



MED STRATEGIC PROJECTS

TERMS OF REFERENCE

**Strengthening Mediterranean ports activities
and EU accessibility with simpler norms and a
better use of information technologies**

1st April 2011

Second call for MED strategic projects



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Introduction for MED strategic projects

As it is stated in the operational programme, the general objective of the MED programme is *“to make the whole Med space a territory able to match international concurrence in order to ensure growth and employment for the next generations. Support territorial cohesion and actively intervene in favour of environmental protection in a logic of sustainable development.”*

These various issues cannot be tackled efficiently, neither at the regional nor at national scale: they require a significant effort in terms of transnational coordination and consultation.

For the programming period 2007-2013, specific themes are identified by the Monitoring Committee as being particularly important for all European regions of the Med space.

Corresponding to these topics, the Monitoring committee launches targeted calls for proposal aiming to elaborate “Strategic projects”.

Strategic projects shall have a horizontal approach and should pay particular attention to the following issues:

Coherence with European, national and regional policies

- Strategic projects must be developed in coherence with EU, national and regional policies and with existing Mediterranean cooperation initiatives. In order to contribute to the implementation of those policies, strategic projects must be elaborated in cooperation with public authorities and institutions concretely involved as partners in their implementation
- Strategic projects must take into account existing initiatives and programmes in the definition of their objectives in order to implement activities or to prepare initiatives, methodologies or processes which could be financed by these programmes in the future (mainstream programmes, European Investment Bank, etc.)¹
- Strategic projects are advised to take into account results achieved and problems encountered by projects implemented during the 2000-2006 programming period, especially territorial cooperation projects implemented on the same issue than the strategic project (MEDOCC programmes). Project partners are invited to consider as well innovative projects implemented in other cooperation areas (SUDOE, South East Europe, Atlantic, North West Europe, Baltic Sea, ENPI CBC Mediterranean, etc.). Activities can include the capitalisation of experiences and results and the overcoming of weaknesses observed in projects already implemented. For the Med programme (like for the others) the JTS can support the partners and provide them detailed information on projects launched since 2007.

¹ Here is mentioned the use of other financing means after the end of the Med project. During its implementation, a project cannot get funds from different EU programmes (double financing is forbidden)

Impact on the cooperation area

- Strategic projects must have a wide geographical coverage involving as much as possible partners from the different countries of the MED programme area (**at least six EU countries of the MED programme represented**)
- Strategic projects should be directly useful for local and/or regional and/or national authorities and their results should be of benefit of all the cooperation area, directly or indirectly through a wide dissemination (methods, results of pilot projects, benchmarks, best practices, experiences of existing cooperation, etc.). Local and regional authorities should be involved as much as possible in the project life cycle (from the idea generation to the implementation)
- It is essential that strategic projects build on the basis of a thorough knowledge of existing state of the art, that they take into account former and actual public policies and projects in order to generate significant added value related to existing needs
- Strategic projects should not be limited to producing information and analyses with a theoretical approach. They must capitalise on experiences and experimentation, proposing a transfer of know-how, methods, and practices likely to have tangible impact on actors and territories and being transferable in other EU regions

Strong and coherent partnerships

- Strategic projects shall allow for the building of large partnerships around key actors in specific fields of intervention involving decision makers, thematic experts, specialised bodies and end-users (regional authorities, State services, specialised institutions, intermediary bodies...)
- There must be a strict relation between project objectives and institutional and administrative competences of partners. As such, they require a coordinated and formal commitment of the partners for the achievement of expected results (detailed information will have to be provided in the application form for the different work packages)
- Strategic projects must contribute to achieve the Med programme's key objectives (competitiveness, innovation and sustainable development), whilst showing a clear transnational added value. They must be forward-looking, and have a long-term impact on the MED space

Sustainability of results

- From their conception, strategic projects must include statements and activities which will ensure that the results achieved will be further used and promoted by other programmes and projects after the end of the project. They should preferably be able to mobilise additional private and/or public funds to pursue its activities or generate effects in the mid/long term. They should as well lead to concrete policy agreements, memorandum of understanding (MOU) or similar instruments able to ensure long lasting effects
- Strategic projects should be setup taking into account the perspectives of cooperation with non-European Mediterranean countries as well. This can be done with the identification of needs, the participation of non EU partners to the project ("external partners" VI 1) and the dissemination of the project results in these regions

ERDF allocation

The ERDF allocation for this strategic call in objective 3.1 of the operational programme is **20 million Euros**

The minimum ERDF allocation for one strategic project is **3.5 million Euros**

The number of projects selected will depend on the quality of applications and of the budget available for this call. It is recommended that the budget of a project does not exceed 7 million euros of ERDF. **This limit may be exceeded if the nature of activities and size of the project is relevant.** Applicants are reminded that strategic projects are not intended to finance facilities or heavy infrastructures. Investments can be made however for the implementation of pilot actions.

The global ERDF allocation for the call can be increased by the Monitoring Committee in the case of several high quality applications.

1. Administrative framework

In order to properly elaborate their application, the candidates shall take into account the requirements of these terms of reference. They shall refer as well to the main programming documents which are:

- The Operational MED Programme
- The Implementation guide of the MED programme

It is specified that actors interested by a call for strategic projects can take part to **a maximum of four applications** under the same objective. In case they participate in more than four applications, all of them will be considered ineligible.

I. Draft project

1. The official submission phase for an application in the framework of a Strategic Call for Proposal is preceded by a 2 months period of a draft project preparation. The step to follow is indicated in the launching document published on the Programme MED website (www.programmed.eu) :
 - a. To download the template foreseen for the draft project published in the programme website;
 - b. To submit the template to the JTS, only by e-mail, to the address indicated and within the deadline specified in the launching document;
 - c. To respect all the indications specified in the Call for the draft project;
2. Any draft submitted beyond the foreseen deadline and that would not respect the template will not be able to go through the proposal submission official stage, foreseen only for the draft projects having respected points 1.a, b and c;
3. The Lead Partner of a Strategic Project must be a state-owned organisation (central or decentralised state administration or related institutions) or a Regional authority. Only draft proposals with an eligible Lead Partner will be accepted for the full proposal
4. Strategic projects must be composed of partners from at least 6 different eligible Member States. It is recommended that these partners are already identified in the draft project

It is specified that although the “core partnership” is identified at this stage, it is possible to add and/or change partners until the submission of the final application

In case the LP changes between the 2 stages, a specific communication must be made to the JTS.

II. Final application

1. Once the draft project is submitted to the JTS, and after the verification check (1.1. "Draft project"), the Lead Partner can profit of a **4 months period** to elaborate the final application form. This period could be used to implement merges of different draft projects following a spontaneous decision of the partnerships or following a recommendation as explained below. PRESAGE CTE (online system) shall necessarily be used for the drafting and submission of the final application. Once the regularity of the draft projects is verified (see above 1.1. "Draft project"), the JTS will send an email to the Lead Partner containing the access to the PRESAGE system;
2. During this period, the JTS and the Member States (national coordination and National Contact Points) can provide assistance to the partners in order to improve the composition of the partnerships and (according to their competences) specify the contents of the final applications (objectives and results). This assistance can include the identification of other key players, information on other projects that might create synergies together, networking, methodological support, etc.

The Managing Authority will have the possibility **to ask for the contribution of external thematic experts** (under the supervision of Member States). The experts will provide their comments to the JTS and NCPs to help identifying strengths and weaknesses of the draft projects, their strategic potential and to suggest possible merging of draft projects when relevant for the elaboration of the final application. The recommendations of the experts, the contributions of national coordination, National Contact Points and of the JTS will constitute a non-binding *tailored opinion* which will be sent by the JTS² to the Lead Partners with the twofold objective of:

- Improving the drafting of the strategic projects;
 - Inviting the applicants at a working day meeting to discuss orally these opinions and exchange with the various actors concerned (Project Partners, Member States, experts, JTS);
3. Concerning the submission of final applications, interested partners could be involved in a **maximum of four applications** in the same objective (**legal personality of the organism is evidenced**): if a body is involved in more than four applications in the same objective, either as a Lead partner or partner, the respective projects will be considered ineligible
 4. At the moment of the final submission of applications through PRESAGE CTE system, all conditions **mentioned in the text** of the Call for proposals, **contained in the *application pack*** published on the Programme's website, have to be respected. **If one of these conditions is not respected, it will cause the ineligibility of the application file;**
 5. The JTS will ask for complementary information outside the PRESAGE system, especially concerning:
 - the governance system of the project (organisation chart)
 - a short description of how economic and institutional sustainability will be guaranteed through the project actions

² The JTS may integrate the tailored opinion with remarks regarding formal aspects, such as: number of countries represented; the nature of partners; the coordinators and structure of the work packages.

- a declaration of proposals or projects to which partners have been participating in the last three years on the same theme (projects financed by the ERDF or other EU funds, including the 7th FP and regional operational programmes, i.e. pedagogic file)
- a description of the pilot actions indicating their transnational added value, timing and modalities for their implementation

III. Submission procedure

See “Submission procedure” document contained in the official Application pack published in the programme website after the draft project phase.

IV. Selection Procedure

1. When final applications will be received, the JTS will check their eligibility. Specific attention will be drawn to the following points:
 - The Lead Partner signature and/or stamps on the application form and on his letter of commitment are original;
 - The budget in the letters of commitment of each partner must be coherent with the application form. In any event the amount stated in the Letters of commitment shall not be less than that indicated in the application form.

If these criteria are not met, the application will be rejected

Furthermore, the JTS may request from the Lead partner to correct certain administrative errors corresponding to the following:

- One or more partners' letters of commitment (except the LP's commitment letter) are not in original version (fax, scan or copy);
- Project summary, short description and /or theme is not provided in the second mandatory language of the Programme;
- One or more documents related to State aids are copies or not entirely filled in. However, they must be signed and stamped;
- One or more documents do not include the signature date;
- The project duration exceeds 36 months by **1 day** maximum in order to avoid misunderstandings on the dates of starting and ending 36 months period: an alert system is foreseen in PRESAGE CTE;
- The e-mail submission has not been received by the JTS (keep a copy of your e-mail transmission in the format outlook “envelope” for any verification of deadline respect).

In order for the respective proposal/s to be considered eligible, the corrections must to be done within 10 working days (French calendar as reference) starting from the correction request, sent via email by the MED JTS³;

The Programme's Selection Committee is in charge of the selection of the strategic projects assisted by the JTS and the independent thematic expert/s (as necessary)

³ In case of request of one or more new original documents post-mark is evidenced.

II) Member States, via the Selection Committee, may transmit to the JTS information concerning the national strategic orientations and the relevance of the partnership;

III) The JTS proceeds with the final projects' evaluations on the basis of the documents and rules approved by the MED Monitoring Committee (evaluation grid and PRESAGE CTE);

The Selection Committee could decide to have a face-to-face interview with the eligible projects.

2. Content

I. Context and general orientations

1. Context and needs

With its communication “A sustainable future for transport: Towards an integrated, technology-led and user friendly system” of 17 June 2009, the Commission identified with the contribution of experts and thematic groups **six main trends** and challenges that will shape the future of transport policy over the coming decades – aging, migration and internal mobility, environmental challenges, the availability of energy resources, urbanisation and globalisation. This demonstrates the need to focus future European transport policy on the pursuit of an **integrated, technology-based and user-friendly transport system**.

In a context of globalisation, “those countries whose transport sector will be capable of dealing with logistically complex transport flows will be able to profit most from the opportunities offered by globalization and free trade agreements.”⁴

With the Treaty of Lisbon, accessibility and territorial cohesion should become more important on the EU agenda (“territorial cohesion” principle). Nevertheless, the EU investments in the transport sector remain weak in the Mediterranean area and maritime transports are part of the less well-financed.

At the geographical level, the extreme concentration of international logistic flows towards the north of Europe leads to a strong dependence, an increase of the difference of competitiveness between the centre and the periphery and especially an increase in terrestrial road transports.⁵

A rebalancing of the access points from the north to the south of Europe is a requirement for a sustainable development of the territories.

However, the Mediterranean area is subject to strong geographical constraints (coastal areas, sea, mountains) and a high pressure of cities and economic activities on their environment.

The rail transport and the maritime transport (as well as inland water transport) can be more competitive than the road if they have the adequate infrastructures and services.

This development of the intermodality raises not only questions of infrastructures but of the integration of the supply chains (*smooth supply chains*), which requires coordinated actions of the various partners (technical and commercial agreements, customs standards, procedures,...).⁶

In the current context, it is necessary to also take into account the impact of the economic crisis and the difficulties met for example with the promotion of the motorways of the sea (definition of priorities, massification, profitability...). The evolution of maritime transports will require an in depth reorganisation of the sector (like for air transports) with profitability objectives and a strong involvement of private actors.

⁴ Regional Transport Action Plan for the Mediterranean Region 2007-2013, Priority actions in the transport sector for the period 2007-2013, approved by the Mediterranean Partners, EUROMED Transport project, October 2007.

⁵ Today 70% of the goods coming from Asia and passing by the Mediterranean are forwarded to ports of the north of Europe and an important part crosses then the continent towards the south by terrestrial way.

⁶ Contribution of the Intermediterranean Commission of the CPMR to the debate on Trans-European transport networks, Murcia, 4 February 2010.

Concerning territorial cooperation programmes, the objective is to initiate activities fitting with geographic and socioeconomic characteristics of the Med area and corresponding to the level of competences and responsibilities of local, regional and national actors. In order for projects related to transports to have real and measurable effects, it is necessary that their territorial dimension is coherent with the needs and priorities of public authorities of these territories.

The Mediterranean as a gateway for Europe is a theme which must be further developed from a strategic and economic point of view. It concerns the development of ports and urban areas and corresponds to the level of responsibilities of Regional Authorities of the Med area (equipment, services, organisational systems, governance...)

2. Legal and political tools

Four documents have been selected to highlight the main EU guidelines in the field of transports. Abstracts of these documents are presented in the following pages:

- A sustainable future for transport: Towards an integrated, technology-led and user friendly system. Communication from the Commission, COM(2009) 279 final, Brussels, 17.6.2009
- “Strategic Goals and Recommendations for the EU’s Maritime Transport Policy until 2018”. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, COM(2009) 8 final, Brussels, 21.1.2009
- A Digital Agenda for Europe. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, com(2010)245 final, Brussels, 19.5.2010
- Regional Transport Action Plan for the Mediterranean Region 2007-2013. Priority actions in the transport sector for the period 2007-2013, approved by the Mediterranean Partners, October 2007 (abstract)

These abstracts have been selected in coherence with the orientations of the Med programme in order to present ideas susceptible to be developed in future strategic projects.

It is necessary to distinguish the objectives of the different EU programmes responsible for implementing these guidelines and prepare actions for the Med programmes that are corresponding to the level of responsibilities of local and regional actors.

The following points draw guidelines that can be used by the applicants in the definition of the objectives and strategy of their strategic project. The projects must be coherent with EU orientations and create synergies on issues where EU programmes and funds are concentrating their attention.

a) A sustainable future for transport: Towards an integrated, technology-led and user friendly system

Communication from the Commission, COM(2009) 279 final, Brussels, 17.6.2009 (abstract)

In 2001, the Commission issued a White Paper⁷ setting an agenda for the European transport policy throughout 2010. This programme was updated in the mid-term review of 2006⁸.

⁷ COM (2001) 370

⁸ COM(2006) 314

The present Communication summarises the results of this wide reflection done with the involvement of thematic groups and experts. The ideas put forward in this Communication are meant to stimulate further debate aimed at identifying policy options, without prejudging the formulation of concrete proposals in the next White Paper of 2010.

All relevant documents can be downloaded at:
http://ec.europa.eu/transport/strategies/2009_future_of_transport_en.htm

Point 3: Trends and challenges

Description of the trends in the main transport drivers up to the middle of the century and the related challenges:

- Ageing
 - An older population, healthier and travelling more
 - Requests for improved services, security, reliability for transports
- Migration and internal mobility
 - Increase of the EU population of 56 million in the next 50 years
 - Increase of urban concentration and of transport needs
- Environmental challenges
 - The EU Climate and Energy package sets a target of reducing GHG emission in the EU by 20% with respect to 1990
- Increasing scarcity of fossil fuels
 - Increase of the price of oil and of other fossil fuels, energy independence risks
 - Increase of the production of renewable energy
 - Reduction in the need to transport fossil fuels (lower production)
- Urbanisation
 - Urban transports accounts for 40% of CO₂ emissions and 70% of emissions of other pollutants arising from road transport⁹
 - The proportion of European population residing in urban areas will increase from 72% in 2007 to 84% in 2050¹⁰
 - Greater need for individual transport modes (urban sprawl)
 - Congestion is generating additional costs (pollution, delays...)

Point 4. Policy objectives for sustainable transport

The goal of the ETP is to establish a sustainable transport system that meets society's economic, social and environmental needs and is conducive to an inclusive society and a fully integrated and competitive Europe. The on-going trends and future challenges highlighted in the previous paragraphs, point to the need for satisfying a rising demand for “**accessibility**” in a context of **growing sustainability concerns**. The most immediate priorities appear to be the **better integration of the different modes**

⁹ COM(2007) 551

¹⁰ United Nations, Department of Economic and Social Affairs/Population Division (2008), World Urbanization Prospects: The 2007 Revision

of transport as a way to **improve the overall efficiency of the system** and the acceleration of the development and deployment of innovative technologies.

Seven policy objectives:

- Quality transport that is safe and secure
- A well maintained and fully integrated network
- More environmentally sustainable transport
- Keeping the EU at the forefront of transport services and technologies
- Protecting and developing the human capital
- Smart prices as traffic signals
- Planning with an eye to transport: improving accessibility

Point 5. Policies for sustainable transport

Suggestions on how the available policy instruments could be activated to reach the goals of the future transport policy and respond to the sustainability challenge.

5.1. Infrastructure: maintenance, development and integration of modal networks.

63. The optimal functioning of the transport system requires **full integration and interoperability of the individual parts of the network, as well as interconnection between different (modal) networks. Crucial in achieving this result are the nodes**, which are the logistics centres of the network and offer connectivity and choice for both freight and passenger transport. **Intermodal and transshipment platforms should be promoted** and developed where there is a potential for consolidation and optimisation of passenger and freight flows. This will typically be the case in areas with a high activity of passengers and freight transport, i.e. in urban areas, and where high volume corridors are intersecting.

64. Well focused infrastructure expansion will help avoiding congestion and time losses. In this respect, **infrastructure needs to be carefully planned and prioritised** with a view to optimising transport chains and the overall transport network. In addition to the removal of bottlenecks, it will be essential **to identify green corridors** in order to reduce congestion and environmental pollution. Infrastructure projects include the European global navigation satellite systems (Galileo and EGNOS), which will complement the 'traditional' networks and improve their exploitation.

65. Drawing from the experience provided by the application of the EIA and SEA Directives¹¹, **common methodologies and similar assumptions should be adopted** in the appraisals of infrastructure projects across modes and, possibly, countries¹². **Common data and indicators are needed**, starting by those on traffic and congestion. This will help selecting projects on the basis of comparable cost-benefit ratios and taking all relevant elements into account: socio-economic impacts, contribution to cohesion and effects on the overall transport network.

66. New infrastructure is costly and **making the optimal use of existing facilities** can already achieve a lot with more limited resources. This requires proper management, maintenance, upgrading and repair of the large infrastructure network that has so far given Europe a competitive advantage. Upgrading the

¹¹ Directive on Strategic Environmental Assessment (2001/42/EC) and Directive on Environmental Impact Assessment (85/337/EEC, as amended by Directives 97/11/EC and 2003/35/EC).

¹² In this context, the Commission will adopt environmental guidelines for ports expansion as foreseen in the Integrated Maritime Policy Blue Paper (COM(2007) 575).

existing infrastructure – **also through intelligent transport systems** – is in many cases the cheapest way to enhance the overall performance of the transport system.

67. Up till now, infrastructure has been mainly designed for joint usage by passenger and freight vehicles, but the growth in traffic and the related congestion, **especially in and around cities**, has led to **frictions between passenger and freight transport**. Where justified by traffic volumes, the possibility to provide dedicated infrastructures for passenger and freight should be considered, either in the form of dedicated freight corridors or by setting 'smart' priority rules. In general, a more efficient use of infrastructure can be obtained when users have similar profiles (loads, speeds, etc.).

68. Thanks to Europe's long coast-line and large number of ports, the **maritime sector is a valuable alternative to land transport**. The full implementation of the European Maritime Space without Barriers¹³ and the maritime transport strategy for 2018¹⁴ can make the '**motorways of the sea**' a reality and exploit the potential of intra-European short sea shipping. **Logistics operations using synergies between sea and rail and/or river also have great potential for development**.

69. **Information systems are essential in overseeing complex transport chains** involving several actors, as well as in **informing transport users** of available and alternative options and of possible disruptions. Transport documents and tickets should be made electronic and multi-modal, while preserving privacy of personal data. Questions of liability, dispute settlement and complaints handling across the whole transport chain should be clarified and streamlined. ICT solutions should be developed as a support for better management and integration of transport flows.

5.5. Behaviour: educate, inform and involve

84. Education, information and awareness raising campaigns will play an important role in influencing future consumer behaviour and facilitating sustainable mobility choices. Transport policies have a very direct impact on peoples' lives and tend to be highly controversial:

- **Citizens should be given better information** on the reasoning behind policy decisions and on the available alternatives. A better understanding of the challenges ahead is a precondition for public acceptance of the solutions.
- 85. **Greater public involvement in transport planning** can be ensured by recourse to participatory instruments, namely open consultations, surveys and stakeholders' representation in decision processes.
- 86. **Transport workers and the sectoral social partners should be informed and consulted** on the development, application and monitoring of transport policy and related measures, both at sectoral and at enterprise level.

5.6. Governance: effective and coordinated action

87. The transport system involves complex interactions among political, economic, social and technical factors. The sector can only thrive if policy makers are capable of providing sound planning, adequate funding and a proper regulatory framework for market operators.

88. This is a challenging task since it requires policy co-ordination between different bodies and at different levels. The ETP is a particular point in case: **its success depending to a large extent on how it is implemented and complemented by measures decided at other levels of government**. There are at least two areas in which the benefits of effective coordinated action, beyond what is currently done at EU level, are worth emphasising:

¹³ COM(2009) 10 and COM(2009) 11/2.

¹⁴ COM(2009) 8, "Strategic goals and recommendations for the EU's maritime transport policy until 2018".

- **Standards and interoperability.** Many new technologies and regulatory practices will develop in the next few years to address transport challenges. Coordination will be needed to ensure equipment' interoperability and to avoid the proliferation of different systems at national level, for example rules and standards for tolling, for ITS or for access to congested areas.
- **The urban challenge.** For subsidiarity reasons, the EU role in regulating urban transport is limited. On the other hand, most transport starts and ends in cities and interconnection and standardisation issues do not stop at city limits.

Cooperation at EU level can help urban authorities in making their transport systems more sustainable. There are a range of activities and fields where the EU can set examples and continue to promote and support demonstration projects and the exchange of best practices, notably through the **7th Framework Programme and Cohesion Policy programmes**. **Moreover, the EU can provide a framework in which it will be easier for local authorities to take measures.**

b) “Strategic Goals and Recommendations for the EU’s Maritime Transport Policy until 2018”

Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, COM(2009) 8 final, Brussels, 21.1.2009 (abstract)

Point 6 : Exploiting the full potential of short-sea shipping and sea transport services for business and citizens in Europe

Further economic integration of the EEA Member States and neighbouring countries will have positive effects on intra-European maritime transport connections. Looking ahead to 2018, the European economy should recover from the current crisis. Thus, maritime transport in the EU-27 is predicted to grow from 3.8 billion tonnes in 2006 to some 5.3 billion tonnes in 2018. This means that in ten years' time the infrastructure, including ports, its links to the hinterland, and the shipping industry have to be able to handle, at least, 1.6 billion tonnes more than at present. Passenger traffic, including ferries and cruise ships, will also grow. Territorial continuity, regional cohesion and quality standards for sea passengers will have to be ensured.

The challenge is to provide the right mix of measures to ensure that ports can cope efficiently with their **gateway function**. This would require both **providing new infrastructures and improving the use of existing capacities by increasing port productivity**. The existing system, including **hinterland connections and freight corridors**, **has to be adapted** to cope with the expected growth. In that regard, the main priorities should be to:

- Establish a true **‘European maritime transport space without barriers’**, removing unnecessary administrative barriers, duplicated cross-border controls, the lack of harmonised documents and all other factors that hamper the potential growth of short-sea shipping.
- Implement the measures announced in the **Communication on a European Ports Policy** .In full observance of safety, security and sustainable growth requirements, **port services** should be provided in all cases in accordance with the principles of **fair competition, financial transparency, non-discrimination and cost-efficiency**.
- Ensure the **right conditions for attracting investment flows to the port sector**, prioritising modernisation and expansion of port and hinterland connection infrastructure projects in those areas that are more likely to suffer from congestion problems. Regarding **environmental**

assessments for port expansion, **fast-track procedures that cut the overall lead time significantly should be generalised.** To this end the Commission will issue **guidelines on the application of relevant Community environmental legislation to port development**¹⁵.

- Reinforce the EU strategy for ensuring the full deployment of **Motorways of the Sea** projects, further facilitating the start-up of innovative integrated inter-modal transport solutions, simplifying administrative requirements and supporting the Commission's proposed initiatives in the field of greening transport.
- EU funding programmes such as the **Trans-European Network Transport projects, Marco Polo or the Regional Policy instruments** should assist in those developments and **address modal shift factors.**
- Promote measures to **facilitate better connection of islands and long-distance intra-EU passenger transport** through quality ferry and cruise services, and appropriate terminals. Taking into account the experience gained since the adoption of the Cabotage Regulation as long ago as 1992, the framework for **providing public maritime transport services** that fully meet territorial continuity requirements could be improved.
- In the above context, **examine economic instruments** (such as taxes, charges or emission trading schemes) for "**getting the prices right**"¹⁶ encouraging users to make use of short sea shipping alternatives addressing road congestion problems and, in general promoting market solutions that contribute to the sustainability of the transport chain as a whole.
- Address the issue of **passenger rights for users of ferry and cruise** services in Europe, by promoting a quality campaign (awards for the best ferry operators).

c) A Digital Agenda for Europe

Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, com(2010)245 final, Brussels, 19.5.2010 (abstract)

Point 2.7.5. Intelligent Transport Systems for efficient transport and better mobility

Intelligent Transport Systems (ITS) make transport more efficient, faster, easier and reliable. The focus is on smart solutions **to integrate passenger and freight flows across transport modes and provide sustainable solutions to infrastructure bottlenecks** affecting roads, railways, sky, sea and waterways.

For road transport, and its interfaces with other modes, the ITS Action Plan and its associated Directive support the deployment of **real-time traffic and travel information** and **dynamic traffic management systems** to relieve congestion and encourage greener mobility, while improving safety and security. The Air Traffic Management Solutions for the Single European Sky (SESAR) will integrate air navigation services and supporting systems. **River Information Services (RIS) and e-Maritime services** allow for better, safer and more efficient river and maritime transport. The **European Rail Traffic Management System** aims at a Europe wide automatic speed control system, while telematic applications for rail freight services¹⁷ and passenger services will support **cross-border services**, providing passengers

¹⁵ COM(2007) 616, 18.10.2007 European Ports Policy.

¹⁶ COM(2008) 435, 8.7.2008.

¹⁷ OJ L 13, 18.1.2006, p.1

with journey planning tools (including connections to other trains and modes, support for reservation, payment and luggage tracing) as well as real time updates.

Actions

The Commission will:

Increase the speed of ITS take-up, in particular for **road and urban transport** by, applying the proposed ITS Directive in support of interoperability and rapid standardisation;

By 2010, adopt the Air Traffic Management Solutions for the Single European Sky (SESAR) deployment strategy;

Propose by 2011 a **Directive for the deployment of e-Maritime services**;

Propose in 2011 a Directive setting out technical specifications for telematic applications for rail passenger services.

Member States should:

Fulfil their obligations under the European Rail Traffic Management System (ERTMS) deployment plan, in particular as regards the lines due to be equipped by 2015.

d) Regional Transport Action Plan for the Mediterranean Region 2007-2013

Priority actions in the transport sector for the period 2007-2013, approved by the Mediterranean Partners, October 2007 (abstract)

3 Towards an Integrated Euro-Mediterranean Transport System

3.1 Maritime transport and ports

3.1.1 Improving the efficiency of ports

Action 2

Mediterranean Countries are encouraged to work towards the assignment of the tasks of port and terminal management, on the one hand, and regulation, on the other hand, to different autonomous agencies. Port and terminal management should be decentralized, for instance, through private sector concessions. The concept of port community could be installed within each port. The European Commission is called upon to support the transfer of know-how, inter alia, through twinning activities and the dissemination of best practices.

Action 3

Continue work on the simplification of customs procedures in line with the recommendations of the Euro-Mediterranean Trade Ministerial Conference (Palermo recommendations), taking into account the commitments made in the context of the WCO SAFE Framework of Standards to Secure and Facilitate Global Trade and, whenever applicable, those in the framework of the ENP Action Plans. Technical support in this regard will be provided by the EuroMed MoS project.

Action 4

Elaborate national measures for the reduction of dwell times in container terminals with the support of the EuroMed Motorways of the Sea (MoS) project. These measures

should be used by each port management authority as a basis for their annual business plans.

Action 5

Introduce in the short-term the recommendations of the IMO-FAL Convention for standardizing basic reporting formalities of ships when arriving and/or departing from ports so that documentation can be accepted equivalently in all regional ports. Technical support in this respect shall be provided by the EuroMed MoS project.

3.1.2 Reforms in the shipping sector

Action 6

Mediterranean Countries are encouraged to assess the performance of competition related reforms in their national shipping sectors and to produce recommendations for the removal of factors distorting competition. The working group on 'maritime transport' of the Euro-Mediterranean Transport Forum is called to monitor this activity in the short-term. The EC should provide external expertise as required.

3.1.3 Regulatory reform on safety and security

Action 7

With regard to international conventions and given the pressing need to improve maritime safety and security, priority should be given to the full implementation of safety and security requirements deriving from IMO/ILO regulations. The ISPS security regulation should be implemented efficiently both at the Flag State and Ports levels following the recommendations and with the technical support of the SAFEMED project. Ideally this alignment should already become effective in 2008. The medium-term goal by 2013 is to effect the removal of Mediterranean Countries from the black list and to reach the inspections' target of the Paris MoU.

Action 8

The European Maritime Safety Agency (EMSA) is called upon to examine ways for cooperation with the Mediterranean Countries and, on this basis, to define concrete areas of cooperation.

3.1.4 Technological apparatus

Action 9

Mediterranean Countries are invited to assess, and, when possible, implement, VTS or VTMIS systems in the major Mediterranean ports and coordinate technological solutions between neighbouring ports and coastal areas. The expertise assembled by EMSA and SAFEMED on this as well as on the use of ICT (including GNSS) for improving the efficiency of sea / land interfaces should be used appropriately.

3.5 Developing integrated multimodal services and issues

Action 17

The development of logistic platforms in the Mediterranean Countries is a high priority. European Commission support will be provided through facilitation activities like TAIEX workshops or twinning projects. The EIB study on the subject (to be completed in mid-2007) is a very important exercise which will provide a good basis for the development of logistic platforms in the future.

e) Priorities of the Conference of Peripheral Maritime Regions (CPMR)¹⁸

In February 2010, the CPMR organised in Murcia a seminar on “Transport in the Mediterranean – TEN-T”. Axes for the development of transport networks have been identified and ranked according to their impact on climate change, competitiveness, cohesion and EU enlargement.

The result of this evaluation is listed below:

1. To ensure continuity in the rail network in the Mediterranean arc and trans-European network
2. To enlarge the structured network to reach southernmost parts of Europe
3. To give the whole EU territory access to a priority axis
4. To ensure interoperability conditions: systems, infrastructures, timetables, etc.
5. To improve rail links to ports
6. To interconnect hubs to the TEN-T
7. To link the main hubs and logistics platforms to the structured rail network
8. To establish common standards for managing and supervising the transport system
9. To harmonise administrative formalities and social regulations

¹⁸ Contribution of the Intermediterranean commission of the CPMR to the debate on TEN-T, Murcia, 4 February 2010

II. Completed and on-going programmes and projects

The TEN-T policy is a key intervention tool for the EU concerning transports. The function of Trans-European Networks is to create a modern and effective infrastructure to link European regions and national networks. These networks cover road and intermodal transport, waterways and seaports, and the European high-speed railway network. Intelligent transport management systems also fall into this category, as does Galileo, Europe's satellite radio navigation system. This policy is strengthened by the MARCO POLO programme focused on the promotion of intermodality.

At the EU level, transport networks are developed according to the level of activities of regions and the concentration of population following a classical centre/periphery pattern. As a result, the heart of Europe enjoys significant investments in infrastructure while the Mediterranean area is less equipped as shown in the selection of TEN-T projects.

In this context, the MED programme does not pretend to offset the lack of investments but can launch targeted actions on certain types of transports or territories to foster a sustainable development of transport networks.

The territorial cooperation programmes evocated after the TEN-T and the MARCO POLO programme set out the main areas of intervention between 2000 and 2010. They highlight priorities and gaps on which further actions could be launched.

Beyond their statistic dimension, the information provided in this chapter must be used by the applicants to identify issues and other projects corresponding to their priorities. It is indispensable that the applicants identify the projects already implemented in their field of intervention and that they take into account previous experiences and results to elaborate their own project.

1. TEN-T projects

The map of the operations monitored by the TEN-T European Agency shows a concentration of investments in the centre of Europe, which is the main economic and demographic area.

Peripheral regions, and in particular the Mediterranean, are away from the main transport networks even motorways of the sea have been added to the TEN-T programme in 2004, with results still not yet very palpable.

30 Priority Projects (or axes) have been identified on the basis of proposals from the Member States and are included in the Community guidelines for the development of the TEN-T as projects of European interest¹⁹.

Of these 30 key projects, 18 are railway projects, 3 are mixed rail-road projects, 2 are inland waterway transport projects and one refers to Motorways of the Sea (with one initiative focused on the Mediterranean)²⁰.

TEN-T projects dealing with **seaports** aim to permit the development of sea transport. They include support for shipping links for islands and the points of interconnection between sea transport and other modes of transport. Their infrastructure aims **to provide a range of services for passenger and**

¹⁹ See annex 1

²⁰ See "Motorways of the Sea, A sustainable maritime vision for Europe, Building on Europe's Maritime legacy and Looking beyond Global Trade", Annual Activity Report,, September 2008 – June 2009, Luis Valente De Oliveira, European Coordinator, Priority project 21, Brussels July 2009.

goods transport, including ferry services and short and long-distance shipping services, coastal shipping, linking EU Member States together and with third countries.

The trans-European network of **Motorways of the Sea (MoS)** intends to re-create the road and rail network on the water, by concentrating flows of freight in viable, regular sea routes. These projects strive to improve port facilities and infrastructure, as well as electronic logistics management systems, safety and security and administrative and customs procedures.

Concerning the Motorways of the Sea, 3 projects are implemented in North Sea and Baltic Sea and one is concerning the MED Sea (**WEST MED CORRIDORS**). The call for this project has been launched end 2009. Its aim is to develop a master plan for the definition and implementation of the Motorways of the Sea in the western Mediterranean region. It includes setting up the overall project management, conducting preliminary studies (market survey and review of available and planned infrastructure), planning the operational aspects of motorways of the seas, and dissemination activities.

Example of TEN-T activities implemented on sea basin (North Sea and Baltic Sea)

To increase ports connexions and ports capacities

- Increasing ports accessibility for cargo ships, allowing vessels of higher tonnage to access the port facilities
- Reducing the environmental pollution by removing the contaminated sediments in canals
- To produce studies regarding the structural measures necessary to optimise train infrastructure as part of ports general extension plan in order to increase their capacity, improve the connections between the main container terminals and the railway network, and improve safety by separating roads from rail in the port area
- To strengthen and develop the existing road and rail infrastructures connecting ports RO-RO (Roll-On, Roll-Off) in order to enhance the interconnections and achieve better quality of service in terms of capacity, frequency, safety, environmental protection, quality and cost.

To support motorways of the sea (North Sea, Baltic Sea):

- To elaborate and implement a strategy to achieve modal shift, by conducting market studies
- To invest in infrastructure and facilities and adopt accompanying measures to foster integration of various parts of the intermodal chain (floating ro-ro ramp, extension of an access way, a RO-RO jetty, gantry cranes and ICT development)
- To upgrade existing rail ferry links
- To increase the loading/unloading speed of containers to vessels, through the purchase and operation of a new crane
- To reduce waiting/transit time with the upgrade and modernisation of RO-RO terminal

To improve inland waterways

- To upgrade waterways
- To improve the navigability of rivers

2. MARCO POLO II programme

Programme for the promotion of intermodal transport

Marco Polo is the European Union's funding programme for projects which shift freight transport from the road to sea, rail and inland waterways. This means fewer trucks on the road and thus less congestion, less pollution, and more reliable and efficient transport of goods.

The programme budget is €450 million for 2007-2013

The Marco Polo programme helps finance the following types of actions:

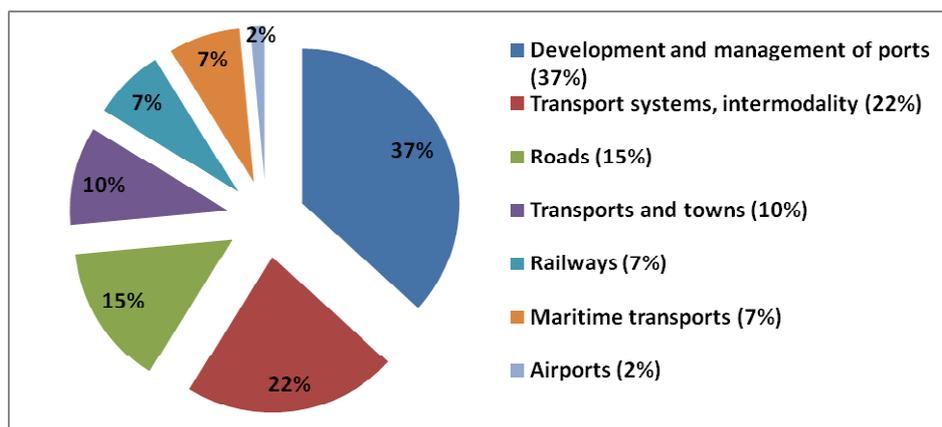
- **Catalyst actions** involving innovative measures to overcome structural barriers in the market. This would involve, for example, setting up motorways of the sea or high quality international rail freight services, operated on a one-stop shop basis. These actions should change the way in which non-road freight transport operations are carried out and use trans-European transport networks or pan-European corridors.
- The **Motorways of the Sea action** aims at encouraging very large volume, high frequency intermodal services for freight transport by short sea shipping, including combined freight-passenger services as appropriate, or a combination of short sea shipping with other modes of transport in which road journeys are as short as possible; the action should preferably include integrated hinterland freight transport services by rail and/or inland waterways;
- **Modal shift actions** to shift road traffic to other modes of transport by providing start-up aid for new non-road freight transport services. Setting up new non-road freight transport services is always risky. For example, regular maritime, rail and inland waterway services need a load factor of about 70 to 90% to stay viable.
- The **traffic avoidance action** aims at encouraging higher efficiency in international freight transport in the European markets without impeding economic growth by focusing on modification of the production and/or distribution processes, thereby achieving shorter distances, higher loading factors, less empty runs, reduction of waste flows, reduction of volume and/or weight or any other effect leading to a significant reduction of freight traffic on the road, but not adversely affecting production output or workforce;
- **Common learning action.** The aim is to step up cooperation and exchange of know-how among operators in the freight logistics market in order to improve the sector's environmental performance.

3. European territorial cooperation projects

a) 2000-2006 projects

During the 2000-2006 programming period, around sixty transnational cooperation projects have been implemented in the field of mobility, accessibility and transports (MEDOCC, SUDOE, Alpin Space, 3C South, 3A France/Italy, 3A Alcotra, 3A France/Spain).

Distribution of projects by theme



Ports development, increase performance and access to the hinterland

- Development of ports infrastructures, urban development, rehabilitation, water tourism-related infrastructure, improvement of security, improvement of tourists and freight flows. These projects are mainly implemented by the **3A France/Italy** programme
- Definition of an environmental and territorial model of port (WATERFRONT – MEDOCC)
- Setting up of a cooperation network between ports (Port Net Med Plus – MEDOCC)
- Analyses of ports activities and improvement of their management (Si.Cra Cente – France/Italy ; SIPORTOMED – France/Italy)

Transport systems / Intermodality

- Planning and connexion of transport systems (ARCOMED – MEDOCC; PIRENE II – SUDOE; Accessibility, intermodality – MEDOCC; RENOMED – MEDOCC; SISTRALP – 3A ALCOTRA)
- Territorial analysis and prospects for development of intermodal systems (REMOMED - MEDOCC)
- Analysis and planning of transport systems and needs. (RITMO – MEDOCC)
- Transport services and logistics (MATAARI – MEDOCC)
- Reduction of road traffic (VIANOVA, MOBILALP, ALPINE AWARENESS - Alpine Space)
- Shifting of flows from road to rail (LIRICA - ALCOTRA)
- Telematics tools, télécentres, GIS (MEROPE – MEDOCC; AGATA – 3C Sud; TECHNOLANGUE – MEDOCC)

Roads (including cross-border links)

- To improve traffic on cross-border sections (Programme 3A France/Italy and 3A France/Spain)

Mobility and towns

- Support to public transports (VILLEMIZERO – MEDOCC)
- Elaboration of global strategies for metropolitan mobility (MARE – 3C Sud)
- Development of telematics systems to improve the management of logistics services in urban and metropolitan areas (MEROPE – MEDOCC)
- Promotion of green transport systems, cycling, greenways (REVERMED – MEDOCC; MACIMED – MEDOCC; UrBike – 3C Sud)
- Analysis of practices, feasibility studies and promotion of transport on demand (TOD) (SUNRISE – 3C South)

Maritime transports

- Promotion of Integrated services of Short Sea Shipping (SSS) (REPORTS – MEDOCC)
- Electronic highways in the Mediterranean (AEM MED – MEDOCC)
- Mobility in islands (MOBILMED – MEDOCC)
- Analysis of infrastructures, of links to be developed, realisation of business plans (PLACA – SUDOE)

Railways

- Environmental impact assessment, small infrastructures, studies to promote modal shift from road to rail

Airport

- Inclusion of airports, railways in their environment. Environmental impact assessment (TERIA – MEDOCC)

Among these projects, a large part of activities is concerning the **development and management of ports**, especially due to the numerous cross-border projects between France and Italy (small development projects). Ports generally appear as key elements of transport networks in the Mediterranean and the authorities recognise the need **to improve their performance and their role in the transport chain**.

Promoting intermodality also gives rise to a large number of projects with the desire to improve connexions between transit systems (strategy, planning), to reduce road transport (information, development of public transports or other alternative systems) or increase levels of services (ICT, information systems, télécentres).

The development or improvement of **road networks** is mainly related to the will to improve certain **cross-border connections** especially between France, Spain and Italy.

Projects related to **cities or urban areas** are not only focused on urban transport (reduction of car traffic, development of alternative systems). They also address the city as a **connection, production and consumption area** where all the main transport networks meet. Projects aim to promote sustainable transport networks able to **reduce congestion and improve flow efficiency** (better planning of transports, logistic management, and intermodality). The urban approach is as well an occasion to work in an integrated way on ports areas and on their connections with hinterlands (seaport)

Regarding **maritime transport**, only a few projects have been carried out with a support to the development of shipping lines and electronic systems. One project focuses on the **accessibility of**

islands. The fact that maritime transports often depend on the competences of central administrations and **necessitate** a strong involvement of private actors (profitability of shipping lines and services, heavy investments, regulations) may explain the difficulties in mobilising local and regional authorities in this field. As for air transports, maritime transports is subject to strong economic constraints and its development will necessitate an **in depth reform of the sector** which is not only the responsibility of local or regional players.

The development of **rail networks** is a major issue at EU level but also requires the coordination of States and heavy investments. The few territorial cooperation projects which have been implemented in this field are quite localised (cross-border projects).

b) 2007-2013 projects

MED programme

9 projects have been selected for the objective 3.1. "Improvement of maritime accessibility and of transit capacities through multimodality and intermodality" during the first two calls for projects.

Among these projects, a majority is focused on the **activity of ports**. They relate to the elaboration of development scenario (**DEVELOP-MED**), the promotion of intermodal connections (**BACKGROUNDS**), the adaptation of container terminals (**TERCONMED**), or to the connection of ports with their hinterlands (**PORTA, SEATOLAND**).

The other projects include:

- The creation of an e-platform for flow management (**TRANSIT**)
- The promotion of the use of bicycles for mobility and sustainable tourism development (**CYCLO**)
- The improvement of logistics and security for the transportation of chemicals (**LOSAMEDCHEM**)

Moreover, in the second call, two projects were selected on objective 3.2. (Information Technology and Communication) with a strong interest in the field of transport. The first concerns the establishment of a platform for information and ICT services to improve the integration of freight transport chains (**Freight4all**). The second aims to promote services and intelligent transports for low density areas (**LiMIT4WeDA**)

The applicants for strategic projects can ask the JTS to provide further information on on-going Med projects

SUDOE Programme

The three on-going projects are focused on reducing the environmental impact of roads (TRACC), the promotion of rail transports (PIRENE IV) and sustainable mobility in cities (SUMOBIS)

III. Objectives of strategic projects

1. General objective of the programme

The communication of the Commission “A sustainable future for transport: Towards an integrated, technology-led and user friendly system” sets broad guidelines on which different programmes concentrate their funding (TEN-T, MARCO POLO, 7th Framework programme, Competitiveness and Innovation Framework Programme, etc.).

The means used to achieve these objectives are significant and require mobilisation of policy makers at national and international level as well as specific industry sectors (civil engineering, roads and shipping lines operators, automotive industry...).

The MED programme is not intended to implement the same kind of activities than the aforementioned programmes. As a territorial cooperation programme, one of its main features is its **territorial dimension** and its ability to **mobilise local and regional actors**.

In the field of transports, its general aim is **to improve the accessibility of territories, to promote smooth transport of people and goods** on the basis of **sustainable and integrated transport systems**.

2. Specific objectives of the strategic project

In the Mediterranean, maritime transports and ports are confronted to the following main issues:

- In order to cope with international competition, Mediterranean ports are in a process of adaptation and functional restructuring
- The transport of goods and the competitiveness of Mediterranean ports are hampered by administrative procedures and excessive delays
- Improvements are made but new initiatives require a stronger and more coordinated involvement of various public and private bodies

Mediterranean ports can be confronted to one or several of these challenges and some of them already tested new processes or launched pilot projects to improve the situation.

In this process, one must take into account the following aspects:

- There is a process of privatisation of ports. Some of them are already mainly managed by private operators although the situation is quite different from one member state to another
- There is a competition between the main stakeholders to promote different systems and processes. This should be taken into account when defining the objectives and evaluating the transnational added value and transferability of the project outputs
- This work should be combined with an analysis of the specificities and future of Mediterranean ports including south ones

In this context, three main objectives have been identified for this call for strategic projects:

- **the improvement of norms and regulations**
- **the improvement of information management systems**
- **the reduction of negative externalities**

These objectives are further detailed in the work packages presented below and the applicants will have the possibility to focus their work on one or several of them.

In the transport sector, one of the main difficulties remains the **scale of intervention and the share of responsibilities** between all actors and operators involved.

The implementation of the strategic project requires cross sectoral intervention with the involvement of a diverse set of institutions: Regional and local authorities, ports authorities, public authorities in charge of transports and of intermodal structures (Interports for example), customs and health services, private operators, shippers, freight forwarders and shipping, etc.

Using the information provided by the terms of reference, the strategic projects applications will have to clearly identify

- The bottlenecks and needs in the Mediterranean justifying the implementation of the project
- The tools, methods, analysis and pilot actions which will be developed and implemented to meet those needs²¹
- The practical use of tools, analysis and methods by the final beneficiaries and the direct benefits they will get from it
- How the outputs of the project will be used and promoted in its own territory and in other areas of the Mediterranean.

The strategic project must contribute to implement proposed solutions and should not only define a series of policy recommendations. This means that a minimum number of pilot actions must be foreseen in order to assure a direct territorial impact.

To achieve this, the project should be structured around compulsory and optional work packages whose content is detailed in the following part « Description of work packages ».

²¹ “Pilot actions” correspond to some activities of the strategic project aiming to experiment a process, a method, a system and test its feasibility, its functioning and viability for wider dissemination in the Mediterranean area. The “pilot actions” that the partners will detail in their application must correspond to this definition (all the activities of a strategic project are not necessarily “pilot” ones)

IV. Description of work packages

The strategic project is based on two categories of work packages:

- Work packages related to the management of the project, communication activities, capitalisation and long lasting effects (work packages 1, 2 and 3)
- Technical work packages focused on the concrete implementation of the activities of the project

Work packages 1, 2 and 3 are compulsory and must be included in the project.

The other three work packages (technical work packages) provide detailed information on the projects' purpose. The applicants can elaborate their proposal on the basis of one, two or all of these technical work packages.

Each work package includes specified types of activities which could be implemented by the partnership. The partnership is not obliged to implement all these activities but can focus its work on some of them, provided that it ensures a strong coherence and integration of the overall project.

The partners involved must have a high level of experience and competence in the field of intervention. Work packages must be elaborated and implemented in a coordinated way (definition of working methods, goals, exchange of information and data, coordination of activities...) to ensure a high overall efficiency of the implementation of the strategic project.

The coherence of the overall project is ensured by the WP 1 on strategic and administrative coordination of the project, and by the WP 2 and 3 on information, capitalisation and promotion of project results.

In order to guarantee sufficient internal coordination between the WP, the coordinators of the technical work packages must participate in the implementation of WP 1, 2 and 3.

For each one of the work packages, the partners must clearly specify the concrete outputs and strategic results they aim to produce and the actions necessary to achieve them.

1. COMPULSORY WORK PACKAGES

► ***Work package 1: Administrative and financial management of the project / coordination of the partnership***

The work package 1 is under the responsibility of the Lead partner who must ensure the management of the whole project. It includes the administrative and financial monitoring as well as the steering and coordination of the partnership and the different work packages. Equally, a Project **Steering committee** shall be established as specified in chapter VI 1 b of the ToR.

The Lead partner must be institutionally and financially solid and able to play actively his role in coordinating and steering the work.

These coordination capacities constitute one of the main criteria for the selection of strategic projects.

All partners will participate in this WP concerning their own financial and administrative management.

► ***Work package 2: Information and awareness raising***

This work package has a horizontal impact on issues covered by the other work packages. It aims to raise awareness of populations and institutional actors. It aims as well to disseminate the results of the

strategic project to these actors. It must be based on a comprehensive communication strategy as specified in part V.2. of the terms of reference. The work package 2 must be developed in close relation with the work package 3 on capitalization and promotion of project results.

- To inform, raise awareness and/or train target populations
- To compare experiences, to develop standard procedures and share practices
- To disseminate the results of the work packages to local and regional authorities and to other target groups
- To achieve information and publicity activities as specified in the communication strategy of the project

► **Work package 3: capitalisation and long lasting effects**

This work package aims to ensure the use of the project results and the implementation of long lasting measures triggered by the project activities.

“Capitalisation” means the identification, organisation and enhancement of experiences, know-how or operational results in order to use them in the implementation of new and innovative projects and activities.

The work package 3 must be developed in close relation with the work package 2 on information and awareness raising while maintaining their specificities.

- To define the strategy and actions for the use of the results after the end of the project
- To set up agreements and obtain political commitments with relevant decision makers and stakeholders for the use and promotion of the project’s results after the end of the project
- To identify financing mechanisms allowing new public and private investments
- To set up, if relevant, permanent structure and define the scope, composition, financing in order to ensure the long lasting effect and the sustainability of the project results

2. TECHNICAL WORK PACKAGES

► **Work package 4 : To improve rules and norms in force in transnational maritime transport activities**

- To simplify custom clearance and health check by strengthening the cooperation between health authorities, customs and ports
- To simplify and standardise procedures between actors of each ports and, whenever possible, among the different ports involved in the project (especially for the implementation of one stop shop (see work package 2) and to speed up flows of goods and people)
- To analyse the “good practices” already implemented in the MED ports (and other EU ports) concerning procedures simplification in the clearance of vessels and cargoes; to exchange experiences between authorities and disseminate these practices
- To adopt common procedures for the preservation of ecosystems and the environment in the MED area

► **Work package 5 : To improve information management systems**

- To implement “one stop shops”, electronic platforms and paperless solutions in each port. To develop systems guaranteeing interoperability between ports
- To modernise information systems for logistic management in order to improve the capacity of monitoring and processing trade, to smooth flows of people and goods (real time monitoring, dissemination of information, anticipation of peaks and reduction of delays...) and increase the added value of flows management
- To improve traceability of goods and promote transparent supply chains
- To improve and rationalise the governance of logistic chains between ports authorities, freight forwarders, ship owners, land freight carriers.... To develop unified systems between the different actors of the chain (public and private)

► **Work package 6 : To reduce negative externalities with a better management of existing facilities**

- To improve the connection with dry ports²² and the use of inland ports to relieve port areas and speed up flows management. To promote “regional” logistic platforms
- To improve the use of infrastructures in relation with rail freight transports
- To promote actions aiming to reduce the volume of road traffic: modification of distribution processes and increase of loading factors, etc.
- To improve planning and integration of ports activities in densely urbanised areas

²² A dry port (sometimes called inland port) is an inland intermodal terminal directly connected by [road](#) or [rail](#) to a [seaport](#) and operating as a centre for the [transshipment](#) of sea cargo to inland destinations.

Beneficiaries:

In the framework of territorial cooperation projects, the proposed activities are largely based on new governance practices, on the coordination of sectoral policies (transports, environment, economy, spatial planning ...) and on the coordination of different level of public authorities (local, regional, national, European) on one single territory.

There is a large set of potential beneficiaries but the success of their project largely depends on their capacity to coordinate their priorities and strategies.

Indicative non-exhaustive list of potential beneficiaries:

- **Regional and Local Authorities**

Services in charge of:

- Transports
- Economic and territorial development
- Environment and safety

- Port Cities and metropolises

State services

- Transport authorities
- Customs authorities
- Customs police
- Health authorities

Ports and transports bodies

- Ports authorities and terminals
- Authorities in charge of security (captaincy,...)
- Shipping agents and custom brokers
- Freight forwarders and ship owners
- Managers of logistic platforms
- Land freight carriers (road and rail)
- Private transports operators

Scientific bodies

- Universities and research centres
- Think-tank specialised on transport and maritime activities

Other relevant bodies

- Non governmental organisations
- Civil society
- International Organisations

V. Indicators and communication strategy

1. Indicators for strategic projects

In order to properly monitor and evaluate the project, the partnership must provide information concerning the set of indicators listed below (see application form). These indicators must help to specify the initial objectives of the project, the working method, and to assess the results achieved at the end of the project.

The project can add one or two 'personalised' sub-indicators to each cluster.

The objective is to have a measurable follow-up of the projects with a link to the "capitalisation" work package.

The indicators have a quantitative and a qualitative part.

Identification of problems, weaknesses or needs to take into account in order to reach the objectives of the strategic project

Qualitative indicators

- Nature of problems identified
- Type of problems, weaknesses or needs to be addressed by project activities

Tools and solutions created to address these problems, weaknesses and needs

Quantitative indicators:

- Number of structures participating to the implementation of solutions

Qualitative indicators

- Type of tools or solutions provided

Expected results

Quantitative indicators:

- Number of structures benefiting from solutions offered (in the project eligible space or beyond)

Qualitative indicators

- Type of structures benefiting from solutions offered (in the project eligible space or beyond)
- Types of expected results for the different activities of the project
- Method used to analyse the results of the activities of the project

Capacity of project activities to trigger other financing

Quantitative indicators

- Amount of new financing foreseen

Qualitative indicators

- Type of activities that need bigger scale financing

- Type of institutions and/or programmes with whom cooperation are launched to capitalise and promote the results of the project
- Type of financing triggered

Consequences of project activities

Qualitative indicators

- Type of new projects, new activity plans, by the end of the project
- Type of structures involved

Information dissemination (best practises, tools, policy instruments...)

Quantitative indicators

- Number of structures reached
- Number of dissemination events organised
- Number of structures affected

Qualitative indicators

- Type of target group
- Method of dissemination
- Nature of the foreseen impact of dissemination
- Method of analysing the impact

2. Information and publicity

The project must elaborate a communication strategy including: the dissemination of information; awareness raising for the population and for institutions; publicity; dissemination of the results of the project toward relevant bodies.

This strategy will be implemented through work packages 2 and 3 focused on communication and capitalisation of project results.

This implies the definition of:

- Specific information and publicity objectives,
- Key target groups and stakeholders who need to know about the project and its results
- A dissemination strategy

Mandatory (minimum) outputs to be included in the I&P strategy:

- Project logo and visual identity
- Project website at least in English to inform about the project aim, progress and results. The web site shall be launched within the first 6th months after the beginning of the implementation of the project and kept on line for 2 years after the closure of the project
- Brochure presenting project aim and main activities
- Poster for the participation of the project to Programme MED events
- Project results leaflet (can be also DVD featuring the results of the project)

- Public final event or conference to spread project results to relevant target groups

VI. Partnership and actors involved

1. Composition of the partnership

The experience of “traditional projects” showed that partnerships are set up with institutions which have a certain experience of working together but with sometimes difficulties to integrate other types of actors which could bring substantial contribution on the intervention theme (key players).

For this reason, it is necessary that strategic projects identify different types of actors having **strong institutional competences related to the project** (local, regional, national, international actors) and that they elaborate an implementation system which will take into account their contributions in the conception, implementation, capitalisation of the project and in the dissemination of results.

*It is specified that actors interested by a call for strategic projects **can take part to four applications maximum under the same objective**. In the case they participate in more than four applications, all related projects would be considered ineligible.*

The partnership has to combine “**institutional bodies**” (public authorities) and “**operational bodies**” to help to reach the objectives.

Institutional bodies (e.g. national, regional and local authorities) have the institutional and/or political competences to promote the project, coordinate the key players and ensure its connection and coherence with other on-going projects and public policies.

Operational bodies are specific stakeholders directly operating in the related field or in contact with implementing structures. Their role is to ensure that the project tackles the identified challenges in a concrete and operational way and that high level competences are mobilised (ports authorities, transport operators, ship owners, freight forwarders, research centres, technical institutions, universities, chambers of commerce, etc.)

Operational bodies must include actors with specific and high technical-scientific competences that can support the implementation of the project any other stakeholder whose involvement is needed for project purpose

These consecutive roles seek to ensure that the project combines the conceptual (policy) development with concrete solutions, tools and methods adapted to needs identified amongst the target groups.

According to their responsibilities, their competences, their status and their availability, these bodies can be involved in the project as “partners” or as “**external partners**”. Whereas “partners” constitute the core of the partnership with clear dedicated tasks and responsibilities, “external partners” are involved in a more peripheral way (they are not bound by the partnership agreement and cannot get ERDF).

External partners correspond to institutions whose contribution does not require a full involvement in the project (technical advises, share of punctual experience and know how, dissemination of information, networking, dissemination of the results of the project...) or institutions located outside the eligible area (in “third countries”) and which could not be formally involved in the project (like south Mediterranean regions). It is recommended to include third countries in the partnerships, so as to have a greater impact in the Mediterranean Sea area.

External partners listed in the application will have to provide a non-binding letter of support/interest (template provided by the JTS). In this letter they will express their interest for the project; they will specify the nature of their involvement, in which WPs/actions and understanding that they will not get ERDF.

It must be noticed that the participation of each project partner (public and private) and the use of subcontractors for the implementation of the project must respect the national and EU competition and public procurement rules as stated in the MED operational programme and in the Implementation guide.

a) The Lead partner

Taking into account the large budget of the strategic project and the complexity of its partnership, the Lead partner must be able to ensure consensus and strong leadership (impulse, management, coordination of the partnership).

The Lead Partner must be an **EU regional or national level authority legally based in an area eligible to the MED programme.**

b) The steering committee of the project

The **steering committee of the project** is composed of all project partners. Whatever the organisation of the steering committee, the Lead partner must ensure a transparent management, a good communication between partners and the dissemination of information to all the partners.

c) Organisation of work packages

All partners are expected to participate in WP1. The number of partners involved in the other WPs depends on the kind of activities to be developed and the specific contribution of each partner, which needs to be clearly explained. For each work package, a **WP coordinator** must be designated among the partners. It must be a national or NUTS II institution ²³ (body of national or regional level).

It is recommended that the subcomponents of the technical WPs be composed of between 3 and 10 partners (with a possible additional participation of external partners). This range is a recommendation and if more partners are indispensable for the implementation of the work package, the purpose should be clearly stated in the application form.

The activities must specify the contribution of each partner in the work package outlining clearly the deliverables and tangible results.

The WP coordinator must ensure the proper implementation of the work package. The Lead partner manages the work package 1 (administrative and financial monitoring of the project, steering and coordination of the partnership) with the participation of the coordinator of each one of the work packages.

Administrative and financial tasks of the strategic project vis-à-vis the Managing Authority remain under the responsibility of the Lead partner. The coordinators only have a role of coordination within their work package.

It is recommended that the partnership does not exceed **25 partners**. This figure is a recommendation and may change if it is essential for the good achievement of the strategic project.

²³ NUTS II partners are partners whose responsibilities and fields of intervention cover areas corresponding to the NUTS II areas defined by EU institutions.

Partnerships should combine operational and institutional bodies in a balanced way in order to achieve consortiums of high quality.

d) Participation of partners outside MED area

IPA Partners:

The participation of Mediterranean candidate or potential candidate countries to the Med programme will be possible with IPA funds which can finance up to 85% of the total eligible costs of the action carried out by partners from these countries in joint operations. The minimum total budget for the participation of an IPA partner to the project is 100.000 euros. The responsibility for the financial management of IPA funds lies with the single contracting authority (MED Managing Authority) of Mediterranean candidate or potential candidate countries.

EU Partners outside MED area:

According to Article 21(2) of ERDF regulation, in the context of transnational cooperation and in duly justified cases, the ERDF may finance expenditure incurred by partners located outside the MED area participating in operations and up to 20% of the ERDF total budget requested by the whole of the EU partners of a project. This expenditure must be targeted and must be for the benefit of the regions of the Med area.

Non EU Partners:

In addition, according to article 21(3), the ERDF may finance expenditure incurred for implementing operations or parts of operations on the territory of countries outside the European Community up to 10% of the ERDF total budget requested by all EU partners of a project. The funds allocated under this 10% flexibility option must be targeted and must be for the benefit of the regions of the Med area. Even if the regulation foresees this possibility, **this rule does not apply within the MED Programme.**

Otherwise non EU institutions can participate as associated partners (without ERDF cofinancing).

e) Target groups

Target groups include actors or institutions which could benefit from the dissemination of the results of the strategic project, whether they have contributed or not to the implementation of the project.

Applicants are requested to clearly identify the target groups and the way to ensure their involvement.

2. Setting up of the partnerships

To setup their partnership, Lead partners can activate institutional networks with the assistance of the National Contact Points.

During the preparation of the draft projects and then for the drafting of the final applications, the National Contact Points and the Joint Technical Secretariat may encourage some Lead partners to develop joint proposals to build stronger and more integrated applications

VII. Budget

The ERDF allocation for this strategic call in objective 3.1 of the operational programme is **20 million Euros**

The minimum ERDF allocation for one strategic project is **3.5 million Euros**

The number of projects selected will depend of the quality of applications and of the budget available for this call. It is recommended that the total budget of a project does not exceed 7 million euros. **This limit may be exceeded if the nature of activities and size of the project is relevant.** Applicants are reminded that strategic projects are not intended to finance facilities or heavy infrastructures. Investments can be made however for the implementation of pilot actions.

The global ERDF allocation for the call can be increased by the Monitoring Committee in the case of several high quality applications.

VIII. Duration of the project

The operational phase of strategic projects shall not exceed **36 months** (preparation phase excluded) and it must finish within June 30th, 2015 at the latest

ANNEXES

Annex 1. Trans-European Transport Networks



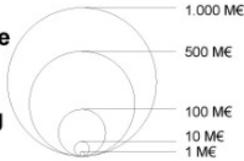
Trans-European Transport Network Projects* monitored by the TEN-T Executive Agency



Status of the projects

- Study/Work
- Study
- Work

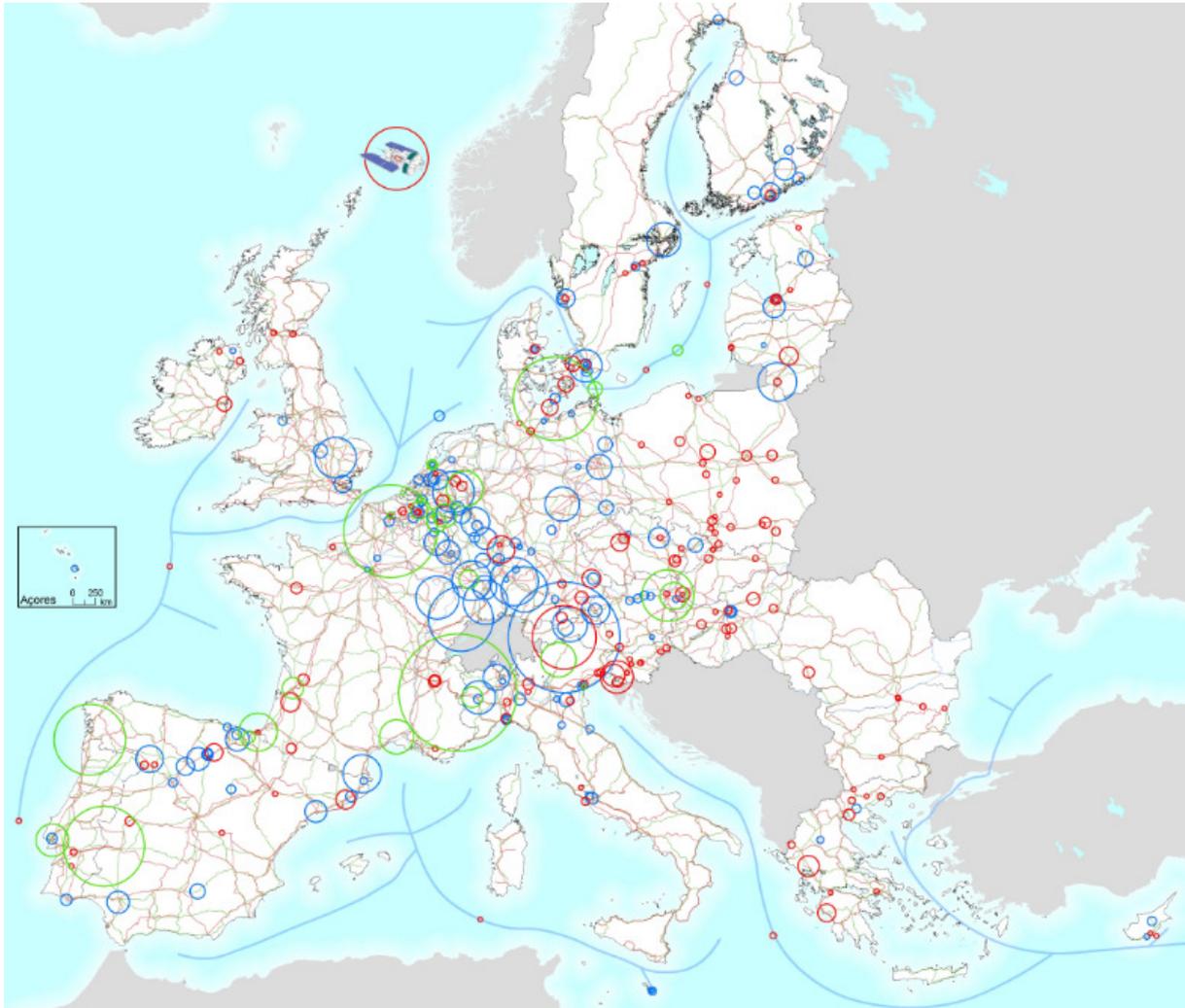
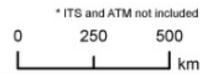
Location of the projects and level of TEN-T funding



TEN-T network

- Roads
- Railways
- Inland waterways
- Motorways of the sea

June 2010





Trans-European Transport Network Progress on Priority Axes May 2010

● Ongoing projects monitored by the TEN-T EA *



* MoS, ITS, ATM and Galileo not included

1. Railway axis Berlin-Verona/Milano-Bologna-Napoli-Messina-Palermo
2. High-speed railway axis Paris-Bruxelles/Brussel-Köln-Amsterdam-London
3. High-speed railway axis of south-west Europe
4. High-speed railway axis east
5. Betuwe line
6. Railway axis Lyon-Trieste-Divača/Koper-Divača-Ljubljana-Budapest-Ukrainian border
7. Motorway axis Igoumenitsa/Patra-Athina-Sofia-Budapest
8. Multimodal axis Portugal/Spain-rest of Europe
9. Railway axis Cork-Dublin-Belfast-Stranraer (completed 2001)
10. Malpensa (completed 2001)
11. Öresund fixed link (completed 2000)
12. Nordic triangle railway/road axis
13. UK/Ireland/Benelux road axis
14. West coast main line
15. Galileo
16. Freight railway axis Sines/Algeciras-Madrid-Paris
17. Railway axis Paris-Strasbourg-Stuttgart-Wien-Bratislava
18. Rhine/Meuse/Main-Danube inland waterway axis
19. High-speed rail interoperability on the Iberian peninsula
20. Fehmarn Belt railway axis
21. Motorways of the Sea
22. Railway axis Athina-Sofia-Budapest-Wien-Praha-Nürnberg/Dresden
23. Railway axis Gdansk-Warszawa-Brno/Bratislava-Wien
24. Railway axis Lyon/Genova-Basel-Duisburg-Rotterdam/Antwerpen
25. Motorway axis Gdansk-Brno/Bratislava-Wien
26. Railway/road axis Ireland/United Kingdom/continental Europe
27. "Rail Baltica" axis Warszawa-Kaunas-Riga-Tallinn-Helsinki
28. "Eurocaprail" on the Bruxelles/Brussel-Luxembourg-Strasbourg railway axis
29. Railway axis of the Ionian/Adriatic intermodal corridor
30. Inland waterway axis Seine-Scheldt

Annex 2. Checking of draft projects

The checking of draft projects does not lead to a selection process. Its aim is to provide advice and recommendations to support the drafting of high quality applications. Each partner who has submitted a draft-project respecting the criteria listed in point 1.1. "Draft project" will have the possibility to submit a final application.

Points to be checked by the JTS:

- Respect of the format of the draft project,
- Coherence of the draft project with the objectives of the Med programme and with the Terms of reference
- Description of the strategy to ensure long lasting effects of the project (institutional, political, financial perspectives...)
- Description of the work packages
- Quality of the partnership
 - Identification of the Lead partner (relevance of the national or regional institutional authority legally based in an EU area eligible to the MED programme)
 - Relevance of the institution as Lead partner of the strategic project (competences, experiences, on-going activities...)
 - Involvement of partners from at least six EU countries of the Med eligible area (recommendation for the draft and compulsory for the final application)
 - Role of each partner in the project and relation with their institutional competences

Annex 3. Project selection grids

a) Eligibility criteria

Administrative conditions

- The application has been filled in and validated on the online monitoring tool of the Programme PRESAGE CTE
- The complete application has been sent in electronic version (e-mail) and in paper version before the deadline. The application is **signed in original**
- The application has been provided in English or in French and the sections to be filled in double language have been respected (short description, summary and theme of the project)
- The submitted paper version of the application includes the original hand signed commitment letters of each partner taking part to the proposed operation, Lead Partner included. When necessary the application also includes all the required annexes duly signed
- The application takes into account the rules of free market competition (State Aid regimes), of public procurement and of the other community and national rules. Should there be state aid relevant activities, applicants are requested to submit the “de minimis declaration”, otherwise, it is sufficient to submit the “state aid declaration” (see the application pack)
- The application includes a synthetic assessment of the environmental incidence of the project

The administrative omissions that may be corrected on specific request by JTS under set conditions are listed in Section 1-IV

Partnership

- The partnership includes partners from at least **six EU countries** from the eligible area of the Med programme
- The Lead Partner must be a regional or national level authority legally based in an EU area eligible to the MED programme
- The partners do not participate to more than four applications for strategic projects under the same objective under the penalty of disqualifying all the different applications in which they appear
- No partner must concentrate more than **20%** of total eligible budget (ERDF + national co financing) of the project. IPA funds are not taken into account in this percentage
- No country must concentrate more than **30%** of the total eligible budget (ERDF + national co financing) of the project. IPA funds are not taken into account in this percentage
- The partners submit the original Partnership Agreement signed by all the partnership after their selection by the Selection Committee (either 1 PA for each partner or 1 combined PA containing all PPs signatures).

Identification of the project

- The operational phase of strategic projects does not exceed **36 months** (preparation phase excluded) and it must finish within June 30th, 2015 at the latest
- The minimum ERDF allocation for one strategic project is **3.5 million Euros**

Financial statements

- The ERDF contribution foreseen in the application must not exceed the maximum rate allowed at State level with reference to the foreseen national public counterpart
- Overheads must not exceed **5%** of the total eligible budget of the project (ERDF + national co-financing). IPA funds are not taken into account in this percentage
- The commitment letter of each partner (Lead partner included) specifies the precise TOTAL amount of the national co-financing corresponding to the total ERDF amount requested with the application form

b) Selection criteria

Coherence of the project with the strategy of the MED programme and EU horizontal policies

- General coherence with the objectives of the MED programme and with the terms of reference
- Quality of arguments provided to justify that the project has a positive impact or does not have any negative effect on environment and sustainable development
- Taking into account the principle of equal opportunities (objectives, management system...) and non-discrimination

Coherence of the project with European, national and regional policies and with other Community programmes or projects

- Coherence with other programmes and actions
 - Taking into account CSG, NSRF and regional (and local) policies of the territories where the partners are coming from
 - Taking into account policies and structural actions taken on the same subject at the Community level, national and regional level
 - Taking into account current regional operational programmes
- Synergies with other programmes and actions
 - Synergies foreseen with policies and actions existing on the same theme at community, national and regional level (including ENPI programmes)

Transnational dimension of the project

- Geographical balance of the partnership
 - Number and the types of partners according to the nature of the project
 - Geographical balance of the partnership (distribution of the partners among the different countries according to their specific nature and role)
- Transnationality of the project
 - The project is not a mere addition of local actions and the transnational implementation of the project is bringing a real added value
 - Each partner is bringing a significant contribution to the content of the project (not only a logistic contribution for example) and the activities are shared in a balanced manner
 - All partners will benefit from the participation to the Med programme

- The whole area represented by partners will benefit from the project implementation and from its results (other areas may or could benefit as well)

Quality of the project

- Origin of the project
 - Justification of the project, its links with an existing partnership and with other existing actions
 - In case the project is based on the capitalisation of past experiences, whether it takes into account the experience of Interreg IIIB (MEDOCC, Archimed and others) and Interreg IIIC programme and whether it is bringing a real added value as compared to the projects already implemented (*The participation to an Interreg III programme is not a selection criteria. The objective is to have the possibility to check the evolution of projects between two programming periods*)
 - The project is taking into account sufficiently the state of the art related to the Programme's SWOT analysis
- Innovative approach of the project
 - Innovative aspect of the proposal regarding the theme of intervention, the state of the art, the composition of the partnership, the working methods used, the initiatives of capitalization
- Impact of the project
 - Concrete impact of the project on territories, on socio-economic situations, employment, on institutions and public policies (to avoid reports and exchanges of experience without a real impact)
 - Level of coherence between the objectives and the results of the project
 - Feasibility
- Continuity of the project
 - Specific measures taken to ensure the sustainability of the project and its long lasting effect. The links between the project and other current public actions able to contribute to its coherence and its effects at middle and long term
 - Measures taken by the partnership to ensure its institutional and financial sustainability beyond the duration of European financing (if relevant for this kind of project)
 - Possible effects and impacts of the project at middle and long term on other sectors, on actors and on public policies
- Dissemination, promotion, valorisation of actions and results
 - Existence of a strategy of capitalisation, enhancement and dissemination of the results of the project (refer to the work package on capitalisation)
 - Existence of a Communication strategy, its relevance according to the theme of the project, according to the actors and to the actions driven by the institutions as well as its coherence with the Communication plan of the programme
 - Coherence between the budget and the actions of information and communication to be implemented
 - Identification of target groups and methodology for involving them

- Quality of the drafting and consistency of the description of the project
 - The different parts of the application form and attachments are properly completed; Information provided is accurate, consistent and sufficiently detailed
 - Comprehensibility of the working plan and of the described and expected results

Quality of the partnership

- Experience and credibility of the partners
 - Relevance and the credibility of each partner and of the partnership according to the type of activities foreseen
 - Financial solidity of the Lead Partner
 - Experience of the different partners in the management and the implementation of transnational programmes
 - Experience of the partners concerning the nature, the theme and the objectives of the project
- Nature and composition of the partnership
 - Presence of key players able to bring a significant contribution to the project
 - Composition of partnership and capacity of the partners in to reach project objectives
 - Clear distinction between institutional and operational partners to ensure the strategic impact
- Balance between the partners and organisation of the partnership in relation to the project
 - Composition of the partnership; Clear definition of the role of each partner and the distribution of responsibilities for the implementation of the project and its management. The evaluator will check that each partner is playing a significant role and is getting a real benefit from the project (to avoid “alibi” partners)
 - Management system of the project and the communication system between the Lead Partner and the partners
 - Organization of the steering committee, its functioning and the relevance of communication and coordination systems
 - Financial balance between the partners

Financing

- Relation budget-activities-results
 - Adequacy of the budget in relation to the results expected
 - Adequacy of expenditures in comparison with the size and the financial capacities of each partner (commitment letters including specific information on financial and management capabilities of the partners)
- Staff costs do not exceed **40%** and external expertise costs do not exceed **35%** of the total budget of the project (recommendation)
 - Cost/benefit relation: is the value for money well demonstrated? Is the budget requested in reasonable relation with the foreseen activities and number of partners?

- Coherence of the share of the budget between the different work packages of the project and between the partners
 - Balance of the budget between partners
 - Appropriateness of the budget allocated for each work package, the balance between the work packages and the relation with the budgetary headings
- Balance of the annual budget
 - Coherence between the timetable of activities and the share of the costs per year
- Relevance of the costs of different budget lines
 - Balance between the different budget headings
 - Relevance of the amounts allocated to each budget headings and notably the budget allocated to human resources and the level of salaries