**

This indicator covers the number of social service professionals working in public institutions participating in cross border exchanges or activities. Participants are those who take part in such initiatives. Participation implies active involvement in the activities produced by the projects. Persons taking passively and/or indirectly part in events or occasions, being on e-mail lists or receiving leaflets, visiting websites, and other similar passive engagement, are not to be considered. Social service professional: a person working within different aspects of social services. The professional may be working for the public, private or the third sector (incl. NGOs). Cross border exchange or activity is a project or activity involving participants from at least two ENI CBC participating countries. The exchange or activity must be a direct consequence of the support. Multiple counting at the project level needs to be eliminated. A social service professional participating in more than one exchange or activity is still only one social service professional. Elimination of multiple counting at the programme level may be difficult to execute.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the engagement of public institutions, their participation in cross-border activities and events and how this could increase social inclusion

**Milestone:**

<sup>83</sup> Implementing the Community Lisbon programme: Social services of general interest in the European Union, COM(2006) 177 final.

<sup>84</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. September 2014. Indicator ENI CBC Nr. 13.



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- ✓ Number of participation certificates delivered to social service professionals by 2021 (e.g. training, workshops, etc.)



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In the next section, you will find a table with a brief description of each selected indicator on expected results, and a table with a short description of each selected indicator on possible outputs. Both tables refer to the Overall Objective "**B. ADDRESS COMMON CHALLENGES IN ENVIRONMENT**", the thematic objective **TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION** and corresponding Priorities of the new JOP.

### 3.5 B. ADDRESS COMMON CHALLENGES IN ENVIRONMENT

This section will present briefly the number and type of Result and Output Indicators investigated for the Thematic Objective "**TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION**" and corresponding Priorities.

#### ENI CBC MED Strategy Overview (2/2)

##### 1 Overarching Objective

B. Address common challenges in environment

##### 1 Thematic Objective

B.4 Environmental protection, climate change adaptation and mitigation

#### TO B.4 Environmental protection, climate change adaptation and mitigation

This section contains information regarding the number of Expected results and their indicators and the number of Outputs indicators selected for each of the four priorities of TO B.4 of the new JOP.

##### Four Priorities

<b>B.4.1 Support innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply</b>	<b>B.4.2 Reduce municipal waste generation and promote source separated collection and the optimal exploitation of its organic component</b>	<b>B.4.3 Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings</b>	<b>B.4.4 Incorporate the Ecosystem-Based management approach to ICZM into local development planning</b>
2 Expected Results	8 Outputs	1 Expected Results	5 Outputs
6 Results indicators	9 Outputs indicators	3 Results indicators	7 Outputs indicators



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Further details on **contents** and **type** of each individual indicator are available in the following tables.

<i>Result indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION</i>
<b>Priority B.4.1: Support sustainable initiatives targeting innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply</b>
<b>Expected Result 4.1.1: Increased adoption of innovative sustainable water-efficiency technologies and systems in agriculture by public authorities, specialized agencies and other relevant stakeholders</b>
<b>Indicator nr:</b> ENI CBC MED 4.1.1.A
<b>Indicator name:</b> Surface in ha. of land irrigated with treated wastewater and non-conventional water or equipped with modern and efficient irrigation systems
<b>Measurement unit:</b> Hectares
<b>Indicative target value<sup>85</sup>:</b> (2 projects @ 3,100 K average budgets <sup>86</sup> ) * 2 CBC-MED countries/project * 100 farmers per country-project * 1 hectare/farmer = 400 hectares
<b>Baseline value:</b> 0 (It concerns new initiatives developed during the programme)
<b>Definitions/Comments:</b> Based on project reports, here we refer to the increase in surface area of agricultural land irrigated with treated wastewater or equipped with modern and efficient irrigation systems as a direct consequence of CBC MED Programme support in the period 2014- 2020 (i.e. it does not measure land irrigated already by farmers before the start of the Programme). This includes high efficiency irrigation equipment to improve water use efficiency as well as equipment for improved wastewater treatment for use in agriculture. Such systems do not need necessarily to serve one farmer; these systems can also serve groups of farmers in the same area. While the indicator refers to surface area of agricultural land irrigated it is acknowledged that this concerns land farmed by farmers that do not own or rent more than 5 hectares of land and that have actual connection to either a wastewater treatment system and/or a an efficient irrigation system. The limit of 5 hectares/farmer owned or rented land serves the purpose to focus on small-scale farmers who actively do the farming and not to privilege big land owners or land owners who do not actually farm their land but have it rented or leased out.
<b>Source of Verification:</b> ⇒ Information will be provided through project progress reports, where project partners will communicate the area of land already irrigated by farmers in the targeted territories who are getting involved in the projects supported by the CBC MED 2014-2020 Programme. Information can also include official documentation and external sources available on increased area of irrigation treated by above systems, increased productivity, production and income, as well as the increased value of irrigated farm land.
<b>Milestone:</b> ✓ Synthesis reports - available in 2021- on the number of farmers that have installed or benefited from new equipment (e.g. drip irrigation or waste water treatment systems) or adopted advanced water

<sup>85</sup> These are indeed provisional target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in a first Call for proposals.

<sup>86</sup> For this Priority there is 18,810 K Euro allocated to be divided over 3 standard projects @ 2,820 K Euro + 2 strategic projects @ 4,230 K Euro and 2 capitalization projects @ 940 K Euro.



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management practices for irrigating their land and conserving water resources

**Indicator nr:** ENI CBC MED 4.1.1.B

**Indicator name:** Number of measures and initiatives to showcase, exchange, test and transfer water management solutions to end-users in the agricultural sector in view of improving water use efficiency and quality and use of non-conventional water resources (NCWR) in agricultural practices

**Measurement unit:** Measures

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 10 measures/project = 20 measures

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

This indicator covers the number of networking, documentation and communication measures and initiatives to showcase, exchange, test and transfer efficient water use and management and non-conventional water resource (NCWR) solutions that have been developed and implemented by end-users in the agricultural sector and other relevant stakeholders (e.g. water agencies, researchers, advisors, NGOs, member states, businesses, public authorities) as a result of the support of projects involved in the CBC MED Programme. The measures may include: The setting up/initiative of thematic networks<sup>87</sup> on water in agriculture with broad involvement of practitioners and other stakeholders throughout the Mediterranean region to compile, disseminate and further develop solutions; Interactive web platforms to support the networking functions, but also to collect research needs from practice and to help partnering around innovative practices; Cross-border field trips (three or more days). In practice the different measures taken by one project will form a comprehensive whole of specific networking activities, field trips and web platforms.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone**

- ✓ Number of regional (cross-border) consultations on NCWR management organized by the combined projects beneficiaries in cooperation with relevant stakeholders to share/gather (by 2021) and present (by 2023) data on related measures and initiatives that have been taken in order to advance the use of NCWRs;
- ✓ Number of interactive web platforms to support the networking functions, but also to collect research needs from practice and to help partnering around innovative practices by 2021

**Indicator nr:** ENI CBC MED 4.1.1.C

**Indicator name:** Investments in up-scaling of appropriate technologies to increase water efficiency and use of non-conventional water supply systems for irrigation purposes

**Measurement unit:** Investment Initiatives

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 2 investment initiatives/country project = 8 investment initiatives

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

This indicator covers the number of documented initiatives supported by private and/or public

<sup>87</sup> According to the concept of a 'thematic network' under the EIP on Agricultural Productivity and Sustainability, supporting stocktaking of scientific knowledge and best practice, as well as knowledge exchange on specific themes. Further details available at: <http://ec.europa.eu/eip/agriculture/en/content/connecting-people-speed-innovation>



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investments that will enable significant up-scaling of replicable technologies to increase water efficiency and use of non-conventional water supply systems for irrigation purposes.

Investments in up-scaling of replicable technologies and replicating interventions will by definition increase the dissemination and deployment of tested and proven technologies and systems. Demonstrating that a particular technology or intervention can function effectively in a given context is one of the elements that can facilitate up-scaling and replication. Identifying tangible benefits and estimating an accurate return on investments will be very important for all organizations (project beneficiaries) involved in CBC MED projects. The beneficiaries should be able to convince public and/or private actors to mobilize further finance for up-scaling and replication of technologies, with the objective to increase water efficiency and use of non-conventional water supply systems for irrigation purposes. This should be translated in well documented proposals/initiatives to financing institutions so as to effectively mobilize finance for up-scaling and replication beyond the CBC MED (2014-2020) Programme.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the extent that investments - in a particular replicable technology - have paid off and substantiate the preparation and submission of upscale investment initiatives as mentioned above

**Milestone:**

- ✓ Number of investment initiatives in up-scalable and replicable technologies (and population covered) tested and applied by the projects funded by CBC MED Programme by 2021

**Expected Result 4.1.2: Support research and development for locally applicable and low cost technologies for the use of non conventional water resources for domestic purposes**

**Indicator nr:** ENI CBC MED 4.1.2.D

**Indicator name:** Number of technologies applied for the use of non-conventional water resources for domestic purposes

**Measurement unit:** Technologies

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 1 technology / project = 2 technologies

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

This indicator covers the number of technologies applied for the use of non-conventional water resources (NCWRs) for safe drinking water (Expected Results and Outputs as related to use of NCWR for irrigation in agriculture are dealt with by other indicators). The use of non-conventional water resources is applied in many countries of the Mediterranean region, primarily through reuse of treated and untreated waste water, recycling of agricultural runoff, treated waste water reuse and storage, and desalination using renewable energy with a range of opportunities related to these. Other NCWRs contemplated by Southern Mediterranean Countries include inter-basin transfer, rainwater harvesting, cloud seeding, grey-water reuse, etc.). The main non-conventional water resources as defined by SWIM<sup>88</sup> in the Mediterranean countries are: re-use of treated wastewater, including its use in the recharge of groundwater aquifers and, as a last resort, desalination, using renewable energy where technically and economically feasible, and minimizing environmental impacts. The mobilization of NCWRs use is crucial in the Mediterranean region, since it can provide sustainable solutions and substantially assist in bridging the gap between supply and

<sup>88</sup>Source:[http://www.swim-sm.eu/index.php?option=com\\_content&view=article&id=136&Itemid=13&lang=en](http://www.swim-sm.eu/index.php?option=com_content&view=article&id=136&Itemid=13&lang=en)



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demand in actual situations where projected levels of water savings prove hard to achieve.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available including data that will document both the above mentioned thematic studies and new technologies tested and applied and their potential for replication and up-scaling and hence future impact (if any) on national water budget, income and environment.

**Milestones:**

- ✓ Number of successful technologies tested and applied with an indication of potential for replication and up-scaling by 2021
- ✓ The total population covered by the support provided by the technologies tested and applied is estimated by the projects and reported by 2021

**Indicator nr:** ENI CBC MED 4.1.2.E

**Indicator name:** Number of measures and initiatives to showcase, exchange, test and transfer water supply and demand solutions to end-users in view of improving water use efficiency and quality and use of non-conventional water resources for domestic purposes

**Measurement unit:** Measures

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 10 measures/project = 20 measures

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

This indicator covers the number of networking, documentation and communication measures and initiatives to showcase, exchange, test and transfer innovative water supply and demand solutions that have been developed and implemented by end-users and other relevant stakeholders (e.g. water agencies, researchers, advisors, NGOs, businesses, municipalities and other public authorities, etc.) in the drinking water sector as a result of the support of projects involved in the CBC MED programme (2014-2020). The aim of these initiatives is to reveal the possibility of harnessing the less provoked non-conventional water resources (NCWRs) for drinking water supply. For instance, experiments with rainwater harvesting technologies indicate that it is a potential source for drinking water at places where rain prevails. Desalination of seawater for drinking water supply through desalination plants and distillation technologies has become increasingly more efficient and affordable, and seawater desalination can be expected to accelerate even further. Investing in local water supply and demand solutions will allow all these stakeholders to save money, create local jobs and improve the local economy, reduce energy demand and the greenhouse gas emissions associated with transporting water over long distances, clean up of groundwater aquifers, and improve coastal water quality; etc.

The measures may include: The setting up/initiative of thematic networks for municipality water & environment with broad involvement of practitioners and other stakeholders throughout the Mediterranean region to disseminate and further develop water supply and demand solutions for end-users; Networking activities (e.g. cross-border conferences, workshops, seminars and publications); Interactive web platforms to support the networking functions, but also to collect research needs from practice and to help partnering around innovation project ideas; Cross-border field trips (three or more days). In practice the different measures taken by one project will form a comprehensive whole of specific networking activities, field trips and web platforms constituting the components of an initiative for a thematic network.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones**



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- ✓ Number of Regional (cross-border) consultations on NCWR management organized by the beneficiaries in cooperation with relevant stakeholders to share/gather and present (in 2021) data on related measures and initiatives to advance the use of NCWRs;
- ✓ Number of cross-border conferences, workshops, seminars realized by 2021;
- ✓ Number of cross-border field trips (three or more days) targeting technical staff from MPCs organized by 2021

**Indicator nr:** ENI CBC MED 4.1.2.F

**Indicator name:** Volume (m<sup>3</sup>) of non-conventional water supply used for domestic purposes

**Measurement unit:** Volume (m<sup>3</sup>)

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 pilot projects/country project \* 150,000 m<sup>3</sup>/pilot project = 1,800,000 m<sup>3</sup>/year

**Baseline value:** 0 (It concerns new initiatives developed during the programme)

**Definitions/Comments:**

The Non-conventional water resources (NCWR) refer primarily to water reclamation, in various degrees of quality, from urban wastewater, brackish groundwater, and seawater. Rain stimulation is also included in this category<sup>89</sup>. This indicator is related to the increase of the volume of NCWR used for domestic purposes, treated and untreated, as a direct consequence of implementing projects supported by CBC MED.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on capacity and volume used of NCWR for domestic use in the pilot projects implemented within projects supported by the CBC MED Programme.

**Milestone:**

- ✓ Number of pilot projects applying and testing technologies for use of NCWR for domestic water supply, including data of the volume of NCWR used, delivered by the end of 2021

**Output indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION**

**Priority B.4.1: Support sustainable initiatives targeting innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply**

**Output 4.1.1.1: Functional cross-border research networks on efficient water use and use of non-conventional water supply for irrigation purposes**

**Indicator nr:** ENI CBC MED 4.1.1.1.a

**Indicator name:** Number of new or enhanced ICT solutions for water resources management in agriculture

**Measurement unit:** ICT solutions

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 1 research network /project \* 2 ICT

<sup>89</sup> Non-conventional water resources uses study in the Mediterranean, Final Report January 2008, Funded by European Union, Prepared by Centro de Estudios y Experimentación de Obras Públicas.



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## solutions/network = 4 ICT solutions

### Definitions/Comments:

This indicator covers the number of advanced ICT solutions for smart water resources management in agriculture that will be developed and deployed as a direct consequence of CBC MED support through the interaction of researchers in research networks .

ICT solutions for water resources management are GIS based Decision Support Systems for WRM, ICT applications and services for smart water resource management, such as semantic sensor web, geographical information systems, remote sensing, climate smart agriculture, M2M and smart pipes, smart metering, telemetry, geographic 3D modeling of geospatial data for the web, and open source/data platforms to enable interoperability of smart water solutions, etc. Capacity building actions, Workshops, Seminars on ICT as an enabler for smart water resource management will be organized in the framework of the ENI CBC MED projects. The beneficiaries will carry out pilot and flagship demonstration projects to demonstrate smart ICT solutions for water resource management in agriculture by utilizing new technologies and standards, and benchmarking the situation in different countries. They will identify strengths and weaknesses of implementation strategies, and report success stories and cost implications in dealing with the challenges met, and innovative solutions used.

### Source of Verification:

→ Information will be provided through project progress reports including reference to official documentation and external sources available on the way research networks have been formed, are operating and what they deliver in terms of ICT solutions for smart water resource management

### Milestone:

- ✓ Number of technological solutions (e.g. integrated approach DSS-GIS for water resource management) developed and tested by 2021

## Output 4.1.1.2: New / enhanced cross-border thematic practitioner networks on water in agriculture with broad involvement of different relevant stakeholders to compile, disseminate and further develop technological solutions (Horizon) and stakeholder dialogue and water governance approaches

### Indicator nr: ENI CBC MED 4.1.1.2.b

**Indicator name:** Number of public / private actor alliances engaged in non-conventional and efficient water management plans

**Measurement unit:** Alliances

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 1 alliance /country project = 4 alliances

### Definitions/Comments:

This indicator covers the number of public / private actor alliances whose aim is to further develop non-conventional and efficient water resource use and management plans. They include practitioner networks on the combined topic of water use efficiency and use of non-conventional water supply for irrigation purposes, possibly with inputs from the research networks on ICT solutions for smart water management (see Output 1). These strategic alliances will either be established as result of programme support or - if already existing - benefit from programme support by strengthening and consolidating them. They work to develop and implement non-conventional and efficient water resource management plans to meet present and future needs. Water resource use and management plans may include: best practices and assessment of Best Available Technologies (BAT) for desalination in rural/local areas; best practices in waste water reuse including aquifer recharge and desalination and their potential application at national level (including assessment of technical and economic potentials); best practices and technologies for efficient water use in irrigation; recommendations on how to integrate NCWR into water resource use and



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management plans; incorporation of ICR solutions for smart water management. Best practices should by preference include also methodologies for participatory planning and stakeholder analysis and organization; etc.

#### Source of Verification:

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way alliances have been formed, how they function, the scope and focus of the alliance and to what extent they will be sustainable beyond the CBC MED programme

#### Milestones:

- ✓ Number of consultations to develop Participatory Water Resource Management Plans integrating NCWR and increased efficiency of water use organised by the end of 2019. The aims of these consultations are: To provide a platform for multi-stakeholder dialogue and concertation (between public and private actors) on priorities and needed synergies for advancing NCWR and efficient water use and management in the Mediterranean region; To share best practices and lessons learned from local applications in NCWR and water efficient use and management in the Mediterranean region. To provide inputs on related operational and policy measures that need to be taken into account in order to advance the use of NCWR and efficient water use; To formulate visions and policies for water security through the mobilisation of NCWR and more efficient use and management of water resources
- ✓ Number of public / private actor alliances engaged in non-conventional and efficient water management plans by 2021

**Indicator nr:** ENI CBC MED 4.1.1.2.c

**Indicator name:** Number of local authorities applying integrated approaches for water cycle management in agriculture

**Measurement unit:** Local Authorities

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 3 public authorities/country project = 12 public authorities

(Note, there is a risk of double counting in case different projects involve the same authority/ies; in that case such an authority can be counted only once)

#### Definitions/Comments:

This indicator measures the number of local authorities involved in, applying and endorsing integrated approaches for water cycle management in agriculture (including NCWR and efficient water use in irrigation) through a number of thematic practitioner networks supported by ENI CBC MED programme. The indicator demonstrates, for instance, the empowerment and enforcement of multi-stakeholder partnerships, by the involvement of both public (National and Local Administrations) and private actors (SMEs, NGOs, Foundations, Agencies, etc.) to achieve the goals of good water cycle resource management through for instance formulating actions plans and pilot projects. Integrated approach for water cycle management (WCM): The Mediterranean Water Charter (Rome, 1992) states that "Water resources development requires an integrated approach to water resources management to achieve society's existing objectives without compromising the needs of future generations"<sup>90</sup>. An integrated approach for water resources management is based on good governance, inter-sectorial coordination, water demand

<sup>90</sup> Integrated approach to development, management and use of water resources. Split, Priority Actions Programme Regional Activity Centre, 1997, PAP/RAC.



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management and the sustainable use of Non Conventional Water Resources (NCWRs). The dialogue between water stakeholders, users and central governments needs to be fostered in order to ensure more integrated approaches to developing and managing water resources in the Mediterranean region.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way alliances have been formed, how they function, the scope and focus of the alliance and to what extent public authorities are actively involved in the alliance and are able to endorse proposals and recommendations for good water cycle management

**Milestones:**

- ✓ Number of actions plans developed by the end of 2021
- ✓ Number of pilot actions in the Mediterranean countries (monitoring, water treatment, water governance, cost-benefit analysis, etc.) developed and presented by the end of 2021 to allow the adoption and up-scaling of appropriate methodologies and technologies (for instance such as DSS) for WCM<sup>91</sup>.

**Output 4.1.1.3: Tailored training events on water use efficiency and non-conventional water addressed to farmers, practitioners and other relevant stakeholders**

**Indicator nr:** ENI CBC MED 4.1.1.3.d

**Indicator name:** Number of staff of different stakeholders trained that are involved in CBC-MED projects

**Measurement unit:** Persons

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 4 partners /country project \* 20 staff of partner related stakeholders = 320 persons

(Note: To avoid double counting a staff member who follows different trainings is only counted as 1 staff)

**Definitions/Comments:**

Based on project reports, here we refer to the number of staff of different stakeholders (public authorities, water agencies, related industries, NGOs, CBOs, farmer organizations, etc.) who are both trained and actively participating in activities of ENI CBC MED projects with regard to the promotion of water use efficiency and use of non-conventional water resources (NCWRs). It is therefore not related only to staff of the direct partners, but also to staff of all stakeholders involved through partners in the project. This can concern activities in water resource planning and management, application of new ICT solutions for smart water management, and in awareness-raising. Active participation implies participants taking part in the water resource management and environmental actions e.g. planning and implementation of project related activities, awareness-raising activities e.g. drawing competition, participation in events, etc. Receiving leaflets, being on an e-mail, or other passive actions is not considered active participation. The activities must be a direct consequence of CBC MED Programme support<sup>92</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the training events provided, the content of such training and the take-up and use after the training events;

**Milestones:**

- ✓ Number of training needs assessment completed by end of 2021

<sup>91</sup> Source: [http://www.enpicbcmed.eu/sites/default/files/water-drop\\_1.pdf](http://www.enpicbcmed.eu/sites/default/files/water-drop_1.pdf)

<sup>92</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI, September 2014.



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- ✓ Number of certificates of successful completion of training workshops delivered by the end of 2021

**Output 4.1.1.4: Initiatives/pilot projects to showcase, exchange, test and transfer water management solutions (water-efficient irrigation, drip-irrigation, grey water/ wastewater treatment plants,)**

**Indicator nr:** ENI CBC MED 4.1.1.4.e

**Indicator name:** Number of replicable technologies for water efficient use and use of non-conventional water resources

**Measurement unit:** Technologies

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 2 technologies /country project = 8 technologies

**Definitions/Comments:**

This indicator covers the number of replicable technologies (e.g. advanced ICT solutions for smart water resources management in agriculture; low-cost technologies for more efficient water use, participatory water resource planning, innovative stakeholder concerted activities) that will be developed and deployed as a direct consequence of CBC MED Programme support to involved projects. Replicable technologies for water efficient use are technologies, ICT applications and services for smart water management, such as semantic sensor web, geographical information systems, remote sensing, climate smart agriculture, M2M and smart pipes, smart metering, telemetry, geographic 3D modeling of geospatial data for the web, and open data platforms to enable interoperability of smart water solutions, etc. Technologies to enable the use of non-conventional water resources (NCWRs) are those applied for the use of NCWRs such as the Best Available Wastewater Treatment Technologies in rural/local areas.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on technologies applied and tested in pilot projects undertaken in the projects supported by the CBC MED Programme as well as their replicability and potential for up-scaling

**Milestone:**

- ✓ Number of advanced and smart water-management applications and services (either in the domain of ICT or of participatory stakeholder planning and joint implementation) with the potential to ensure interoperability and the benefits of economies of scale through replication and up-scaling completed by the end of 2021

**Output 4.1.1.5: Water management and local governance plans in participating countries that integrate non-conventional water resources and water efficiency concerns**

**Indicator nr:** ENI CBC MED 4.1.1.5.f

**Indicator name:** Number of organizations involved in WRM applying sustainable innovative water efficiency and non-conventional water technologies within local water governance frameworks

**Measurement unit:** Organizations

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 5 partner related organizations/country project = 20 organizations

**Definitions/Comments:**

Based on project reports, here we refer to the number of organizations involved in WRM applying sustainable innovative water efficiency and non-conventional water technologies in selected watersheds or other geographically bounded areas within local water governance frameworks that build on



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participatory planning and concerted stakeholder dialogue. While direct project partners can be less than 4, other related organizations such as key stakeholders are included in this indicator.

**Sustainable innovative water efficiency technologies:** Example are water-efficient irrigation technologies. Example of non-conventional water technologies are innovate rainwater harvesting or waste water treatment systems. In both cases they can include ICT based smart water management solutions.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on how organizations came together, how they were involved in developing water resource management plans for selected areas and how they propose to continue the evolving local water resource governance systems

**Milestones:**

- ✓ Number of management plans for selected areas, delivered by 2021
- ✓ Number of reports on adopted Sustainable innovative water efficiency technologies and Non-conventional water technologies delivered by 2021

**Output 4.1.2.6: Tailored training and events to raise awareness on the use of non conventional water resources for drinking water**

**Indicator nr:** ENI CBC MED 4.1.2.6.g

**Indicator name:** Number of staff of different stakeholders trained that are involved in CBC-MED projects

**Measurement unit:** Persons

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 4 partners /country project \* 20 staff of partner related stakeholders = 320 persons

(Note: To avoid double counting a staff member who follows different trainings is only counted as 1 staff)

**Definitions/Comments:**

Based on project reports, here we refer to the number of staff of different stakeholders (public authorities, water agencies, related industries, NGOs, CBOs, farmer organizations, etc.) actively participating in awareness-raising and training activities of ENI CBC MED projects with regard to the use of non-conventional water resources (NCWRs) for drinking water. It is therefore not related only to staff of the direct partners, but also to staff of all stakeholders involved through partners in the project.

Active participation implies participants take part in the environmental action e.g. clean-up campaigns and/or awareness-raising activities e.g. drawing competitions, participation in events, etc. Receiving leaflets, being on an e-mail, or other passive actions is not considered active participation. The activities must be a direct consequence of the support<sup>93</sup>.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the kind of awareness raising and training events conducted and how they have influenced staff members participating in these events

**Milestone:**

- ✓ Number of staff of different stakeholders trained by the end of 2021

**Output 4.1.2.7: New / enhanced cross-border thematic practitioner networks on domestic water supply with broad involvement of relevant stakeholders to compile, disseminate and further develop**

<sup>93</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI, September 2014.



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## technological solutions and stakeholder dialogue and water governance approaches

**Indicator nr:** ENI CBC MED 4.1.2.7.h

**Indicator name:** Number of local authorities applying integrated approaches for water cycle management in domestic water supply

**Measurement unit:** Local authorities

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 2 CBC-MED countries/project \* 3 local authorities/country project = 12 local authorities

(Note, there is a risk of double counting in case different projects deal with the same authority/ies; in that case such an authority can be counted only once)

**Definitions/Comments:**

This indicator covers the number of local authorities involved in, applying and endorsing integrated approaches for water cycle management in domestic water supply (including NCWR and efficient water use in irrigation) through a number of thematic practitioner networks supported by the CBC MED Programme. The indicators demonstrates the empowerment and enforcement of institutional partnerships to achieve the goals of good water cycle resource management, for instance through formulating action plans and pilot projects in the development and adoption of innovative and technological solutions.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way alliances have been formed, how they function, the scope and focus of the alliance and to what extent public authorities are actively involved in the alliance and are able to endorse proposals and recommendations for good water cycle management

**Milestones:**

- ✓ Number of local authorities having approved an action plan for water cycle management by the end of 2021 as a result of CBC MED funded activities
- ✓ Number of pilot actions in the Mediterranean countries developed by the end of 2021 to allow the adoption of appropriate methodologies and technologies (such as the DSS) for the WCM<sup>94</sup>

## Output 4.1.2.8: Initiatives/pilot projects to showcase, exchange, test and transfer water management solutions (rooftop water harvesting, grey water/ wastewater treatment plants, desalination plants)

**Indicator nr:** ENI CBC MED 4.1.2.8.i

**Indicator name:** Number of new or enhanced ICT solutions for water supply and demand management in urban areas

**Measurement unit:** ICT solutions

**Indicative target value:** (2 projects @ 3,100 K average budgets) \* 1 thematic research-practitioner network /project \* 3 ICT solutions/network = 6 ICT solutions

**Definitions/Comments:**

This indicator covers the number of advanced ICT solutions for smart water resources management for domestic water supply in urban areas that will be developed and deployed as a direct consequence of CBC MED support through the interaction of thematic research-practitioner networks. ICT solutions for water resources management are ICT applications and services for smart water resource management, such as

<sup>94</sup> Source: [http://www.enpicbcmed.eu/sites/default/files/water-drop\\_1.pdf](http://www.enpicbcmed.eu/sites/default/files/water-drop_1.pdf)



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semantic sensor web, wireless sensor networks for water flow monitoring, geographical information systems, remote sensing, M2M and smart pipes, smart metering, telemetry, geographic 3D modeling of geospatial data for the web, and open data platforms to enable interoperability of smart water resource management solutions, rooftop water harvesting, grey water/ wastewater treatment plants, desalination plants, etc. The beneficiaries are expected to carry out pilot and flagship demonstration initiatives to demonstrate the added value of smart ICT solutions for water resource management in urban drinking water supply by utilizing new technologies and standards, and benchmarking the situation in different countries. They will identify strengths and weaknesses of implementation strategies, and report success stories and cost implications in dealing with the challenges met, and innovative solutions used. The CBC MED projects should - among others - increase the stability of freshwater supply to citizens in urban areas by adjusting the water supply to the actual consumption, while minimizing energy consumption through smart-grid integration and water spillage through leak detection.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way thematic research-practitioner networks have been formed, are operating and what they deliver in terms of ICT solutions for smart water resource management in urban drinking water supply

**Milestone:**

- ✓ Number of technological solutions (e.g. integrated approach DSS-GIS for water resource management) developed and tested by the end of 2021

**Result indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION**

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

**Expected Result 4.2.1: Efficient and effective integrated municipal waste management systems are planned and operationalized on a pilot basis**

**Indicator nr:** ENI CBC MED 4.2.1.A

**Indicator name:** Number of local authorities adopting and implementing new solid waste management plans (e.g. systems of separate collection of municipal waste)

**Measurement unit:** Local authorities

**Indicative target value<sup>95</sup>:** (4 projects @ 3,100 K average budgets<sup>96</sup>) \* 3 CBC-MED countries/project \* 1 local authorities/country project = 12 local authorities

(Note, there is a risk of double counting in case different projects deal with the same authority/ies; in that case such an authority can be counted only once)

<sup>95</sup> These are indeed provisional target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in a first Call for proposals.

<sup>96</sup> For this Priority there is 18,810 K Euro allocated to be divided over 3 standard projects @ 2,820 K Euro + 1 strategic project @ 8,500 K Euro and 2 capitalizing projects @ 940 K Euro.



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**Baseline Value: 0** (It concerns local authorities adopting new initiatives during the programme)

**Definitions/Comments:**

According to the EU “Separate collection means collection where a waste stream is kept separately by type and nature so as to facilitate a specific treatment”<sup>97</sup>. Here we refer to the number of local authorities adopting and implementing new solid waste management plans which include detailed information with respect to collection method, treatment, transportation, etc. in compliance with the current legislation.

One condition for a regional or local waste management plan is that the actual management of waste, including its treatment and disposal is planned in detail.

The solid waste management plan (SWMP) is a document that outlines how the community will reduce, manage, and dispose of its solid waste. It will assist and guide the development and implementation of a solid waste management program by prescribing what actions need to be taken and by setting the criteria for decision-making. Local authorities should be enabled to spell out what their intentions are and how they propose to achieve these goals. It sets milestones which it hopes to achieve and it identifies the resources needed (i.e. budgets and equipment) and schedules. The following elements are usually part of a SWMP: Description of the community service area; Description of the community's current and proposed solid waste management practices; Description of the community's solid waste program structural administration; Description of the funding and sustainability and the long-term goals of the community's solid waste program. Indicative steps to develop a SWMP are: Develop a profile of the planning area; Define the solid waste generators within the planning area; Identify existing waste management practices within the planning area; Conduct a waste assessment/waste audit; Estimate future waste generation quantities; Develop waste handling options; Identify existing regional programs or infrastructures; Develop costs for waste handling options; Etc.

Relevant stakeholders and local authorities and the general public should actively participate in the elaboration of these plans. The preparation of such local waste management plans may include a consultation phase, for example with public meetings, distribution of information pamphlets and information about the plan on the Internet.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way that local authorities are involved in the planning and decision-making of waste management plans for selected localities

**Milestones:**

- ✓ Number of draft of SWMPs adopted by local authorities (including the suggested steps to develop it) delivered by the competent authorities for approval by the end of 2021
- ✓ Number of final SWMPs adopted and implemented by local authorities, with reports on progress, population covered and lessons learned delivered by the competent authorities by the end of 2023

**Indicator nr:** ENI CBC MED 4.2.1.B

**Indicator name:** Number of enterprises involved in waste reuse and recycling

**Measurement unit:** enterprises

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 community enterprises/country project = 12 enterprises

(Note, to avoid double counting it should be avoided that a same enterprise is getting involved in more

<sup>97</sup> Art 3 of the DIRECTIVE 2008/98/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 19 November 2008 on waste and repealing certain Directives.



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than one project)

**Baseline Value: 0** (It concerns new enterprises involved in waste reuse and recycling because of the programme)

**Definitions/Comments:**

Here we refer to the number of enterprises working on the environmental businesses that are engaged through the ENI CBC MED projects in waste reuse and recycling activities, either as generator or as users. The definition of enterprises operating in this field may include, among other things: Firms that operate in the field of waste treatment (including composting) and recyclable waste (domestic waste); firms that operate in the field of reuse and recycle of agricultural waste (for instance, green waste, manure are used in reuse/recycling activities: biogas, mushroom growing, organic fertilizer, etc.); firms that operate in the field of solid waste management (e.g. at-source solid waste sorting). Activities may include the creation of new infrastructures for collecting, transferring and treating solid waste, the realisation of new pilot plants for several municipalities etc.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on interest and experience of business partners in the long-term to join or create new waste reuse and recycling networks building upon previous experiences and results as well as on performance and technical operability of these enterprises.

**Milestones:**

- ✓ Number of agreements between community enterprises with other partners involved in the waste reuse and recycling activity at community level
- ✓ Number of partnerships in waste reuse and recycling at community levels with a description of the activities, organizational modalities and financial implications (cost and benefits)

**Indicator nr:** ENI CBC MED 4.2.1.C

**Indicator name:** Number of new waste management technologies adopted

**Measurement unit:** Technologies

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 technologies /country project = 12 technologies

**Baseline value: 0** (It concerns new waste management technologies adopted because of the programme)

**Definitions/Comments:**

It is the responsibility of the waste management sector (e.g. agencies for environmental protection, local and regional authorities, industries, etc.) to put in place the technology, infrastructure and knowledge to achieve a significant reduction in greenhouse gas emissions from residual waste. This indicator covers the number of new waste management technologies adopted by end users as results of the project activities (e.g. raising awareness campaigns, field visits, trainings, pilot project, technology development, etc.). The research and promotion of new waste management technologies may be part of the project activities in their specific work packages.

They include new technologies for collection, transportation, recycling, storage, and disposal of wastes. We also refer to technologies which are used to biological treatment, including biochemical (anaerobic digestion) conversion processes of biomass into biofuels and fermentation. It includes also new liquid waste treatment systems, etc. These technologies have a key part to play in diverting the amount of biodegradable waste otherwise sent to landfills.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on developed and tested new technologies for SWM

**Milestones:**



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- ✓ Number of innovative technologies for biogas and biofuels production delivered by the projects by the end of 2021
- ✓ Number of innovative technologies for collection, transportation, recycling, storage, and disposal of wastes delivered by the projects by the end of 2021

#### *Output indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION*

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

**Output 4.2.1.1: Twinning and other exchange programs to improve technical and operational capacities of public administrations and relevant institutions/bodies**

**Output 4.2.1.2: Tailored events and trainings delivered to municipal officials and staff**

**Indicator nr:** ENI CBC MED 4.2.1.1.a

**Indicator name:** Number of staff of public administrations and other stakeholders trained in integrated municipal waste management

**Measurement unit:** Persons

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 3 partners /country project \* 10 staff of partner related stakeholders = 360 persons

(Note: To avoid double counting a staff member who follows different trainings is only counted as 1 staff)

**Definitions/Comments:**

This indicator covers the number of staff members of public administrations, local and regional authorities and other stakeholders (e.g. NGOs, Community-based organizations, waste generators, service providers, etc.) directly involved as final beneficiaries of the project activities that deal with applied technology development and awareness raising initiatives (e.g. trainings, workshops, seminars, etc.) and aim at adopting integrated municipal solid waste management in their localities. It is therefore not related only to staff of the direct partners, but also to staff of all stakeholders involved through partners in the project.

The indicators refers to project trainings and thematic workshops delivered to municipal officials and staff of partner organizations to highlight good practice initiatives which have resulted in real improvements to the way that waste and recycling are managed in communities and other municipalities. In so doing, it is hoped that other municipalities may learn from these approaches and identify simple and innovative solutions (including new waste recycling facilities) to help solve some of the waste management problems in the short-term, as a first step towards implementing best practice waste management approaches.

The goal of these activities is to promote and develop integrated municipal waste management systems, adapted to the social, economic and climatic conditions of the Mediterranean region. public



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administrations, local and regional authorities have a central role in Municipal Solid Waste Management, as they are by law responsible for waste collection, recycling and disposal<sup>98</sup>.

Integrated solid waste management systems (ISWM) are defined by experts<sup>99</sup> as systems which “combine waste streams, waste collection, treatment and disposal methods into a practical waste management system. Each system can be region-specific, combining an appropriate mix of waste treatment options (including waste reduction, reuse, recycling, composting, bio gasification, thermal treatment and land filling) to reduce overall environmental burdens in an economically affordable and socially acceptable way. The level of integration and the particular mix of waste treatment methods implemented in any IWM system will be dependent upon the prevailing local conditions”. Other experts have also defined the Integrated solid waste management (ISWM) as “an approach based on the 3R (reduce, reuse, recycle) aims at optimizing the management of solid waste from all waste generating sectors (municipal, construction and demolition, industrial, urban, agriculture and healthcare facilities) and involving all stakeholders (waste generators, service providers, regulators, government and community/neighbourhood organizations)”<sup>100</sup>. Capacity building actions (trainings, workshops, etc.) on Integrated Solid Municipal Waste Management and the development of ISWM plans can significantly reduce the amount of waste and increase the recovery of valuable materials and/or energy from waste.

**Source of Verification:**

→ Information will be provided through project progress reports including reference to official documentation and external sources available on staff trained and the impact of these trainings on their interest and performance in their organizations with specific reference to ISWM

**Milestones:**

- ✓ Number of training needs assessment completed by the end of 2021
- ✓ Number of certificates of successful completion of trainings delivered by the end of 2021

**Output 4.2.1.3: Cross-border plans and pilot actions on integrated municipal waste management, in close cooperation with private companies**

**Indicator nr:** ENI CBC MED 4.2.1.2.b

**Indicator name:** Number of integrated municipal solid waste management plans

**Measurement unit:** Plans

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 MSWM Plans /country project = 24 MSWM Plans

**Definitions/Comments:**

This indicator covers the number of integrated municipal waste management plans that will be developed and implemented through the pilot actions of the ENI CBC MED projects. The ENI CBC MED programme supports demonstration projects in several cities of the Mediterranean region with training of local project teams and development of integrated municipal solid waste management plans for local Municipalities.

<sup>98</sup> See for instance the project GODEM under EU-funded programme CIUDAD. Source <http://www.enpi-info.eu/medportal/news/latest/30290/Waste-management-project-to-close-with-launch-of-Mediterranean-network>

<sup>99</sup> UNESCO – EOLSS SAMPLE CHAPTERS WASTE MANAGEMENT AND MINIMIZATION – Integrated Waste Management - AJ Nordone, PR White, F. McDougall, G. Parker, A. Garmendia, M. Franke - Encyclopedia of Life Support Systems (EOLSS), 2010.

<sup>100</sup> Global Partnership on Waste Management, Integrated Solid Waste Management (ISWM) - Work Plan for 2012-2013, United Nations Environment Programme (UNEP), October 2011.



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Here we refer to the drawing up of Integrated Solid Municipal Waste management plans by Local authorities according to the regulatory/legislative framework for each country. The EU methodological Guidance on "how to prepare waste management plans"<sup>101</sup> - that is made available by the European Commission - is adopted as key reference.<sup>102</sup> The projects and their activities should create an environment where it is easy to exchange emerging ideas on how to develop these plans. Projects are expected to foster close cooperation with many key stakeholders involved in municipal solid waste management, including local authorities, private industries and producer responsibility organisations, the recycling industry, NGO's, as well as educational and health institutions. These stakeholders and the general public will have an opportunity to participate in the elaboration of these plans. The preparation of integrated municipal solid waste management plans should include a consultation phase, for example with public meetings, distribution of information pamphlets and information about the plan on the Internet.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on progress, the participatory way of preparation and the content of MSWM Plans are developed, put in practice and how accountability to the community population is assured

**Milestones:**

- ✓ Number of MSWM plans shared for written comments by selected stakeholders (e.g. consumer and environmental organizations, CBOs, NGOs, etc.) and expert organizations (e.g. industrial organisations in the waste management sector), in order to ensure appropriate accountability, by the end of 2021
- ✓ Number of MSWM plans adopted by local authorities (including the suggested steps to develop it) delivered by the competent authorities for approval by the end of 2023

**Indicator nr:** ENI CBC MED 4.2.1.2.c

**Indicator name:** Additional waste recycling capacity (ENI CBC 18)<sup>103</sup>

**Measurement unit:** Tons/year

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \*500 tons additional capacity/year/per country project = 6,000 tons/year

**Definitions/Comments:**

This indicator refers to the annual capacity of newly built waste recycling facilities. It also includes additional capacity resulting from extension of existing facilities. The additional capacity must be a direct consequence of the CBC MED Programme support, while by preference being related to the activities undertaken to come to integrated municipal solid waste management plans.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on waste recycling capacity and actual recycling rates and the technical and organizational modalities to put this in practice

**Milestones:**

- ✓ Number of surveys made by supported projects on waste recycling rates showing growth in the number of operational recycling facilities and the resulting additional waste recycling capacity increase. These surveys will target the project sites where newly built waste recycling facilities are located and new operations are implemented. Final surveys should be delivered by the end of 2023

<sup>101</sup> Source: [http://ec.europa.eu/environment/waste/plans/pdf/2012\\_guidance\\_note.pdf](http://ec.europa.eu/environment/waste/plans/pdf/2012_guidance_note.pdf)

<sup>102</sup> Source: <http://ec.europa.eu/environment/waste/plans/>

<sup>103</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicator ENI CBC 18.



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- ✓ Tons / years of waste recycled by 2021

**Indicator nr:** ENI CBC MED 4.2.1.2.d

**Indicator name:** Biodegradable municipal waste (m<sup>3</sup>/tons) reused as fertilizers

**Measurement unit:** tons/year

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 500 tons organic waste/year/per country project = 6,000 tons/year

**Definitions/Comments:**

Here we refer to the compost obtained from treated organic municipal waste (m<sup>3</sup>/tons) that will be used for agricultural purposes (fertilizer) and/or commercialised through marketing strategies as a result of project activities supported by the CBC MED Programme. An increased quantity of compost obtained from treated organic municipal waste in selected areas is produced by projects, as a direct consequence of the project activities. Organic waste contains significant energy potential and subsequently it can be used as quality fertilizer. Recycled organic materials including animal manures can provide alternatives to mineral fertilisers. Recycled organic materials generated from intensive livestock operations, (for example, cattle feedlots, poultry sheds and piggeries) and from municipal authorities (for example, biosolids, garden organics) contain nutrients and organic matter and moisture that can potentially:

- Improve soil physical, chemical and biological characteristics;
- Increase crop and pasture productivity;
- Reduce reliance on inorganic fertilisers; and
- Build more resilient farming systems.

This indicator covers the amount of organic municipal waste reused as fertilizers as a result of CBC MED project activities. The ENI CBC Project actions aim at supporting ways to reduce the amount of organic waste going to landfill, and, instead, to enhance practices for composting it for agriculture and other uses.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on market and household surveys to assess how much organic waste can be produced in a specific locality and how much can be processed into compost; as well as the technical and organizational modalities to do so

**Milestone:**

- ✓ Number of annual surveys made by supported projects on organic waste treated by municipalities for recycling by 2021. These surveys will target localities/communities and the project sites where newly built waste recycling facilities are located and new operations are implemented. Final surveys should be delivered by the end of 2023.

**Indicator nr:** ENI CBC MED 4.2.1.2.e

**Indicator name:** Amount of energy produced (kWh) based on waste conversion

**Measurement unit:** kWh generated by Biochemical conversion

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 5,000 m<sup>3</sup> organic waste/year/per country project \* 50% for conversion use \* 5 kWh/m<sup>3</sup> = 150,000 kWh/year

**Definitions/Comments:**

This indicator measures the amount of energy (kWh) generated by the conversion of organic waste material to energy, mainly through Biochemical conversion. When organic waste from various sources is composted under highly controlled, oxygen-free conditions this results in the production of biogas which can be used to produce both electricity and heat. Biochemical conversion uses microbes to convert organic waste into energy sources such as methane-rich biogas and ethanol. The energy content of biogas produced from organic waste is directly related to the methane concentration. If we assume a biogas



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composition with 50% methane, then, the energy content would in this case be around 5.0 kWh per normal cubic meter of organic waste. Note, biogas generation depends on the type of the waste and processes. There are a variety of technologies based on such biological treatment, including biochemical (anaerobic digestion) conversion processes of biomass into biofuels and fermentation. At landfills, biogas can be collected by implementing a pipe network inside the landfill. Biogas is considered to be a renewable and environmentally-friendly fuel source and will not increase the level of CO<sub>2</sub> (carbon dioxide) in the atmosphere.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on amounts of organic waste that can be and is converted in biogas or biofuels and the technical and organizational modalities to do so;

**Milestone:**

- ✓ Number of surveys made by supported projects on organic waste treated by municipalities for recycling and the part of that which is converted in biogas or biofuels through innovative modalities by 2021. These surveys will target localities/communities and the project sites where newly built waste recycling facilities are located and new operations are implemented. Final surveys should be delivered by the end of 2023.

**Output 4.2.1.3: Development of common solutions and approaches for optimization of the Municipal Waste Management System**

**Indicator nr:** ENI CBC MED 4.2.1.3.f

**Indicator name:** Number of actions and common approaches to reduce food waste and municipal waste and packaging materials generated at relevant stages of the food system

**Measurement unit:** Solutions/approaches

**Indicative target value:** (4 projects@3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 solutions/approaches per project-country = 24 solutions/approaches

**Definitions/Comments:**

This indicator covers the number of solutions and common approaches for reducing food waste and municipal waste. The purpose of this indicator is to give waste management experts and decision makers an overview of current best-practices and approaches in food waste separation, collection and recycling. The programme wants to investigate ways of converting food waste into value-added by-products. The focus is on efficient operational solutions, effective instruments and tools supplied to households to enhance collection as well as on standard technologies to recover biowaste into compost and biogas.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on amounts of average food waste production at the household level in the local communities targeted by the projects; and on existing and potential food waste collection, separation and recycling schemes for producing value-added by-products;

**Milestones:**

- ✓ Number of food waste collection schemes delivered by the end of 2021. These schemes will address local authorities who collect food waste through the use of different collection schemes (i.e. methods, technologies, etc.). They will target localities/communities where newly built waste recycling facilities are located and new operations are implemented. Final results should be delivered by the end of 2023
- ✓ Number of solutions/approaches implemented by 2021 and their impact

**Output 4.2.1.4: Increased awareness of citizens, industries and SMEs towards the reduction of waste**



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**Indicator nr:** ENI CBC MED 4.2.1.4.g

**Indicator name:** Number of supported awareness raising initiatives (events, meetings, campaigns, spots broadcasted on TV/radio/internet etc.) promoting efficient waste collection

**Measurement unit:** Awareness raising initiatives

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 5 awareness raising initiatives/project-country = 60 awareness raising initiatives

**Definitions/Comments:**

This indicator covers awareness raising events as specified to announce recycling, trash, and solid waste reduction and collection programs. These advertising campaigns are designed to help the citizens, industries and other relevant stakeholders keep informed about waste collection and recycling correctly and about keeping the city/municipality clean. Here we refer also to the project guidelines, publications, brochures, etc. delivered to municipal officials and other solid waste stakeholders (citizens, industries, SMEs, etc.) during project events, meetings, etc., to highlight good practice initiatives which have resulted in real improvements to the way that solid waste is managed in communities and other municipalities. In so doing, it is hoped that other municipalities may learn from these approaches and identify simple and innovative solutions to help solve some of the waste management problems in the short-term, as a first step towards implementing efficient waste collection.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on awareness raising initiatives, the materials and approaches used and the estimated impact on cleanliness in the municipality and on attitudes of the general public and staff of local authorities;

**Milestones:**

- ✓ Number of nationwide recycling promotional and advertising campaigns to be organised by the end of 2021
- ✓ Number of guidelines and promotional materials delivered to municipal officials and other waste stakeholders (citizens, industries, SMEs, etc.) by the end of 2021

## *Result indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION*

**Priority B.4.3: Renewable energy and energy efficiency - Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings**

**Expected Result 4.3.1: Enhanced capacity of public institutions to plan and implement sustainable energy policies and measures with regard to public buildings**

**Indicator nr:** ENI CBC MED 4.3.1.A

**Indicator name:** Number of public institutions that adopted energy mix efficiency plans/strategies



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**Measurement unit:** Institutions

**Indicative target value<sup>104</sup>:** (4 projects @ 3,100 K average budgets<sup>105</sup>) \* 3 CBC-MED countries/project \* 2 public institutions per country-project \* 90 % that adopted plans = 17 public institutions

**Baseline Value:** 0 (It concerns only public institutions that adopted energy mix efficiency plans/strategies because of the programme).

**Definitions/Comments:**

This indicator covers the number of public institutions that will adopt energy mix efficiency plans/strategies to facilitate the use of renewable energies. Here the focus of this indicator is on the importance of setting strategies in order to direct energy efficiency policy development. Although in the last years efforts were made to increase incentives for improving energy efficiency with regard to public buildings, many market barriers to energy efficiency still require policy attention. Consequently, public institutions should become more pro-active in complementing market-based approaches by providing greater strategic policy support for energy efficiency measures. The projects should envisage the setting up of charters, protocols, MoUs, etc., that aim at facilitating the relation between public and financial institutions, entrepreneurs, industrial energy managers, engineers, and universities, engaging all partners to achieve common objectives and develop plans/strategies for energy-efficiency and energy-savings. Projects could also encourage the creation of energy-efficiency hubs, as an exchange “space” where users, specialists and public institutions can meet and share views on energy costs and energy management, regulations, possible models of energy efficiency, levers and barriers, innovation and capitalization of experiences, etc. Within this framework they will develop new energy mix efficiency plans or strategies for expanding the use of renewable energies.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way that public institutions have engaged in such cooperation with the private sector, how internal measures are taken to do so and become more proactive in designing strategies and policies and how this has resulted in the adoption of the energy mix efficiency plans

**Milestones:**

- ✓ Number of charters, protocols, MoU, etc. between entrepreneurs, industrial energy managers, engineers, public and financial institutions, universities, etc. delivered by the end of 2021
- ✓ Number of energy mix efficiency plans adopted and delivered by 2021

**Indicator nr:** ENI CBC MED 4.3.1.B

**Indicator name:** Number of public institutions cooperating towards strengthened multi-level governance (linking up local, regional and national levels) for delivering integrated sustainable energy action planning and measures

**Measurement unit:** Institutions

**Indicative target value:** (64projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 public institutions per country-project \* 90 % that are cooperating = 17 public institutions

**Baseline Value:** 0 (It concerns only newly involved public institutions).

**Definitions/Comments:**

<sup>104</sup> These are indeed provisional target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in a first Call for proposals.

<sup>105</sup> For this Priority there is 18,810 K Euro allocated to be divided over 3 standard projects @ 2,820 K Euro + 1 strategic project @ 8,500 K Euro and 2 capitalizing projects @ 940 K Euro.



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This indicator covers the number of public authorities cooperating towards strengthened multi-level governance for delivering integrated sustainable energy action plans. Public authorities play a key role in the reduction of energy consumption and the increase of renewable energy capacity. Grand challenges, as defined by ENI CBC MED Programme are the followings: Enhancing the capacity of public authorities to plan and implement sustainable energy policies and measures in the building sector; Enhancing effective implementation of sustainable energy action plans in the Mediterranean regions through reinforcement of multilevel governance.

To this end, enabling synergies between ESI Funds, Horizon 2020, and other European Union programmes is one of the key objectives for the Managing Authority of ENI CBC MED programme as laid down in the Strategy. As mentioned in Horizon 2020<sup>106</sup>, "EU Member States must produce and implement National Energy Efficiency Action Plans (NEEAPs) and National Renewable Energy Action Plans (NREAPs). They also have the obligation to produce detailed action plans in specific sectors such as the renovation of buildings or the application of high-efficiency cogeneration and efficient district heating and cooling systems. Local and regional authorities are also developing plans at their own level and other public authorities play an important role too; national energy regulatory authorities for instance should provide incentives for grid operators (heat, cold, and electricity) to enable network users to produce renewable energies and implement energy efficiency measures".

Integrated sustainable energy action plans refer to sustainable plans whose aims are among others to increase: a) the penetration of Renewable Energy Sources (RES) in the energy balance; b) energy savings in municipal infrastructures and public lighting, by improving the energy efficiency of the equipment used; c) energy savings in the buildings sector by promoting energy saving measures in tourist establishments, public buildings and households. The ENI CBC MED projects aim to support organizations/institutions (at local, regional and national levels) in their processes and activities towards the development of platforms that encourage networking. These platforms enable regions and their local communities to exchange experiences and develop and implement integrated sustainable energy action plans.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the way public institutions have intensified and strengthened their cooperation between vertical government levels (national, regional, local) and with the private sector through better governance structures in order to enhance more effective sustainable energy planning in the sub-sector of public energy infrastructure and buildings

**Milestone:**

- ✓ Number of case studies (including good practices) in the Mediterranean regions - based on inputs from all involved stakeholders (e.g. decision-makers, public authorities, private actors, etc.) delivered by 2021. These case studies include the development process of how stakeholders have been engaged for energy governance structures as well as the resulting integrated sustainable energy action plans.

**Expected Result 4.3.2: Reduced and cleaner energy consumption in public buildings through the use of renewable energy measures and energy saving interventions**

<sup>106</sup> Source: [http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/2357-ee\\_07-2014.html](http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/2357-ee_07-2014.html)



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**Indicator nr:** ENI CBC MED 4.3.2.C

**Indicator name:** Estimated annual decrease of greenhouse gases as a result of renewable energy and energy efficiency measures implemented in public buildings (adapted ENI CBC nr.23)<sup>107</sup>

**Measurement unit:** Tons of CO<sub>2</sub> equivalent/year

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* pilot actions in 2 public buildings/country-project \* 40,000 litre or 40 tons/year fuel consumption for heating per public building \* 3,5 ton CO<sub>2</sub>/ton fuel \* 15 % decrease \* = 504 tons of CO<sub>2</sub> equivalent/year<sup>108</sup>

**Baseline Value:** 0 (It concerns the estimated decrease of greenhouse gases as a result of measures implemented in public buildings during the Programme)

**Definitions/Comments:**

This indicator is calculated for interventions directly aiming at increasing renewable energy production. The indicator will show the total estimated annual decrease of greenhouse gasses by the end of the period, not the total decrease throughout the period. The estimated decrease must be a direct consequence of the support. The estimation is based on the amount of primary energy produced by supported facilities in a given year (either one year following project completion or the calendar year after project completion). Renewable energy is supposed to be GHG neutral and replacing non-renewable energy production. Renewable energy resource refers to any energy source that is not fossil or nuclear. See regulation 2009/28, art. 2(a). Energy efficiency in this context refers to the different ways we can get the same amount of work (light, heat, etc.) done with less energy. It covers energy saving lights, better building insulation and other technologies.

**Source of Verification:**

⇒

⇒ Information on greenhouse gas production (tons of CO<sub>2</sub> equivalent) for the pilot projects of the CBC MED projects shall be measured at the start of project implementation. Information will be provided through project progress reports including reference to official documentation and external sources available on the replacement of non-renewable into renewable energy sources, the decrease in total quantity of energy used and how this replacement has resulted in a decrease in emission greenhouse gasses with regard to energy consumption in public buildings.

**Milestone:**

- ✓ Number of pilot projects - and their success and failure (factors) - concerning enhancing energy savings in public buildings and the related GHG impact of non-renewable energy delivered by the end of 2021

**Indicator nr:** ENI CBC MED 4.3.2.D

**Indicator name:** Total kWh generated using renewable energy applied to public buildings

<sup>107</sup> List of Common Output Indicators for ENI CBC 2014-2020, Interact ENPI. Indicator ENI CBC N. 23.

<sup>108</sup> As per natural gaz: 1 tonne of consumption would produce 3,265 kg equivalent CO<sub>2</sub> emissions. As per 1 tonne of domestic fuel this would be 3,482 kg equ CO<sub>2</sub>; As per 1 tonne of heavy fuel (kerosene/diesel this would be 3,544 kg equ CO<sub>2</sub>); And for 1 tonne of car fuel: 3,753 kg equ CO<sub>2</sub>. 3,5 ton equ CO<sub>2</sub> emissions per 1 tonne of fuel consumed. If we keep the 40,000 litre of consumption as mentioned in the indicator and take it that 40,000 litre is 40 ton fuel/bld/yr or 960 ton for 24 buildings this would mean a CO<sub>2</sub> emission of 3,360 ton equ/year. A 15 % saving would then mean 504 ton equivalent CO<sub>2</sub> emissions less.



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**Measurement unit:** kilowatt-hour (kWh)

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* pilot actions in 2 public buildings/country-project<sup>109</sup> \* 50,000 kWh/building<sup>110</sup> generated from RES/pilot action = 1,200,000 kWh generated from RES

**Baseline Value:** 0 (It concerns only Total kWh generated using renewable energy as a result of measures implemented in public buildings financed by the Programme).

**Definitions/Comments:**

This indicator is calculated for interventions directly aiming at increasing renewable energy sources. The indicator will show the total estimated annual kWh generated per year through the use of renewable energy sources (RES) applied to public buildings by the end of the period (not the total kWh generated throughout the period). The estimated increase of kWh generated through the use of RES must be a direct consequence of the support. Again, renewable energy resource includes any energy source that is not fossil or nuclear. See regulation 2009/28, art. 2(a).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on energy efficiency analyses targeting public buildings. The projects, for instance, will investigate the annual kWh generated, the cost, benefits, challenges, and potential savings involved with using renewable energy applied to public buildings.

**Milestone:**

- ✓ Number of public buildings hosting new RES as a direct consequence of the financed projects by 2021
- ✓ Total kWh generated using renewable energy applied to public buildings by 2021

**Indicator nr:** ENI CBC MED 4.3.2.E

**Indicator name:** Total kWh saved (expressed in budget reductions) using renewable energy applied to public buildings

**Measurement unit:** kilowatt-hour (kWh)

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* pilot actions in 2 public buildings/country-project<sup>111</sup> \* 50,000 kWh/building saved by using RES/pilot action = 1,200,000 kWh generated from RES.

**Baseline Value:** 0 (It concerns only saved kWh, expressed in budget reductions, using renewable energy as a result of measures implemented in public buildings financed by the Programme).

**Definitions/Comments:**

This indicator will show the total estimated annual kWh saved thanks to the use of renewable energy sources (RES) applied to public buildings by the end of 2022 (not the total kWh saved throughout the period). The estimated saving of kWh thanks to the use of RES must be a direct consequence of the support.

**Source of Verification:**

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<sup>109</sup> Per pilot action 2 public buildings are counted, each building having a working/living surface of 2400 m<sup>2</sup> (6 floors of 400 m<sup>2</sup>)

<sup>110</sup> On a roof of 400 square meter there is max place for 300 square meter of solar panels; we assume only 200 square meter is used in average. According to available data: 200 m<sup>2</sup> of solar panels produce 20 -25 kW/h , calculated on an annual basis this means 50,000 kWh/building (=20 kWh \* 8 hours/day \* 26 days/month\* 12 months)

<sup>111</sup> Per pilot action 2 public buildings are counted, each building having a working/living surface of 2400 m<sup>2</sup> (6 floors of 400 m<sup>2</sup>)



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⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on energy efficiency analyses targeting public buildings. The projects, for instance, will investigate the annual energy savings thanks to the use of renewable energy sources (REs) applied to public buildings in different zones

**Milestone:**

- ✓ Number of public buildings hosting new RES as a consequence of the financed projects by 2021
- ✓ Total kWh saved (expressed in budget reductions) using renewable energy in public buildings by 2021

***Output indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION***

**Priority B.4.3: Renewable energy and energy efficiency - Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings**

**Output 4.3.1.1.: Administrative and legal provisions for sustainable urban design through innovative approaches regarding sustainable building and energy efficiency**

**Indicator nr:** ENI CBC MED 4.3.1.1.a

**Indicator name:** Number of new or revised procedures (legal, regulatory, economical, etc.) initiated as a result of a transfer of good practices

**Measurement unit:** Procedures

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 pilot action\* 1 procedure/pilot action = 12 procedures

**Definitions/Comments:**

This indicator covers the number of new or revised procedures introduced as a result of the transfer of good practices and thanks to the financial support provided by the programme. Exchanges of good practices can serve as a useful guidance for urban and building designers, professionals, planners, experts, etc. when designing and implementing innovative approaches regarding energy efficiency and sustainable buildings. The projects and their activities should create an environment where it is easy to exchange emerging ideas on how to develop new provisions and procedures (legal, regulatory, economical, organizational and financing) for sustainable buildings. Relevant stakeholders will have an opportunity to participate in the elaboration of new provisions and/or the revision of existing procedures.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the new procedures for the use of renewable energy sources and their impact in public buildings, thanks to the transfer of good practices.

**Milestone:**

- ✓ Number of procedures for improving the use of renewable energy sources in public buildings, reported by 2021 and delivered by 2023 detailing their (expected) impact

**Output 4.3.1.2.: Energy mix efficiency plans/strategies developed to stimulate cost-effective deep renovations of buildings**



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**Indicator nr:** ENI CBC MED 4.3.1.2.b

**Indicator name:** Number of energy mix efficiency plans/strategies approved

**Measurement unit:** Plans/strategies

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 public institutions per country-project \* 75 % with approved plans = 18 approved plans

**Definitions/Comments:**

This indicator covers the number of energy mix efficiency plans/strategies that will be developed and deployed as a direct consequence of the programme support. These plans/strategies can facilitate energy conservation through building renovation and the use of renewable energy resources. Energy efficiency in this context refers to the different ways we can get the same amount of output (light, heat, etc.) done with less energy. It covers energy saving lights, better building insulation and other technologies.

Here the focus of this indicator is on the plans and strategies.. Although in the last years efforts were made to increase incentives for improving energy efficiency with regard to public buildings, many market barriers to energy efficiency still require policy attention. Consequently, public institutions should become more pro-active in complementing market-based approaches by providing greater strategic policy support for energy efficiency measures.

The projects could set up charters, protocols, MoU, etc., that aim at facilitating the relation between public and financial institutions, entrepreneurs, industrial energy managers, engineers, and universities, engaging all partners to achieve common objectives and develop energy-efficiency and energy-saving plans/strategies. The projects could also encourage the creation of energy-efficiency hubs, as an exchange "space" where users, specialists and public institutions can meet and share views on energy costs and energy management, regulations, possible models of energy efficiency, levers and barriers, innovation and capitalization of experiences, etc. Within this framework they will develop new energy mix efficiency plans or strategies for expanding the use of renewable energies.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the development and approval process of energy mix efficiency plans and/or strategies

**Milestones:**

- ✓ Number of draft energy mix efficiency plans delivered by 2021
- ✓ Number of approved energy mix efficiency plans documented by 2023

**Output 4.3.1.3.: Cross-border case studies that demonstrate potential replication of proposed measures and solutions (including technologies, methodologies, systems or tools)**

**Indicator nr:** ENI CBC MED 4.3.1.3.c

**Indicator name:** Number of innovative and affordable renovation solutions and technologies for public buildings that can deliver significant improvements in energy performance while ensuring indoor comfort requirements, and being non-invasive, and reversible

**Measurement unit:** Renovation solutions

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 2 renovation solutions per country-project = 24 renovation solutions

**Definitions/Comments:**

This indicator covers the number of innovative and affordable building renovation solutions (including technologies, methodologies, systems or tools) that can deliver improvements in energy performance. Project proposals should focus on the development of such solutions. The emphasis should be on eco-



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innovation and sustainability by integrating cost-effective technologies for energy efficiency and renewable energy solutions.

A number of technological solutions and cost-effective technologies for energy efficiency are already available in the Mediterranean region. Focus will be placed on promotion of best practice, deployment of these technologies at larger scale, awareness-raising and information. A number of project case studies will illustrate the potential replication of the proposed solutions.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the different case studies developed and the resulting renovation solutions (technologies, methodologies, systems and tools) and the potential for replication and up-scaling

**Milestone:**

- ✓ Number of case studies that details potential replication of the proposed solutions drafted by the projects by the end of 2021 and delivered by 2023.

**Output 4.3.1.4: Twinning and knowledge sharing activities involving public authorities**

**Indicator nr:** ENI CBC MED 4.3.1.4.d

**Indicator name:** Number of tools for planning and implementing the renovation of public buildings

**Measurement unit:** Tools

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 2 planning and implementation tools per project = 8 Tools

**Definitions/Comments:**

Here we refer to the number of tools for planning and implementing the renovation of public buildings. These tools include innovative and affordable building renovation schemes that integrate innovative technologies, adapted standards and methodologies which consider the district dimension and stakeholder involvement. These tools are expected to deliver significant improvements in energy performances. The ENI CBC MED projects should be able to demonstrate the effectiveness of the technologies, methodologies, systems and tools developed and to prove the replication potential of the proposed solutions with, where appropriate, the use of case studies.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the tools and methodologies developed for planning and implementation of renewable energy use technologies in public buildings (if possible documented by case studies and the potential for replication and up-scaling)

**Milestone:**

- ✓ Number of case studies on tools for planning and implementing innovative and affordable building renovation schemes drafted by the end of 2021, including a description of the development of planning and implementation tools to be delivered by 2023.

**Output 4.3.2.5: Implementation of pilot cost-effective technologies for energy efficiency and renewable energy**

**Indicator nr:** ENI CBC MED 4.3.2.5.e

**Indicator name:** Number of cost-effective technologies for energy efficiency and renewable energy solutions implemented on a pilot basis



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**Measurement unit:** Technologies

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 2 technologies = 8 Technologies

**Definitions/Comments:**

This indicator covers the number of cost-effective technologies for energy efficiency measures in buildings (e.g. innovative thermal and acoustic insulation system made of high quality cellulose coming from paper-mills scrap, etc.) and the number of renewable energy solutions proposed and implemented on a pilot basis within the Mediterranean region. Project proposals should focus on the development of innovative and affordable renovation solutions for public buildings that can deliver improvements in energy performance. The emphasis should be on eco-innovation and sustainability.

A number of technological solutions and cost-effective technologies for energy efficiency are already available in the Mediterranean region and focus will be placed on promotion of best practice, deployment of these technologies at larger scale, awareness-raising and information.

**Renewable energy resource:** Any energy source that is not fossil or nuclear. See regulation 2009/28, art. 2(a). Energy efficiency in this context refers to the different ways we can get the same amount of work (light, heat, etc.) done with less energy. It covers energy saving lights, better building insulation and other technologies.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the technologies developed, improved and further tested for best practice in pilot actions for implementation at larger scale of renewable energy use purposes in public buildings (if possible documented by case studies and the potential for replication and up-scaling)

**Milestone:**

- ✓ Number of cost effective technologies for renewable energy use with effective and practical guidelines on how to integrate them in public buildings delivered by the projects by the end of 2021 (draft) and 2023.

**Indicator nr:** ENI CBC MED 4.3.2.5.f

**Indicator name:** Additional capacity of renewable energy production (ENI CBC 22)<sup>112</sup>

**Measurement unit:** MW

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 renewable energy production plants per country-project \* 500 MW<sup>113</sup> per plant = 6,000 MW

**Definitions/comments:**

The ENI CBC MED projects work to increase the energy production capacity of different facilities (e.g. hydroelectric, biomass, geothermal, etc.). This indicator refers to an increase in energy production capacity of such facilities, through the use of renewable energy resources, that are built or equipped by the projects. It includes electricity and heat energy. Renewable energy solutions are designed to increase energy security, while reducing long-term energy costs and environmental footprint. **Renewable energy resource:** Any energy source that is not fossil or nuclear. See regulation 2009/28, art. 2(a).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on new energy capacity established in the project sites

<sup>112</sup> List of Common Output Indicators for ENI CBC 2014-2020. Indicator nr: ENI/CBC 22.

<sup>113</sup> Capacity per plant of 2000 m<sup>2</sup> : 200 kW/h \* 8 hours/day \* 26 days/month \* 12 months = 500,000 kWh or 500 MW



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through the installation and development of renewable energy plants. The process of installation, starting-up and handling and maintenance will also be elaborated in the project progress reports

**Milestones:**

- ✓ Number of plants hosting the proposed renewable energy solutions to be delivered by the projects by 2021

**Output 4.3.2.6.: Energy performance certificates**

**Indicator nr:** ENI CBC MED 4.3.2.6.g

**Indicator name:** Number of energy audits carried out on public buildings

**Measurement unit:** Energy audits (verification, contacts, visits)

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 pilot actions in 5 public buildings/country-project \* 2 energy audits/pilot action = 24 energy audits

**Definitions/Comments:**

This indicator refers to the number of energy audits carried out under the requirements of the projects in relation to public buildings (e.g. building structure, heating, cooling, air conditioning, hot water, light and lighting and other building services, renewable energies and co-generation or trigeneration) covering all forms of energy carrier and conversion. The audit should cover individual equipment and the building as a whole, in order to identify system level opportunities to improve efficiency and implement renewable energy sources. The procedures for issuing energy performance certificates (EPCs) will be tested in detail and the organizational procedures developed. This will form a concrete foundation for an accepted, informed and functioning market for energy certificates. All experiences and expertise developed through the projects will form the basis for recommendations for the general implementation of the energy performance certificates and other support measures for the housing and public sectors.

Reference to the CEN<sup>114</sup> standards developed in the frame of the Energy Performance of Building Directive (EPBD)<sup>115</sup> shall be made.

An Energy performance certificate (EPC) gives a property/building an energy efficiency rating from A (most efficient) to G (least efficient) and it is valid for a number of years. An EPC usually contains: a) Information about a property's energy use and typical energy costs; b) Recommendations about how to reduce energy use and save money.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of energy audits delivered in 2021

**Output 4.3.2.7: Renewable energy systems (solar, etc.) - Applications to public buildings**

**Indicator nr:** ENI CBC MED 4.3.2.7.h

<sup>114</sup> CEN is one of three European Standardization Organizations (together with CENELEC and ETSI) that have been officially recognized by the European Union and by the European Free Trade Association (EFTA) as being responsible for developing and defining voluntary standards at European level. It supports standardization activities in relation to a wide range of fields and sectors including energy. Further details at: <https://www.cen.eu/about/Pages/default.aspx>

<sup>115</sup> Source: <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32010L0031&from=EN>



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**Indicator name:** Number of public buildings and/or facilities benefiting from Renewable Energies & Energy Efficiency (REEE) measures

**Measurement unit:** Public building

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 CBC-MED countries/project \* 1 pilot actions in public buildings/country-project \* 3 public buildings/pilot action = 36 public buildings

**Definitions/Comments:**

This indicator is calculated for interventions concerning new and /or existing public buildings or facilities. It covers the number of public buildings or facilities benefiting from new renewable energy consumption goals resulting in lower emissions and an increase in energy independence. New buildings may be designed, built and operated to become green buildings. Existing buildings can also become green through remodeling, retrofitting and improved operations. Green buildings are designed to reduce the overall impact of the built environment on human health and the natural environment by efficiently using energy, water, etc. The funded projects should offer helpful tools and funds for improving the environmental performance of new and existing public buildings.

Incentive schemes for REEE measures could be also supported by ENI CBC MED projects. The programme offers support for investments in public buildings to improve energy efficiency or to use renewable energies for their energy production.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on “energy efficiency financial analyses” realized and on the contracts issued for companies as described above.

**Milestones:**

- ✓ Number of financial analyses (and concerned buildings) to assess benefits from the adoption of specific REEE measures delivered by the projects by the end of 2021
- ✓ Number of public buildings applying REEE incentive schemes delivered 2021

***Result indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION***

**Priority B.4.4: Integrated Coastal Zone Management - Incorporate the Ecosystem-Based management approach to ICZM into local development planning, through the improvement of intra-territorial coordination among different stakeholders**

**Expected Result 4.4.1: Enhanced cross border capacity of public authorities to plan for, sustainably manage, use and monitor their coastal ecosystems, using an effective participatory approach with relevant stakeholders and local communities**

**Indicator nr:** ENI CBC MED 4.4.1.A.

**Indicator name:** Newly adopted integrated strategies and tools for sustainable management of coastal areas, etc. that include appropriate reflection of the ecosystem approach and that have been developed through a participatory exercise



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**Measurement unit:** Strategies/Tools

**Indicative target value<sup>116</sup>:** (4 projects @ 3,100 K average budgets<sup>117</sup>) \* 3 coastal zone areas/project \* (1 strategy/coastal zone area + 4 tools/project) = 28 strategies and tools (12 strategies and 16 tools)

**Baseline value:** 0 (It concerns only newly adopted strategies and tools developed because of the Programme).

**Definitions/Comments:**

Here we refer to newly adopted integrated ICZM strategies and tools in compliance with the ICZM Protocol in the Mediterranean (as signed in Madrid on 21 January 2008)<sup>118</sup> and the Action Plan for the implementation of the ICZM Protocol 2012-2019 (adopted on 10 February 2012)<sup>119</sup>.

In its Article 18, ICZM Protocol states that the strategy should "... based on an analysis of the existing situation, ... set objectives, determine priorities with an indication of the reasons, identify coastal ecosystems needing management, as well as all relevant actors and processes, enumerate the measures to be taken and their cost as well as the institutional instruments and legal and financial means available, and set an implementation schedule." Regarding plans and programmes, the Protocol states that "...coastal plans and programmes, which may be self-standing or integrated in other plans and programmes, shall specify the orientations of the national strategy and be implemented at an appropriate territorial level, determining, inter alia and where appropriate, the carrying capacities and conditions for the allocation and use of the respective marine and terrestrial parts of coastal zones."<sup>120</sup> The project FP7 Pegaso<sup>121</sup> also states that "..the ICZM strategy, plan or programme is simply an integrated set of desired and integrated outcomes - the "what", along with an action plan to realise them - the "how".

ICZM Tools are tools for environmental and social analyses applied to coastal areas. This definition includes the following elements: (1) tools for coastal zone planning, local governance and action; (2) tools for integration and inclusion such as stakeholder analysis, participatory and stakeholder dialogue approaches; (3) integrated impact assessment software tools for coastal zones; (4) spatial planning software and informative tools (GIS based models) to support decision-makers; and (5) strategic documentation and communication tools.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on (i) already existing related plans in the Mediterranean region to acquire new data: outputs, methodology (data collection, questionnaire, etc.) and tools already

<sup>116</sup> These are indeed provisional target values, as it is not yet clear how many projects will be approved within this Priority. They will be adjusted after the conclusions on the selection of projects in a first Call for proposals.

<sup>117</sup> For this Priority there is 18,810 K Euro allocated expected to be divided over 3 standard projects @ 2,820 K Euro + 2 strategic projects @ 4,250 K Euro and 1 capitalization projects @ 940K Euro.

<sup>118</sup> The ICZM Protocol will allow the countries to better manage their coastal zones, as well as to deal with the emerging coastal environmental challenges, such as the climate change.

<sup>119</sup> The core purposes and objectives of this Action Plan are to implement the Protocol based on country-based planning and regional co-ordination, namely: 1. Support the effective implementation of the ICZM Protocol at regional, national and local levels including through a Common Regional Framework for ICZM; 2. Strengthen the capacities of Contracting Parties to implement the Protocol and use in an effective manner ICZM policies, instruments, tools and processes; and 3. Promote the ICZM Protocol and its implementation within the region, and promote it globally by developing synergies with relevant Conventions and Agreements: Source: <http://www.pap-the-coast-centre.org/razno/Decision%2020%20-%20ICZM%20Action%20Plan.pdf>

<sup>120</sup> PROTOCOL ON INTEGRATED COASTAL ZONE MANAGEMENT IN THE MEDITERRANEAN. Source: <http://www.pap-the-coast-centre.org/razno/PROTOCOL%20ENG%20IN%20FINAL%20FORMAT.pdf>

<sup>121</sup> <http://www.pegasoproject.eu/wiki/Portal:PEGASO>



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developed (baseline survey), on (ii) participatory stakeholder and technological processes used and developed for proposed strategies and tools, as well as on (iii) impact on and appreciation by involved stakeholders of strategies and tools developed.

**Milestone:**

- ✓ Number of ICZM strategies/plans and tools for selected coastal zone areas delivered by 2021

**Indicator nr:** ENI CBC MED 4.4.1.B

**Indicator name:** Number of coastal cities, relevant public authorities and other key stakeholders adopting new ICZM plans / guidelines for the sustainable management and use of coastal areas

**Measurement unit:** Institutions

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 3 (at least) institutions/coastal zone area = 36 institutions

**Baseline value:** 0, as the indicator will count all institutions involved, irrespective if they had already been engaged in similar activities before the start of the CBC MED programme

**Note:** To avoid multiple counting institutions that are involved in more than one coastal zone area or project should be counted only once

**Definitions/Comments:**

Here we refer to the institutions (concerned coastal city administrations, relevant public authorities and other key stakeholders) that are adopting new ICZM plans / guidelines for the sustainable management of coastal areas in compliance with the ICZM Protocol in the Mediterranean (as signed in Madrid on 21 January 2008) and the Action Plan for the implementation of the ICZM Protocol 2012-2019 (adopted on 10 February 2012). The Action Plan for the implementation of the ICZM Protocol 2012-2019 states that "...The Mediterranean has a number of thematic networks such as coastal cities and regions cooperating on environmental protection, or sub-regional agreements such as the Joint Commission for the Protection of the Adriatic Sea (Croatia, Italy, Montenegro and Slovenia) and RAMOGE (France, Monaco, Italy). Such networks provide opportunities to both promote and deliver aspects of the ICZM Protocol, in particular in a transnational way within the region"<sup>122</sup>. It is expected that projects will be mutually beneficial to the collaborating coastal cities, administrations and relevant authorities and to the adoption of new ICZM plans and guidelines for the sustainable management of Mediterranean coastal areas.

**ICZM plans:** According to UNEP, a management plan should incorporate at least the following elements: "A resource inventory, marine (and terrestrial) protected areas, careful planning of development that takes land-sea interactions into account; Environmental Impact Assessments for major development projects; measures for pollution control based on a monitoring and assessment programme and supported by legislation; Public education and the involvement of coastal communities".

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on (i) institutions already involved in coastal zone managed, their experience with this and with ecosystem-based approaches, their opinions and assessment of what has been learned in the past and what needs to be improved (baseline survey), on (ii) participatory stakeholder and technological processes to be used and developed for proposed strategies and tools, as well as on (iii) impact on and appreciation by involved stakeholders of strategies and tools developed.

**Milestones:**

<sup>122</sup> Source: <http://www.pap-thecoastcentre.org/razno/Decision%202020-%20ICZM%20Action%20Plan.pdf>



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- ✓ Number of ICZM strategies/plans for selected coastal zone areas delivered by 2021

#### ***Output indicators under B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION***

##### **Priority B.4.4: Incorporate the Ecosystem-Based management approach to ICZM into local development planning, through the improvement of intra-territorial coordination among different stakeholders**

###### **Output 4.4.1.1.: Training activities and workshops addressing different stakeholders to support ecosystem based planning and management for coastal zones**

**Indicator nr:** ENI CBC MED 4.4.1.1.a

**Indicator name:** Number of replicable or transferable actions to improve or restore the targeted ecosystem

**Measurement unit:** Actions

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 3 transferable actions/coastal zone area = 36 transferable actions

###### **Definitions/Comments:**

This indicator refers to the number of projects and initiatives implementing replicable or transferable actions to improve or restore the targeted ecosystems. These actions will be implemented by the project beneficiaries and disseminated across the Mediterranean region in several ways.

Training activities and workshops addressing different stakeholders (e.g. public coastal authorities, local communities, etc.) will also contribute to transfer lessons learned from all initiatives/actions by a well organized dissemination among different stakeholders, with the view of supporting the management of coastal zones.

Replicability and transferability. As mentioned in the Commission implementing decision dated 19 March 2014 regarding the adoption of the LIFE multi-annual work programme for 2014-17, “replicability and transferability is the potential of the project to be replicated and transferred during and after its implementation. Successful replication and transferability require a strategy including tasks to multiply the impacts of the projects’ solutions and mobilize a wider uptake, reaching a critical mass during the project and/or in a short and medium term perspective after the end of the project. This goes beyond transfer of knowledge and networking, and involves putting the techniques, methods or strategies developed or applied in the project into practice elsewhere”<sup>123</sup>.

###### **Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

###### **Milestones:**

- ✓ Number of case studies on ecosystem-based coastal zone management actions delivered by 2021

<sup>123</sup> Source: [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:JOL\\_2014\\_116\\_R\\_0001](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:JOL_2014_116_R_0001)



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**Indicator nr:** ENI CBC MED 4.4.1.1.b

**Indicator name:** Number of participating organizations that cooperate for improved local governance in coastal zones (ENI CBC 14)<sup>124</sup>

**Measurement unit:** Organisations

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 1 organizations/coastal zone area = 12 organizations

**Note:** To avoid multiple counting organizations that are involved in more than one coastal zone area or project should be counted only once.

**Definitions/comments:**

This indicator covers the number of participating organizations cooperating for improved local governance in coastal zones. It focuses on the organizations themselves as participants. Each participating organization is a public organization or body thereof with the primary task on the supply side of public administration of some form, and can include regional or local authorities, or other bodies responsible for tasks within public administration, etc. This may also be participating organizations from the demand side of good governance (e.g. NGOs, civil society organizations, etc.). Different branches of a same organization cooperating in the same project are not counted as separate organizations.

The cooperation should last at least for the duration of the project. The cooperation must be a direct consequence of the support. The objective of the project is explicitly, in one form or the other, to improve local or regional administrative practices or management systems. This may occur as a result of joint development activities or strategies, exchange of experience and best practices, staff exchange programmes, etc. For instance, the ENI CBC MED Projects should empower and reinforce capacities of national and local stakeholders facing the economic, environmental and policy challenges of coastal cities. Project proposals should support transnational multi-level participatory processes involving local authorities from Mediterranean territories together with international actors, businesses, universities and civil society stakeholders. They should identify, assess and recommend innovative governance systems and policy tools aiming at better management of coastal areas. Lists of potential activities are made available, for instance, by the ENPI CBC MED project MEDSEATIES<sup>125</sup>. Example of activities may include: Evaluation of current measures and initiatives influencing the management of coastal areas; Identification of partners' legal systems and operational tools; Identification and analysis of key stakeholder (at local, national and international levels); Initiation of coordination processes for joint decision-making procedures and activities within Local Working Groups; Initiation of international connections between the Local Working Group; Exchange of experience within the Local Working Groups; Elaborate and spread communication tools promoting ICZM; Conduct an awareness campaign to build public awareness about social benefits of coastal environment protection.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of staff exchange programmes organised by 2021
- ✓ Number of Local Working Groups gathering key stakeholders set up by 2021

<sup>124</sup> List of Common Output Indicators for ENI CBC 2014-2020. Indicator ENI CBC nr. 14.

<sup>125</sup> Inclusive governance for sustainable Mediterranean coastal metropolis –MEDSEATIES. The project is funded under ENPI CBC Mediterranean Basin Sea Programme 2007-2013. MEDSEATIES aims to empower Mediterranean local authorities (both decentralized authorities and State local agencies) and private stakeholders in multilevel and participatory decision-making processes. Source: <http://www.medseaties.eu/>



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- ✓ Number of Participants of local decision-makers in the Local Working Groups (e.g. local authorities, international actors, businesses, universities and civil society) delivered by the projects by 2021
- ✓ Number of Memoranda of Agreements committing mobilised local stakeholders to adopt tailored governance processes, delivered by the projects by 2021

**Indicator nr:** ENI CBC MED 4.4.1.1.c

**Indicator name:** Number of organizations and their staff participating in workshops/trainings

**Measurement unit:** Training-staff Days (Event duration)

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 2 organizations/coastal zone area \* 5 staff/organization \* 5 training events/project \* 2 days/event = 600 training-staff days

**Definitions/Comments:**

This indicator refers to the number of organizations and their staff participating in awareness-raising initiatives and other workshops/trainings that will be organised by the ENI CBC MED projects. It refers to the organizations and people that are actively and directly involved as final beneficiaries of awareness-raising initiatives on ICZM. *Active participation* implies organisations/participants taking part in workshop/training events. Receiving leaflets, being on an e-mail list, or other passive actions is not considered active participation. The activities must be a direct consequence of CBC MED support<sup>126</sup>. Potential activities may include among others: Information workshops explaining the context of the project and its activities; Meetings with authorities, community members, experts, etc.; Public demonstrations; Training workshops for stakeholders and beneficiaries on different related and relevant topics; Forums for different stakeholders. The Programme builds capacities of public administrations through skills training programmes thus empowering public actors to make their own natural resource management decisions.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestone:**

- ✓ Number of organizations participating in workshops/trainings by 2021
- ✓ Number of persons participating in workshops/trainings as staff members by 2021

**Output 4.4.1.2: Spatial planning software, information tools (GIS) and tools for data analysis, data integration and forecasting in support of decision-makers that contribute to ecosystem assessment and monitoring of Mediterranean coastal zones**

**Indicator nr:** ENI CBC MED 4.4.1.2.d.

**Indicator name:** Number of measures adopted to prevent the negative impacts of coastal hazards

**Measurement unit:** Risk prevention models

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 models/project = 12 models

**Definitions/Comments:**

One of the main issues for many Mediterranean coastal areas is how the community can respond, prepare, adapt, and prevent the negative effects of coastal hazards. These hazards include, among others, storms, flooding, persistent erosion and sea level rise, and particularly those related to climatic change. It is the

<sup>126</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI, September 2014.



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long-term effects of erosion and sea level rise that must be kept at the forefront of thinking for coastal decision maker's long-term plans. This indicator covers the number of measures (e.g. risk models and prevention plans) adopted by the target groups (State, Regional and Local coastal resource managers) to achieve the goal of Coastal Risk Prevention and Management.

Projects proposals should propose to develop common integrated models for the prevention of the negative impacts of coastal hazards that can be effectively implemented in the participating territories and further mainstreamed to other Mediterranean countries. The focus of project activities is on adopting measures for risk prevention and reduction of damage caused by coastal hazards.

Examples of measures are: Shared techniques, models, methods and standards for risk mapping, assessment and monitoring, by integrating new elements/risks not taken into consideration in existing risk models and prevention plans.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of Risk prevention models completed by end of 2021 with an indication of the modelling techniques
- ✓ Number of Risk prevention models completed by end of 2023 including details on the risk prevention models developed, resulting risk assessment maps of coastal areas in the selected target areas and their potential for broader applicability in coastal zone management

**Indicator nr:** ENI CBC MED 4.4.1.2.e.

**Indicator name:** Number of systemic tools available to strengthen planning, monitoring and management of coastal areas

**Measurement unit:** Systemic Tools

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 1 systemic tools/project = 4 systemic tools

**Definitions/Comments:**

This indicator covers the number of systemic tools (including online knowledge sharing platforms) that will be developed by the projects for better coordinating planning, monitoring and management of coastal areas. The systemic tools proposed by the projects include the use of spatial planning software and informative tools (i.e. GIS and DSS) to support coastal zone management. New technologies (e.g. GIS) increasingly ease the task of integrating all the complex elements of our coastlines for better decision making. By using GIS to collect data on factors including sea swell, climate, structural conditions and the slope of the coast, it is possible to map potentially unstable areas likely to suffer rock fall from cliffs. From a "hazard map" the potential risk can be assessed to put preventive measures in place. GIS can also help manage shoreline evolution. The assessment can contribute to preventative policies for this problem. The Projects proposals should propose to develop ecosystem-focused decision-making tools to strengthen planning, monitoring and management of coastal areas.

Ecosystem-based systemic tools are GIS, Ecological modeling (of both catchment and coastal systems), economic valuation methods and integrated environmental assessment, can empower coastal managers with a scientific framework for a sound decision making and future management policies.

In order to capitalize on the use of these tools and their integration in the wider context of the Mediterranean a strong iterative collaboration between managers, experts and scientists is required.

Sharing experiences, including through North-South and South-South cooperation, contribute to the adoption and adaptation of the most relevant and effective development solutions.

The projects encourage local stakeholders involved in coastal planning and management that operate



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knowledge sharing platforms to strengthen and broaden the knowledge resources on protection and development of coastal zone areas.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available

**Milestones:**

- ✓ Number of ICMZ Surveys completed by end of 2021 with an indication of the modelling techniques needed to develop the above systemic tools

**Output 4.4.1.3.: Knowledge sharing platforms benefitting local stakeholders involved in coastal planning and management**

**Indicator nr:** ENI CBC MED 4.4.1.3.f.

**Indicator name:** Surface area of coastal ecosystems supported in order to attain a better conservation status (ENI CBC nr. 15)<sup>127</sup>

**Measurement unit:** Hectares

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 500 ha/coastal zone area = 6,000 hectares coastal ecosystems restored or supported

**Definitions/Comments:**

Based on project reports, here we refer to the surface of restored or created areas aimed to improve the conservation status of threatened species (e.g. *Leucoraja melitensis*, *Pomatoschistus tortonesei*, *Syngnathus taenionotus*, *Opeatogenys gracilis*, etc., etc.)<sup>128</sup>. The operations can be carried out in coastal areas of the Mediterranean Sea Basin, capable of improving the conservation status of targeted species, habitats or ecosystems for biodiversity and the provisioning of ecosystem-services. Areas that receive support repeatedly should be counted only once. Here we also refer to the surface area covered by joint monitoring actions or actions leading to an improved capacity in joint monitoring as a direct consequence of the support. This may include: Setting up compatible data information and exchange systems, new equipment, etc., in the fields of biodiversity loss, pollution, environmental risks, climate change and ecosystems transformation.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on coastal ecosystem areas supported or restored by the projects supported by the CBC MED Programme as well as the lessons learned from implementing the actions necessary for doing so

**Milestone:**

- ✓ Surface area of coastal ecosystem prospected for restoration or receiving other support necessary to preserve ecosystem functions and services by end of 2021

**Output 4.4.1.4.: Communication materials for dissemination and engagement with societal stakeholders and public at large, e.g. via schools, aquaria, maritime and science museums, etc.**

<sup>127</sup> List of Common Output Indicators for ENI CBC 2014-2020, edited by Interact ENPI. Indicators ENI CBC nr.15 and nr.16..

<sup>128</sup> Full details on the list of List of Threatened Species can be found on the report "OVERVIEW OF THE CONSERVATION STATUS OF THE MARINE FISHES OF THE MEDITERRANEAN SEA", published by IUCN, Gland, Switzerland, and Malaga, Spain, 2008.



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**Indicator nr:** ENI CBC MED 4.4.1.4.g

**Indicator name:** Number of communication awareness raising events

**Measurement unit:** Events

**Indicative target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 10 awareness raising events/coastal zone area = 120 awareness raising events

**Definitions/Comments:**

This indicator refers to the number of awareness-raising initiatives that will be organized by the ENI CBC MED projects. Proposals will focus on disseminating existing knowledge in the broad area of Mediterranean Sea's Health (e.g. environmental status, pollution affecting marine biodiversity and ecosystems, ecosystem services). Information collected by the projects should be turned into communication materials (e.g. leaflet, brochures, etc.) to be used for dissemination and engagement with societal stakeholders and public at large, e.g. via schools, aquaria, maritime and science museums. This fits with the principles of ICZM as it considers a wide range of dissemination activities. These awareness-raising initiatives help to preserve the overall health of the Mediterranean Sea by protecting habitats within it, prohibiting or minimising one or more threats. This indicator measures also the materials (e.g. leaflets, flyers, brochures, posters etc.) that will be disseminated through the projects to societal stakeholders and public at large (e.g. schools, aquaria, maritime and science museums, etc.).

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the preparation and results of awareness raising events on risks and prevention as well as attitude and behavioural aspects for long-term sustainable ecosystem coastal zone management in the Mediterranean Sea Basin.

**Milestones:**

- ✓ Number of communication awareness raising events completed by 2021 including information on the coastal areas
- ✓ Number of participants in the communication awareness raising events by 2021

**Output 4.4.1.5.: Studies and data collection activities aimed at improving knowledge of marine ecosystems and their interlinkages with human activities**

**Indicator nr:** ENI CBC MED 4.4.1.5.h.

**Indicator name:** Number of studies, based on data collection activities, studying interlinkages between human activities and the environment

**Measurement unit:** Studies

**Indicative Target value:** (4 projects @ 3,100 K average budgets) \* 3 coastal zone areas/project \* 2 studies/coastal zone area = 24 EBM focused studies

**Definitions/Comments:**

This indicator covers the number of studies covering aspects of the ICZM topic that are mainly related to the concept of Ecosystem-Based Management (EBM)<sup>129</sup> and that will be delivered by the projects. The ENI CBC MED programme is concerned with the complex inter-linkages between human activities and the environment. It is recognized that in order to devise effective responses to combat global environmental

<sup>129</sup> For further details on this concept see the report of Haines-Young, R. and M. Potschin (2011): Integrated Coastal Zone Management and the Ecosystem Approach. Deliverable D2.1, PEGASO Grant agreement n°: 244170. CEM Working Paper No 7, 17pp., July 2011.



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change it is essential to understand the human and societal causes underlying the transformation of the physical environment. As stated by WWF on its website, “EBM approaches emphasize connectivity within and between systems, such as between land and sea. It focuses on the consequences of human actions within ecosystems. It encourages the protection and restoration of ecosystem structure, functions and key processes. It integrates biological, socioeconomic and governance perspectives<sup>130</sup>”. EBM is a true holistic approach as it recognizes that one system cannot be treated in isolation from others because they are all linked.

**Source of Verification:**

⇒ Information will be provided through project progress reports including reference to official documentation and external sources available on the preparation and results of EBM oriented studies in the coastal zone areas selected by projects and the information gathered and lessons learned from the studies on human and ecosystem interaction for wider use in the coastal zones of the Mediterranean Sea Basin.

**Milestones:**

- ✓ Number of published booklets on ICZM concerning specific areas by 2021

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<sup>130</sup> [http://www.wwfpacific.org/what\\_we\\_do/freshwater/](http://www.wwfpacific.org/what_we_do/freshwater/)



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### 3.6 Useful definitions for the M&E plans

This section contains some useful definitions of named items (e.g. Source of Verification, Milestones, Expected results, Outputs and result Indicators, Project evaluation, External monitoring, Monitoring missions, etc.) that refer mainly to the instruments adopted by the Managing Authority (MA) to develop a sound Monitoring and Evaluation (M&E) plan of the new JOP.

#### Awareness-raising initiatives include:

- Information workshops explaining the context of the project and its activities;
- Meetings with other Public authorities, Social enterprises, Community members, Schools, etc.;
- Public demonstrations;
- Training workshops;
- Events to mark national or international days;
- Forums for different stakeholders;
- Poster campaigns, distribution of leaflets, flyers, etc.;
- Media campaigns, including Internet, radio and television broadcasts.

**Beneficiaries of new Jobs/contracts:** Researchers and specialized staff who are contracted in research institutions, industries, SMEs and Public Authorities; Disadvantaged categories, such as women and young people, who suffer particularly for the difficulty of getting into the work cycle; People not in education, employment or training (NEET).

**Business development organisations:** any form of organisation with the primary aim to develop local business, may include chambers of commerce, business incubators, regional or local development agencies, as well as, depending on national structures and practices, regions and municipalities providing similar services for the local business community.

**Clusters** are considered to support SMEs upgrading in global value chains to the extent that they facilitate interactive learning both with local and external sources of knowledge. Research and Development (R&D) projects are one of the core activities for these clusters.

**Contracts (Long term)** are long-term employment opportunities for specific technical expertise to perform activities that will exceed a period of one year. **Short-term contracts** are short-term employment opportunities for specific technical expertise or to fill temporary staffing gaps. These positions are less than one year in duration and the recruitment and selection process is typically less difficult than applying to internationally advertised professional posts. Additionally, these short-term opportunities can be a great avenue for exploring further career possibilities.

**Expected results and indicators** or “intended outcome<sup>131</sup>”, are defined as the specific dimension of well-being and progress for people (in their capacity of consumers, workers, entrepreneurs, savers, family or community members, etc.) that motivates policy action, i.e. what is intended to be changed, with the contribution of the public interventions designed. The notion of change includes changes in behaviour, social practices, institutions, etc. Examples of expected results may include:

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<sup>131</sup> Here the meaning of the term "result" is the same as "outcome". In most Programming documents regarding the description of indicators, there is only one word for both terms.

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- Mobility, the improvement of which is the aim of building transport infrastructures, for instance a new railway line<sup>132</sup>, and/or town planning;
- Competence, the increase of which is the aim of providing additional or enhanced education;
- The growth of SMEs' market share, the increase of which is the aim of providing them with subsidized loans and or services, etc.
- Persons living in jobless households, the reduction of which is the aim of providing training and support services and/or removing barriers to social inclusion, competition, etc.;
- Cross-border understanding, the improvement of which is the aim of meetings and/or courses, seminars and/or workshops and/or pilot projects organised by "territorial cooperation programmes".

Expected results are also defined as tangible products or services delivered<sup>133</sup>.

### Result Indicators

- The Project Cycle Management guidance specifies that when you think about result indicators, you should try to think in terms of "how the results achieved are to be measured, including Quantity, Quality and Time"<sup>134</sup>.
- Result indicators are quantitative or qualitative: They measure the broader societal impact of a particular objective or priority. They go beyond the direct beneficiaries of the support and cover a wider group of society. Appropriately designed result indicators should to a certain extent be affected by the outputs of the programme, but in general they are also affected by other, external factors that lay beyond the activities of the programme<sup>135</sup>. Results indicators are quantitative (or qualitative) expressions of the achievement of the defined priorities<sup>136</sup>.
- Result (or outcome) indicators measure the results in terms of target group benefits<sup>137</sup>. Examples of Result indicators are: improved qualifications, increased business activity across the border, improved skills, newly created institutional structures, etc.
- Results indicators provide information on the change the Programme intends to bring to the Programme area; they should reflect the added value of the cross-border cooperation.<sup>138</sup>
- Result indicators are variables that provide information on some specific aspects of results that lend themselves to be measured<sup>139</sup>.

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<sup>132</sup> The Programming Period 2014-2020, GUIDANCE DOCUMENT ON MONITORING AND EVALUATION – EUROPEAN REGIONAL DEVELOPMENT FUND AND COHESION FUND – Concepts and Recommendations, March 2014, edited by the European Commission, available at:

[http://ec.europa.eu/regional\\_policy/sources/docoffic/2014/working/wd\\_2014\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/2014/working/wd_2014_en.pdf)

<sup>133</sup> "AID Delivery Methods PCM Guidelines", Vol. 1 March 2004, edited by the European Commission.

<sup>134</sup> "AID Delivery Methods PCM Guidelines", Vol. 1 March 2004, edited by the European Commission.

<sup>135</sup> Interact ENPI, Development of Programme levels indicators, Brussels, 6 May 2014.

<sup>136</sup> Interact ENPI, Requirement for indicators in the Programming Document and the ENI CBC Implementing rules, Brussels, 6 May 2014.

<sup>137</sup> Study on the utilisation of monitoring indicators in ENPI CBC programmes 2007-2013, (Version 1 – April 2014), edited by INTERACT ENPI.

<sup>138</sup> Interact ENPI, Indicators: Lessons learnt and conclusions from the period 2007-2013, Brussels, 6 May 2014.

<sup>139</sup> Outcome Indicators and targets – Towards a Performance oriented EU Cohesion Policy (Fabrizio Barca, Philip McCann) available at:

[http://ec.europa.eu/regional\\_policy/sources/docgener/evaluation/doc/performance\\_outcome\\_indicators\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docgener/evaluation/doc/performance_outcome_indicators_en.pdf)



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**Enterprise:** Organisation producing products or services to satisfy market needs in order to reach profit. The legal form of enterprise may vary (also incl. self-employed persons, partnerships, cooperatives, etc.). Subcontractors of business development organisations are not counted as enterprises. **MSMEs:** According to the European Commission, “the category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro”<sup>140</sup>. (Extract of Article 2 of the Annex of Recommendation 2003/361/EC). Furthermore, the EC defines the SMEs as follow: “An enterprise is any entity engaged in an economic activity, irrespective of its legal form”<sup>141</sup>.

**External monitoring (including ROM)**, as defined by the European Commission “is distinguished from ‘internal monitoring’ because it involves external agents (e.g. donor officials or contracted consultants), and the use of donor designed/approved monitoring methods and reporting formats, which are designed primarily to meet the donor’s own upward reporting and accountability requirements. The Results Oriented Monitoring (ROM) system is a key example of an ‘external monitoring’ and reporting requirement”<sup>142</sup>.

**Innovative Start-ups** are defined “as new enterprises engaged in existing local markets but introducing new perspectives and having the potential to compete in international markets. Highly Innovative Start-ups are new enterprises engaged in new markets, new technologies, novel products or services and in knowledge based industries that demonstrate a potential for job creation and growth”.

**Milestones** provide the basis by which project/programme implementation is monitored and managed. Milestones are key events that provide a measure of progress and a target for the management team to aim at. The simplest milestones are the dates estimated for completion of each Activity (e.g. training needs assessment completed by January 200x, baseline survey completed by end of first quarter of year, etc.).

**Monitoring missions:** As recommended by the European Commission, and in order to succeed in the implementation process, information from internal project monitoring should be supplemented by information from other sources such as field visits undertaken by the Task Manager him/herself, EC’s Results Oriented Monitoring (ROM) reports and/or specially commissioned surveys/studies<sup>143</sup>. Monitoring missions are usually annual missions to independently review the projects and the Programme performance for further improvements.

## Outputs

- The specific activity of Programmes leads to outputs. Outputs are defined as the direct products of Programmes; they are intended to contribute to results<sup>144</sup>.
- Output are the goods and services produced, i.e. some (physical) outputs, which are the direct result of a certain operation, e.g., kilometers of a railroad constructed or consultancy services provided to enterprises, etc.<sup>145</sup>.

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<sup>140</sup> The new SME definition - User guide and model declaration, European Commission 2005. Further details at: [http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index\\_en.htm](http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/index_en.htm)

<sup>141</sup> Source: [http://www.erasmus-entrepreneurs.eu/page.php?cid=6&pid=019&faqcat=14&faqid=101#.VCvUyvI\\_tNM](http://www.erasmus-entrepreneurs.eu/page.php?cid=6&pid=019&faqcat=14&faqid=101#.VCvUyvI_tNM)

<sup>142</sup> Strengthening project internal monitoring. How to enhance the role of EC task managers, EuropeAid, June 2007.

<sup>143</sup> Strengthening project internal monitoring. How to enhance the role of EC task managers, EuropeAid, June 2007.

<sup>144</sup> The Programming Period 2014-2020, GUIDANCE DOCUMENT ON MONITORING AND EVALUATION – EUROPEAN REGIONAL DEVELOPMENT FUND AND COHESION FUND – Concepts and Recommendations, March 2014, edited by EC.



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- Measurable policy actions whose intended task is to produce results, e.g. subsidised loans, training or personal support services, competition-enhancing measures, territorial cooperation initiatives (meetings, courses, etc.)<sup>146</sup>.

**Outputs Indicators** measure the immediate and concrete consequences of the measures taken and resources used<sup>147</sup>. Output indicator is defined as an indicator describing the “physical” product of spending resources through policy interventions<sup>148</sup>. Examples of output indicators are: number of cross-border networks created, number of people learning neighbouring language, number of schools built, number of teachers trained, number of enterprises supported, km of road, the number of hours of extra-teaching hours provided by the intervention, etc.<sup>149</sup>

- Output indicators (generally quantitative): measure the direct products of the chosen activities. They concern the direct beneficiaries of the projects and are only affected by what the actions lead to being (in principle) insensitive to any external impact.<sup>150</sup>
- Outputs indicators are useful and provide information on the achievements of the Programme. They lead/contribute to the change the Programme intends to bring to the Programme area.<sup>151</sup>
- Output indicators also reflect the direct action of a project<sup>152</sup>.

### OVI – Objectively Verifiable Indicator

The Project Cycle Management guidance states that Indicators should be OVIs and SMART (Specific, Measurable, Available, Relevant and Time-bound)<sup>153</sup>.

- A. OVIs are **Not open** to the subjective opinion/bias of one person (information should be the same if collected by different people)
- B. **SMART** indicators
  - **Specific** to the objective it is supposed to measure
  - **Measurable** (either quantitatively or qualitatively)
  - **Available** at an acceptable cost
  - **Relevant** to the information needs of managers
  - **Time-bound** - so we know when we can expect the objective/target to be achieved

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<sup>145</sup> “The New Programming Period 2007-2013 INDICATIVE GUIDELINES ON EVALUATION METHODS: MONITORING AND EVALUATION INDICATORS”, Working Document No. 2, August 2006.

<sup>146</sup> OUTCOME INDICATORS AND TARGETS, TOWARDS A NEW SYSTEM OF MONITORING AND EVALUATION IN EU COHESION POLICY, June 2011.

<sup>147</sup> Study on the utilisation of monitoring indicators in ENPI CBC programmes 2007-2013, (Version 1 – April 2014), edited by INTERACT ENPI.

<sup>148</sup> The Programming Period 2014-2020, GUIDANCE DOCUMENT ON MONITORING AND EVALUATION – EUROPEAN REGIONAL DEVELOPMENT FUND AND COHESION FUND – Concepts and Recommendations, March 2014, edited by EC.

<sup>149</sup> “AID Delivery Methods PCM Guidelines”, Vol. 1 March 2004, edited by the European Commission.

<sup>150</sup> Interact ENPI, Development of Programme levels indicators, Brussels, 6 May 2014.

<sup>151</sup> Interact ENPI, Indicators: Lessons learnt and conclusions from the period 2007-2013, Brussels, 6 May 2014.

<sup>152</sup> Interact ENPI, Requirement for indicators in the Programming Document and the ENI CBC Implementing rules, Brussels, 6 May 2014.

<sup>153</sup> (European Commission (2004): Aid Delivery Methods. Volume 1, Project Cycle Management Guidelines, Development DG: Brussels) available at:

[http://ec.europa.eu/europeaid/multimedia/publications/documents/tools/europeaid\\_adm\\_pcm\\_guidelines\\_2004\\_en.pdf](http://ec.europa.eu/europeaid/multimedia/publications/documents/tools/europeaid_adm_pcm_guidelines_2004_en.pdf)



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**Pilot actions** are an early action that aims at testing new instruments for cooperation and coordination among the set of countries considered by the Programme. These actions can be fleshed out into actual joint actions and serve as trial cases for new joint actions in the future. The pilot action requires the support of at least two eligible countries participating in the Programme. It explores and utilizes synergies and complementarities between countries and/or capacities and/or scientific fields and/or science-industry-society to reach a common goal.

**Project Evaluation** is “the periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of a project in the context of stated objectives. It is frequently undertaken at or after completion and usually involves independent evaluators with a primarily purpose of learning lessons to guide future decision-making, design and implementation of other projects, future programming and policy making”<sup>154</sup>.

**Public authorities:** National, Regional and Local Authorities directly involved as final beneficiaries in ENI-financed activities of several programme priorities.

**Research institution:** an organisation of which R&D is a primary activity.

**Sources of verification (SOV):** As mentioned in the European Commission PCM guidelines<sup>155</sup>, the Sources of verification (SOV) indicate where and in what form information on the achievement (described by the indicators) can be found. The SOV should be considered and specified at the same time as the formulation of indicators. This will help to test whether or not the Indicators can be realistically measured at the expense of a reasonable amount of time, money and effort. The SOV should specify:

- ⇒ How the information should be collected (e.g. from administrative records, special studies, sample surveys, observation, etc.) and/or the available documented source (e.g. progress reports, project accounts, official statistics, engineering completion certificates etc.)
- ⇒ Who should collect/provide the information (e.g. field extension workers, contracted survey teams, the district health office, the project management team); It also includes the persons, beneficiaries or organizations from whom information will be gathered to measure results<sup>156</sup>.
- ⇒ When/how regularly it should be provided. (e.g. monthly, quarterly, annually, etc.).

**Social services:** Services improving quality of life and providing social protection, such as for example social security and social assistance services, employment and training services, social housing, child care and long-term care services. They are usually provided by public authorities or entrusted by them to private entities. The European Commission uses the following two categories for conceptualizing Social Services of General Interest (SSGI):

- Statutory and complementary social security schemes covering the main life risks;
- Other services provided directly to individuals that aim at social inclusion and safeguarding fundamental rights, such as social assistance services, employment and training services, social housing, child care or long-term care services<sup>157</sup>.

For the Active Inclusion strategy, the EC considers the latter category of services particularly relevant.

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<sup>154</sup> Strengthening project internal monitoring. How to enhance the role of EC task managers, EuropeAid, June 2007.

<sup>155</sup> Aid Delivery Methods- Volume 1: Project Cycle Management Guidelines, European Commission, March 2004.

<sup>156</sup> United Nations Development Group - Results-Based Management Handbook, Clean Draft Version, 24 March 2010.

<sup>157</sup> Implementing the Community Lisbon programme: Social services of general interest in the European Union, COM(2006) 177 final.



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Social services can be also provided by private organisations, especially social enterprises and NGOs. Social enterprises and NGOs, generally strongly embedded in the local territories, offer specific services to local communities. Other actors, such as the work integration social enterprises (WISE), have a double function of providing social services to the community and to integrate low-skilled workers into the labour market.

**Spin-off** is defined as “a new organization or entity formed by a split from a larger one, based on a pre-existing one, or a new company formed from a university research group or business incubator” .

**Clusters:** The European Commission defines Clusters as “groups of specialised enterprises – often SMEs – and other related supporting actors that cooperate closely together in a particular location. In working together SMEs can be more innovative, create more jobs and register more international trademarks and patents than they would alone” . They produce and sell a range of related or complementary products and are, thus, faced with common and global competition challenges and opportunities. This concentration of SMEs favours the emergence of specialized services in technical, administrative and financial matters.

**Support:** includes grants, financial support other than grants, non-financial support, support that does not involve direct financial transfer (such as guidance, consultancy, etc.). Venture capital is considered as financial support.

**Targets for result indicators** usually reflect effect of programme and other factors. A result indicator is associated with a target. Setting targets for result indicators can be difficult. They can be of quantitative or qualitative nature. A qualitative target is a range of expected values, the expected direction of change and the expected pace of change. Other definitions include: the estimate of a future value of the result indicator influenced by programme and other factors or an estimate of the contribution of the programme to the change of the result indicator (the effect or impact of the programme)<sup>158</sup>.

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<sup>158</sup> Draft guidance on monitoring and evaluation 2014-2020: Concepts and recommendations , REGIO network meeting with Member States, 20 Oct. 2011, Kai Stryczynski, European Commission.

## 4 Overview of results and outputs indicators

### **TO A.1 BUSINESS AND SMES DEVELOPMENT**

#### **Priority A.1.1: Support innovative start-up and recently established enterprises with a particular focus on young and women entrepreneurs and facilitate the protection of their Intellectual Property Rights and commercialization where applicable**

ER 1: Innovative start-up enterprises having a cross border dimension managed by youths (graduates or equivalent between 24 and 35 years old) and/or women (all ages) sustainably grow their share in traditional and non-traditional sectors

ER 2: Increased share of youths/women staff in managerial positions in companies recently established (since 2011) that access and develop innovative markets domestically and/or in other MED countries

ER 3: Increased capacity of public authorities to facilitate access to and protect Intellectual Property Rights (IPR) and commercial contracts of youths and women entrepreneurs

Result indicators		Baseline (2017) / Target value
NR.	Indicator	Target value
1.1.1.A	Number of new jobs (contracts) created in knowledge intensive MSMEs for young people and women in the traditional and non-traditional economic sectors where innovative start-ups have entered.	0 / (5 projects @ 3,000 K average budgets) * 20 MSMEs start-ups/project * 2 new jobs/MSME = 200 new job contracts.
1.1.1.B	Value of sales in existing and new markets of new youths/women led innovative start-up enterprises that are legally established, and continuously involving at least two Mediterranean countries that have a cross-border dimension.	0 / (5 projects @ 3,000 K average budgets) * 20 MSMEs start-ups/project * 25,000 Euro sales/year/MSME * 2,5 years = 6,250 K Euro
1.1.2.C	Enterprises with youth/women staff in managerial positions, that have signed commercial contracts (domestic and for export) for the first time (Percentage out of the total number of the enterprises supported)	0 / (5 projects @ 3,000 K average budgets) * 10 "recently established" MSMEs/project * 40% = 20 enterprises
1.1.2.D	Number of new products and services sold on domestic and foreign markets	0 / (5 projects @ 3,000 K average budgets) * 10 "recently established" MSMEs/project * 3 products and/or services= 150 new products and services
1.1.3.E	Number of public authority staff actively and directly involved in IPR and commercial cross-border projects	0 / (5 projects @ 3,000 K average budgets) * 2 CBC-MED countries * 5 Public Authority staff = 50 Public Authority Staff
1.1.3.F	Number of products registered and protected under IPR Laws and regulations	0 / (5 projects @ 3,000 K average budgets) * 20 start-ups and "recently established" MSMEs/project * 1 IPR registered products/MSME = 100 IPR registered products
1.1.3.G	IPR Laws and regulations reviewed and developed to reflect international best practices	0 / (5 projects @ 3,000 K average budgets) * 2 IPR reviews = 10 IPR reviews
Output indicators		
NR.	Indicator	Target value
1.1.1.1.a	Number of trainings provided to youths graduates or equivalent (24-35 years old) and/or women (all ages)	(5 projects @ 3,000 K average budgets) * 20 training/mentoring events/project * 15 trainees/training event = 100 trainings organized and successfully completed by at least 80% (1200) of the expected participants (1500).
1.1.1.1.b	Number of entrepreneurial ideas identified in the scouting stage and supported	(5 projects @ 3,000 K average budgets) * 20 start-ups MSMEs/project * 2 entrepreneurial ideas/MSME = 200 entrepreneurial ideas
1.1.1.2.c	Volume of risk capital (in euro) raised by hubs and start ups accelerators	(5 projects @ 3,000 K average budgets) * 20 start-ups MSMEs/project * € 5,000 of risk capital raised/MSME = € 500,000 total value of external risk capital raised in addition to capital



1.1.1.3.d	Number of entrepreneurs that successfully launched new ventures/projects in a creative sector	(5 projects @ 3,000 K average budgets) * 20 start-ups MSMEs/project * 1 entrepreneurs/MSME * 80% = 80 entrepreneurs that successfully launched new ventures in the creative sectors
1.1.2.4.e	Number of youths and women participating in training activities and business meetings	(5 projects @ 3,000 K average budgets) * 15 training events and business meetings/project * 15 trainees/training event * 80 % = 900 young persons (16-30 years) and women (all ages) trainees who successfully completed the capacity building programme
1.1.2.5.f	Number of business development organisations receiving support (ENI CBC 1) for coaching and acceleration programmes	(5 projects @ 3,000 K average budgets) * 2 business development organizations = 10 Business development organizations
1.1.2.6.g	Number of launched/developed and operational business websites and/or operational online platforms	(5 projects @ 3,000 K average budgets) * 10 recently established MSMEs/project * 1 on-line platform-website/MSME * 60% = 30 website or platforms that successfully support business with their clients
1.1.3.7.h/i	Number of bilingual (Arabic/English) and (Arabic/French) guide books acquired by public authority staff and entrepreneurs	(5 projects @ 3,000 K average budgets) * 10 recently established MSMEs/project * 1 on-line platform-website/MSME * 60% = 30 website or platforms that successfully support business with their clients
1.1.3.9.j	Number of trainings for public authorities and brokers (e.g. technology transfer offices located at Universities) that are aimed at the development of new services (e.g. Support for Proof of concept projects)	(5 projects @ 3,000 K average budgets) * 2 CBC-MED countries * 5 trainings /country project * 5 training days * 15 trainees/training event * 80 % = 3,000 training days successfully completed by staff of public authorities and brokers

## TO A.1 BUSINESS AND SMES DEVELOPMENT

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

**ER 1:** Increased number of MSM Enterprises participating in Euro-Mediterranean enterprise alliances

**ER 2:** Cross-border-enterprise alliances empowered by the support from and cooperation with public authorities

### Result indicators

NR.	Indicator	Baseline (2017) / Target value
1.2.1.A	Increased number of MSMEs participating in Euro-Mediterranean enterprise alliances	0 / (5 projects @ 3,000 K average budgets <sup>159)</sup> * 30 MSMEs/project * 1 cross-border agreement/MSME * 60% (success rate) = 90 successful business agreements
1.2.1.B	Number of new products and services sold on domestic and foreign markets	0 / (5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 2 new products or services/MSME * 60% (success rate) = 180 new products/services sold
1.2.2.C	Number of created public-private partnerships promoting demand-driven innovation in the public and private sector and implementing new medium-long term investments	0 / (5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 20% (% of MSMEs that engage in PPPs) = 30 PPPs
1.2.2.D	Additional public and private resources invested by created PPPs as co-financing of project activities (in euro)	0 / (5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 20% (% of MSMEs that engage in PPPs) * 20,000 Euro/PPP = 600,000 Euro



Output indicators		
NR.	Indicator	Target value
1.2.1.1.a	Number of enterprises substantially and actively involved in CBC-MED projects satisfied with consultancy services and making requests for follow-up (ENI CBC 2)	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 80% (satisfaction rate) = 120 MSMEs
1.2.1.2.b	Number of enterprises participating in cross-border business events (ENI CBC 3)	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 80% (participation rate) = 120 MSMEs
1.2.1.3.c	Number of enterprises involved in CBC-MED projects that share common knowledge on specific items (i.e. food security, sustainable tourism, eco-innovation, green and sustainable water technologies, internationalisation processes etc.).	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 80% (rate of sharing knowledge) = 120 MSMEs
1.2.2.4.d	Number of public tenders awarded as results of joint collaborations and additional resources allocated	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 20% (% of MSMEs that engage in PPPs) * 60 % (success rate of public tenders) = 18 Successful tenders by PPPs
1.2.2.5.e	Number of public and private stakeholders involved in training events and joint pilots that have made written commitments to engage in PPP undertakings	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 2 persons/MSME (being staff of MSMEs) = 300 persons
1.2.2.6.f	Number of campaigns (e.g. global forums, seminars, platforms etc.) where public sector and PPP practitioners exchange knowledge to support value chains and their economic activity	(5 projects @ 3,000 K average budgets) * 30 MSMEs/project * 5 persons/MSME (being staff of MSMEs or staff of other organizations closely related to MSMEs that engage in CBC-MED projects) = 750 persons

## TO A.1 BUSINESS AND SMES DEVELOPMENT

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

ER 1: Increased attractiveness of less known touristic destinations

ER 2: Increased diversification of tourism offer through the promotion of local and territorial assets / drivers in off season periods

#### Result indicators

NR.	Indicator	Baseline (2017) / Target value
1.3.1.A	Increased domestic and international tourist flows visiting the targeted area	0 / (5 projects @ 3,000 K average budgets) * 4 "less known tourist destinations"/project = 20 "less known tourist destinations" * 2,000 visitors/year (from both inside and outside cross border area over 3 years) * 2 days/visit = 240,000 visitor days.
1.3.2.B	Number of new sustainable touristic products in off season periods created in specific niches with a cross-border dimension (i.e. eco-tourism, adventure tourism, medical tourism, wine and food tourism, historic, cultural and religious tourism etc.) and co-designed with local communities (bottom up approach)	0 / (5 projects @ 3,000 K average budgets) * 5 sustainable tourist initiatives/project = 25 sustainable tourist initiatives.
1.3.2.C	Number of persons actively and directly involved in project implementation having gained improved tourism management skills / profiles (particularly those in the area of Eco-tourism, Destination Management, Marketing, etc.)	0 / (5 projects @ 3,000 K average budgets) * 5 sustainable tourist initiatives/project * 5 persons = 125 persons that have improved their tourism management skills/profiles

#### Output indicators

NR.	Indicator	Target value
1.3.1.1.a	Number of enterprises substantially and actively involved in CBC-MED projects (ENI CBC 2)	(5 projects @ 3,000 K average budgets) * 20 MSMEs/project * 80%



		(satisfaction rate) = 80 MSMEs
1.3.1.1.b	Number of improved cultural and historical sites as a direct consequence of programme support (ENI CBC 7)	(5 projects @ 3,000 K average budgets) * 8 sites/project = 40 cultural and historical sites
1.3.1.2.c	Number of visibility/marketing initiatives to attract tourists in the targeted area	(5 projects @ 3,000 K average budgets) * 20 MSMEs/project * 2 initiatives = 200 visibility/marketing initiatives
1.3.2.3.d	Number of private actors substantially and actively involved in new touristic initiatives	(5 projects @ 3,000 K average budgets) * 20 MSMEs/project = 100 MSMEs/private actors
1.3.2.4.e	Number of action plans adopted by local authorities based on participatory activities	(5 projects @ 3,000 K average budgets) * 10 initiatives/project * 1 action plan/initiative = 50 action plans
1.3.2.5.f	Number of cross-border agreements signed by competent bodies to promote low season networks of destinations and / or number of low-season initiatives offered in the participating countries	(5 projects @ 3,000 K average budgets) * 3 cross-border agreements/project = 15 cross-border agreements.
1.3.2.6.g	Number of enterprises participating in cross-border business events (ENI CBC 3)	(5 projects @ 3,000 K average budgets) * 2 cross-border business events/project * 15 enterprises/event= 150 enterprises participating in cross-border business events
1.3.2.6.h	Number of enterprises and local community entities participating in training and awareness raising events	(5 projects @ 3,000 K average budgets) * 4 training/awareness events/project * 30 participants/event= 300 enterprises + 300 local actors participating in cross-border business events

## TO A.2 SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION

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

ER 1: Enhanced demand driven technological transfer among research, industry and SMEs in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETS)

ER 2: Increased commercialization opportunities of research products in the fields of clean/environmental technologies, new cultural heritage technologies and Key Enabling Technologies (KETS)

#### Result indicators

NR.	Indicator	Baseline (2017) / Target value
2.1.1.A	Number of demand driven Cross Border Living Labs created for R&D and technological transfer among research, industry and SMEs	0 / (6 projects @ 3,400 K average budgets[1]) * 3 Living Labs/project = 18 Living Labs;
2.1.1.B	Nr. of spin-offs established as new enterprises and operating across borders, able to sell their products or services	0 / (6 projects @ 3,400 K average budgets) * 5 Spin-offs/project = 30 Spin-offs
2.1.2.C	Forecasted value of sales of newly identified innovative products/services	0 / (6 projects @ 3,400 K average budgets) * (5 SMEs + 5 Spin-offs)/project * 100,000 Euro/SME-spin-off = 6,000,000 Euro forecasted sales
2.1.2.D	Number of co-patents registered	0 / 6 projects @ 3,400 K average budgets) * 5 Spin-offs/project * (1 patents per spin-off) = 30 co-patents

#### Output indicators

NR.	Indicator	Target value
2.1.1.1.a	Number of institutions using programme support for cooperation in education, R&D and innovation (ENI CBC 4)	(6 projects @ 3,400 K average budgets) * (3 Living Labs/project * 5 organizations/Living Lab = 90 organizations
2.1.1.1.b	Number of Enterprises cooperating with research institutions (ENI CBC 5)	(6 projects @ 3,400 K average budgets) * (4 SMEs + 4 Spin-offs)/project = 48 SMEs



		(including spin-offs);
2.1.1.2.c	Number and type (bilateral, consortium, etc.) of industry-academia research agreements before, during and after intervention	(6 projects @ 3,400 K average budgets) * (2 Living Labs /project * 2 contracts per Living Lab = 24 contracts/agreements
2.1.1.3.d	Number of industries and SME researchers trained to initiate/create enterprises	(6 projects @ 3,400 K average budgets) * (5 SMEs + 5 Spin-offs + 2 Industries)/project * 3 trained staff/industry or SME * 75% successfully trained= 162 persons
2.1.1.4.e	Number of researchers and specialized staff in public authorities involved/contracted in joint activities with industries and SMEs	(6 projects @ 3,400 K average budgets) * (2 Living Labs/project * 10 public authority staff per Living Lab = 120 public authority staff)
2.1.1.5.f	Number and field of co-publications	(6 projects @ 3,400 K average budgets) * (2 Living Labs /project * about 3 co-publications per Living Lab = 36 co-publications)
2.1.2.6.g	Number of new products/services developed	(6 projects @ 3,400 K average budgets) * (2 Living Labs/project * 5 new products or services per Living Lab = 60 new products/services)
2.1.2.7.h	Number of platforms allowing a pre-competitive analysis of promising products and services put in place and effective	(6 projects @ 3,400 K average budgets) * 2 processes c.q platforms/project = 12 regional platforms
2.1.2.8.i	Number of brokerage events for scientist /researchers and entrepreneurs-organisations	(6 projects @ 3,400 K average budgets) * 2 CBC-MED countries * 5 brokering events /project-country (1 to 2 per country/year) * 3 training days = 180 event days attended by researchers and SME staff
2.1.2.8.j	Number of Technology transfer support and new intellectual property brokering services delivered	(6 projects @ 3,400 K average budgets) * 2 service providers/project * 10 services/provider = 120 services provided in technology transfer and IPR brokerage

## TO A.2 SUPPORT TO EDUCATION, RESEARCH, TECHNOLOGICAL DEVELOPMENT AND INNOVATION

### Priority A.2.2: Support SMEs in accessing research and innovation also through clustering

ER 1: Upgraded innovation capacity of SMEs participating in CBC Med projects in processes, products and management systems for uptake of research outcomes

#### *Result indicators*

NR.	Indicator	Baseline (2017) / Target value
2.2.1.A	Number of innovative products/services created by clustered SMEs across or within borders	0 / (6 projects @ 3,400 K average budgets[2]) * 5 SMEs/project * 3 new products or services per SME = 90 new products/services
2.2.1.B	Investments (in euro) in targeted SMEs for new equipment (hardware and software) and joint R&D and innovation activities	0 / (6 projects @ 3,400 K average budgets) * 5 SMEs/project *50,000 Euro/SME = 1,500,000 Euro investment in SME upgrading
2.2.1.C	New (foreign) investments (in euro) in targeted SMEs	0 / 6 projects @ 3,400 K average budgets) * 5 SMEs/project *50,000 Euro/SME =1,500,000 Euro investment in SME



<i>Output indicators</i>		
<b>NR.</b>	<b>Indicator</b>	<b>Target value</b>
2.2.1.1.a	Number of SMEs substantially and actively involved in projects as final beneficiaries (ENI CBC 2)	(6 projects @ 3,400 K average budgets) * (5 SMEs + 5 spin-offs)/project = 60 SMEs
2.2.1.1.b	Number of SMEs using programme support for cooperating with Research Institutions	(6 projects @ 3,400 K average budgets) * (5 SMEs + 3 spin-offs)/project = 48 SMEs
2.2.1.1.c	Number of SMEs receiving grants for operational instruments (equipment) to favor their innovation	(6 projects @ 3,400 K average budgets) * (5 SMEs + 5 spin-offs)/project = 60 SMEs receiving grants
2.2.1.1.d	Number of SMEs using programme support for cooperation in education, R&D and innovation (ENI CBC 4)	(6 projects @ 3,400 K average budgets) * (5 SMEs + 5 spin-offs)/project = 60 SMEs

## TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY

### Priority A.3.1: Provide young people, especially those belonging to the NEETS, and women with marketable skills

**ER 1:** Increased employability of women (all ages) and youths up to 30 years old, especially those belonging to the NEETS

#### *Result indicators*

<b>NR.</b>	<b>Indicator</b>	<b>Baseline (2017) / Target value</b>
3.1.1.A	Number of new employments created for young people (18-24 year old), NEETS and women	0 / (5 projects @ 3,400 K average budgets) * 3 countries/project * 3 training/coaching programmes per country-project * 20 trainees/year * 3 years * 50% signed job contracts = 1,350 persons newly contracted

#### *Output indicators*

<b>NR.</b>	<b>Indicator</b>	<b>Target value</b>
3.1.1.1.a	Number of socio or sector professional representatives involved in social inclusion actions and networks	(5 projects @ 3,400 K average budgets) * 2 CBC-MED countries/project * 2 organizations per country-project = 20 organizations
3.1.1.1.b	Number of new curricula proposing skills required by the labour market (new professions)	(5 projects @ 3,400 K average budgets) * 3 different training courses /project * 3 curricula materials/training course = 45 curricula materials
3.1.1.1.c	Number of training courses designed and targeted to young people (18-24 year old) (especially those belonging to the NEETS and women)	(5 projects @ 3,400 K average budgets) * 2 CBC-MED countries/project * 3 training courses/project-country/year * 3 years * 5 training days/training course = 450 training days
3.1.1.1.d	Number of youth, NEETS and women trained	(5 projects @ 3,400 K average budgets) * 3 countries/project * 3 training/coaching programmes per country-project * 200 trainees/year (25/month over 8 months/year) * 3 years * 80% success rate = 14,400 persons trained
3.1.1.1.e	Number of social media specifically targeting learning for unemployed youth and women	(5 projects @ 3,400 K average budgets) * 3 different training courses /project * 5 curricula materials/training course * 2 (at least) social media tools/curricula material = 150 social media posting learning tools created
3.1.1.1.f	Number of associations (civic, arts, sports, performing arts) launched by young people, NEETS and women	(5 projects @ 3,400 K average budgets) * 2 CBC-MED countries/project * 3 training



		courses/project-country/year * 3 years * 1 Association/3 training courses = 30 Associations
3.1.1.5.g	Number of agreements between TVET institutions and the business sector	(5 projects @ 3,400 K average budgets) * 2 CBC-MED countries/project * 1 TVET institutions per country-project * 2 Agreements/TVET = 20 Agreements
3.1.1.6.h	Number of public institutions engaged (i.e. through charters, protocols, Memoranda of Understanding) in employment schemes to foster employability of young people and women	(5 projects @ 3,400 K average budgets) * 2 CBC-MED countries/project * 2 public institutions per country-project = 20 public institutions

## TO A.3 PROMOTION OF SOCIAL INCLUSION AND FIGHT AGAINST POVERTY

### Priority A.3.2: Support social and solidarity economic actors, also in terms of improving capacities and co-operation with public administrations for services' provision

ER 1: Enlarged access and improved quality of existing social services in favour of vulnerable people

ER 2: Reinforced planning, operational capacities and cooperation of public administrations and relevant stakeholders in providing social services

#### *Result indicators*

NR.	Indicator	Baseline (2017) / Target value
3.2.1.A	Population covered by improved social services as a direct consequence of Programme support (ENI CBC 9)	0 / (5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 3 organizations per country-project * 1,000 people/year/organization * 3 years = 135,000 people
3.2.2.B	Number of agreements between public administrations and relevant stakeholders for coordinated planning and implementation of social services	0 / (5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 3 organizations per country-project * 1 Agreements/organization = 45 agreements

#### *Output indicators*

NR.	Indicator	Target value
3.2.1.1.a	Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13)	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 3 organizations per country-project * 10 staff/organization = 450 persons
3.2.1.2.b	Number of cross-border events on social services supported by CBC-MED projects	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 1 event per country-project = 15 events
3.2.1.3.c	Number of new social enterprises established and strengthened	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 1 Social Enterprise per country-project * 80 % success = 12 Social Enterprises
3.2.2.4.d	Number of public institutions involved in social inclusion actions as part of the CBC MED projects	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 2 public institutions per country-project = 30 public institutions
3.2.2.5.e	Number of Action plans to coordinate social services provision	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 2 public institutions per country-project * 1 Action Plan/per public institution = 30 Action Plans
3.2.2.6.f	Number of social service professionals participating in cross border exchanges or activities (ENI CBC 13)	(5 projects @ 3,400 K average budgets) * 3 CBC-MED countries/project * 10 professionals per country-project = 150 persons



## TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

### Priority B.4.1: Support sustainable initiatives targeting innovative and technological solutions to increase water efficiency and encourage use of non-conventional water supply

ER 1: Increased adoption of innovative sustainable water-efficiency technologies and systems in agriculture by public authorities, specialized agencies and other relevant stakeholders

ER 2: Support research and development for locally applicable and low cost technologies for the use of non conventional water resources for domestic purposes

#### Result indicators

NR.	Indicator	Baseline (2017) / Target value
4.1.1.A	Surface in ha. of land irrigated with treated wastewater or equipped with modern and efficient irrigation systems	0 / (2 projects @ 3,100 K average budgets[1]) * 2 CBC-MED countries/project * 100 farmers per country-project * 1 hectare/farmer = 400 hectares
4.1.1.B	Number of measures and initiatives to showcase, exchange, test and transfer water management solutions to end-users in the agricultural sector in view of improving water use efficiency and quality and use of non-conventional water resources (NCWR) in agricultural practices	0 / 2 projects @ 3,100 K average budgets) * 10 measures/project = 20 measures
4.1.1.C	Investments in up-scaling of replicable technologies to increase water efficiency and use of non-conventional water supply systems for irrigation purposes	0 / (2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 2 investment initiatives/country project = 8 investment initiatives
4.1.2.D	Number of technologies applied for the use of non-conventional water resources for domestic purposes	0 / (2 projects @ 3,100 K average budgets) * 1 technology / project = 2 technologies
4.1.2.E	Number of measures and initiatives to showcase, exchange, test and transfer water supply and demand solutions to end-users in view of improving water use efficiency and quality and use of non-conventional water resources for domestic purposes	0 / (2 projects @ 3,100 K average budgets) * 10 measures/project = 20 measures
4.1.2.F	Volume (m³) of non-conventional water supply used for domestic purposes	0 / (2 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 pilot projects/country project * 150,000 m³/pilot project = 1,800,000 m³/year

#### Output indicators

NR.	Indicator	Target value
4.1.1.1.a	Number of new or enhanced ICT solutions for water resources management in agriculture	(2 projects @ 3,100 K average budgets) * 1 research network /project * 2 ICT solutions/network = 4 ICT solutions
4.1.1.2.b	Number of public / private actor alliances engaged in non-conventional and efficient water management plans	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 1 alliance /country project = 4 alliances
4.1.1.2.c	Number of local authorities applying integrated approaches for water cycle management in agriculture	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 3 public authorities/country project = 12 public authorities
4.1.1.3.d	Number of staff of different stakeholders trained that are involved in CBC-MED projects	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 4 partners /country project * 20 staff of partner related stakeholders = 320 persons
4.1.1.4.e	Number of replicable technologies for water efficient use and use of non-conventional water resources	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 2 technologies /country project = 8 technologies
4.1.1.5.f	Number of organizations involved in WRM applying sustainable innovative water efficiency and non-conventional water technologies within local water governance frameworks	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 5 partner related organizations/country project = 20 organizations
4.1.2.6.g	Number of staff of different stakeholders trained that are involved in CBC-MED projects	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 4 partners /country project * 20 staff of partner related stakeholders = 320 persons
4.1.2.7.h	Number of local authorities applying integrated approaches for water cycle management in domestic water supply	(2 projects @ 3,100 K average budgets) * 2 CBC-MED countries/project * 3 local



		authorities/country project = 12 local authorities
4.1.2.8.i	Number of new or enhanced ICT solutions for water supply and demand management in urban areas	(2 projects @ 3,100 K average budgets) * 1 thematic research-practitioner network /project * 3 ICT solutions/network = 6 ICT solutions

#### TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

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

ER 1: Efficient and effective integrated municipal waste management systems are planned and operationalized on a pilot basis

###### Result indicators

NR.	Indicator	Baseline (2017) / Target value
4.2.1.A	Number of local authorities adopting and implementing new solid waste management plans (i.e. system of separate collection of municipal waste)	0 / (4 projects @ 3,100 K average budgets[1]) * 3 CBC-MED countries/project * 1 local authorities/country project = 12 local authorities
4.2.1.B	Number of enterprises involved in waste reuse and recycling	0 / (4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 community enterprises/country project = 12 enterprises
4.2.1.C	Number of new waste management technologies adopted	0 / (4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 technologies /country project = 12 technologies

###### Output indicators

NR.	Indicator	Target value
4.2.1.1.a	Number of staff of public administrations and other stakeholders trained in integrated municipal waste management	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 3 partners /country project * 10 staff of partner related stakeholders = 360 persons
4.2.1.2.b	Number of integrated municipal solid waste management plans	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 MSWM Plans /country project = 24 MSWM Plans
4.2.1.2.c	Additional waste recycling capacity (ENI CBC 18)	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project *500 tons additional capacity/year/per country project = 6,000 tons/year
4.2.1.2.d	Biodegradable municipal waste (m³/tons) reused as fertilizers	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 500 tons organic waste/year/per country project = 6000 tons/year
4.2.1.2.e	Amount of energy produced (kWh) based on waste conversion	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 5,000 m³ organic waste/year/per country project * 50% for conversion use * 5 kWh/m³ = 150,000 kWh/year
4.2.1.3.f	Number of actions and common approaches to reduce food waste and municipal waste and packaging materials generated at relevant stages of the food system	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 solutions/approaches per project-country = 24 solutions/approaches
4.2.1.4.g	Number of supported awareness raising initiatives (events, meetings, campaigns, spots broadcasted on TV/radio/internet etc.) promoting efficient waste collection	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 5 awareness raising initiatives/project-country = 60 awareness raising initiatives



## TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

### **Priority B.4.3: Renewable energy and energy efficiency - Support cost-effective and innovative energy rehabilitations relevant to building types and climatic zones, with a focus on public buildings**

**ER 1:** Enhanced capacity of public institutions to plan and implement sustainable energy policies and measures with regard to public buildings

**ER 2:** Reduced and cleaner energy consumption in public buildings through the use of renewable energy measures and energy saving interventions

#### *Result indicators*

NR.	Indicator name	Baseline (2017) / Target value
4.3.1.A	Number of public authorities that adopted energy mix efficiency plans/strategies	0 / (4 projects @ 3,100 K average budgets[1]) * 3 CBC-MED countries/project * 2 public institutions per country-project * 90 % that adopted plans = 17 public institutions
4.3.1.B	Number of public institutions cooperating towards strengthened multi-level governance (linking up local, regional and national levels) for delivering integrated sustainable energy action planning and measures	0 / ((4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 public institutions per country-project * 90 % that are cooperating = 17 public institutions
4.3.2.C	Estimated annual decrease of greenhouse gases as a result of renewable energy and energy efficiency measures implemented in public buildings (adapted ENI CBC nr.23)	0 / (4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * pilot actions in 2 public buildings/country-project * 40,000 litre or 40 tons/year fuel consumption for heating per public building * 3,5 ton CO2/ton fuel * 15 % decrease * = 504 tons of CO2 equivalent/year
4.3.2.D	Total kWh generated using renewable energy applied to public buildings	0 / (4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * pilot actions in 2 public buildings/country-project[1] * 50,000 kWh/building[2] generated from RES/pilot action = 1,200,000 kWh generated from RES
4.3.2.E	Total kWh saved using renewable energy applied to public buildings	0 / (4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * pilot actions in 2 public buildings/country-project[1] * 50,000 kWh/building saved by using RES/pilot action = 1,200,000 kWh generated from RES.

#### *Output indicators*

NR.	Indicator name	Target value
4.3.1.1.a	Number of new or revised procedures (legal, regulatory, economical, etc.) initiated as a result of a transfer of good practices	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 pilot action* 1 procedure/pilot action = 12 procedures
4.3.1.2.b	Number of energy mix efficiency plans/strategies approved	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 public institutions per country-project * 75 % with approved plans = 18 approved plans
4.3.1.3.c	Number of innovative and affordable renovation solutions and technologies for public buildings that can deliver significant improvements in energy performance while ensuring indoor comfort requirements, and being non-invasive, and reversible	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 2 renovation solutions per country-project = 24 renovation solutions
4.3.1.4.d	Number of tools for planning and implementing the renovation of public buildings	(4 projects @ 3,100 K average budgets) * 2 planning and implementation tools per project = 8 Tools
4.3.2.5.e	Number of cost-effective technologies for energy efficiency and renewable energy solutions implemented on a pilot basis	(4 projects @ 3,100 K average budgets) * 2 technologies = 8 Technologies
4.3.2.5.f	Additional capacity of renewable energy production (ENI CBC 22)	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 renewable energy production plants per country-project * 500 MW[1] per plant = 6,000 MW



4.3.2.6.g	Number of energy audits carried out on public buildings	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 pilot actions in 5 public buildings/country-project * 2 energy audits/pilot action = 24 energy audits
4.3.2.7.h	Number of public buildings and/or facilities benefiting from Renewable Energies & Energy Efficiency (REEE) measures	(4 projects @ 3,100 K average budgets) * 3 CBC-MED countries/project * 1 pilot actions in public buildings/country-project * 3 public buildings/pilot action = 36 public buildings

#### TO B.4 ENVIRONMENTAL PROTECTION, CLIMATE CHANGE ADAPTATION AND MITIGATION

**Priority B.4.4: Integrated Coastal Zone Management - Incorporate the Ecosystem-Based management approach to ICZM into local development planning, through the improvement of intra-territorial coordination among different stakeholders**

ER 1: Enhanced cross border capacity of public authorities to plan for, sustainably manage, use and monitor their coastal ecosystems, using an effective participatory approach with relevant stakeholders and local communities

##### *Result indicators*

NR.	Indicator name	Baseline (2017) / Target value
4.4.1.A.	Newly adopted integrated strategies and tools for sustainable management of coastal areas, etc. that include appropriate reflection of the ecosystem approach and that have been developed through a participatory exercise	0 / (4 projects @ 3,100 K average budgets[1]) * 3 coastal zone areas/project * (1 strategy/coastal zone area + 4 tools/project) = 28 strategies and tools (12 strategies and 16 tools)
4.4.1.B	Number of coastal cities, relevant public authorities and other key stakeholders adopting new ICZM plans / guidelines for the sustainable management and use of coastal areas	0 / (4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 3 (at least) institutions/coastal zone area = 36 institutions

##### *Output indicators*

NR.	Indicator name	Target value
4.4.1.1.a	Number of replicable or transferable actions to improve or restore the targeted ecosystem	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 3 transferable actions/coastal zone area = 36 transferable actions
4.4.1.1.b	Number of participating organizations that cooperate for improved local governance in coastal zones (ENI CBC 14)	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 1 organizations/coastal zone area = 12 organizations
4.4.1.1.c.	Number of organizations and their staff participating in workshops/trainings	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 2 organizations/coastal zone area * 5 staff/organization * 5 training events/project * 2 days/event = 600 training-staff days
4.4.1.2.d.	Number of measures adopted to prevent the negative impacts of coastal hazards	(4 projects @ 3,100 K average budgets) * 3 models/project = 12 models
4.4.1.2.e.	Number of systemic tools available to strengthen planning, monitoring and management of coastal areas	(4 projects @ 3,100 K average budgets) * 1 systemic tools/project = 4 systemic tools
4.4.1.3.f	Surface area of coastal ecosystems supported in order to attain a better conservation status (ENI CBC nr. 15)	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 500 ha/coastal zone area = 6,000 hectares coastal ecosystems restored or supported
4.4.1.4.g.	Number of communication awareness raising events	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 10 awareness raising events/coastal zone area = 120 awareness raising events



4.4.1.5.h.	Number of studies, based on data collection activities, studying interlinkages between human activities and the environment	(4 projects @ 3,100 K average budgets) * 3 coastal zone areas/project * 2 studies/coastal zone area = 24 EBM focused studies
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