

European  
Commission

Project in support to the development  
of Blue Economy  
and Integrated  
Maritime Policy  
in the **Black Sea**

This report has been written by Aets for the European Union



Author: Aets

Graphic designer: Adelaida Contreras Solis

November 2015

Copyright ©

All rights reserved.

This study reflects the opinions and findings of the consultants and in no way reflects or includes views of the European Union and its Member States or any of the European Union institutions.



Project in support to the development  
of Blue Economy  
and Integrated  
Maritime Policy  
in the **Black Sea**

## TABLE OF CONTENTS

<b>1. Introduction</b>	<b>4</b>
<b>2. Context</b>	<b>6</b>
2.1. Regional assessment	6
2.2. Stakeholder analysis	6
2.3. Priorities	7
2.4. Background and justification	7
2.5. Related activities	8
<b>3. Project objectives</b>	<b>9</b>
3.1. Overall objectives	9
3.2. Specific objectives	9
3.3. Expected results	10
3.4. General architecture of the proposed project	10
3.5. Project components	11
3.6. Activities	12
3.7. Outputs and outcomes	14
3.8. Management	14
3.9. Stakeholders/beneficiaries	16
3.10. Institutional framework and governance	16
<b>4. Implementation Arrangements</b>	<b>17</b>
4.1. Resources and cost implications	17
4.2. Implementation issues	18
4.3. Implementation schedule	19
<b>5. Sustainability</b>	<b>20</b>
<b>Annex A – Logical framework</b>	<b>20</b>
<b>Objective tree</b>	<b>20</b>
<b>Logical framework (logframe) matrix</b>	<b>24</b>
<b>Traceability matrix</b>	<b>26</b>

## ABBREVIATIONS AND ACRONYMS

<b>BSC</b>	Black Sea Commission
<b>BSEC</b>	Black Sea Economic Cooperation
<b>BSS</b>	Black Sea Synergy
<b>BSUN</b>	Black Sea University Network
<b>CfP</b>	Call for Proposals
<b>CPA</b>	Coastal Protected Area
<b>CPMR</b>	Conference of Peripheral Maritime Regions
<b>ENI</b>	European Neighbourhood Instrument
<b>ENP</b>	European Neighbourhood Policy
<b>EU</b>	European Union
<b>ICZM</b>	Integrated Coastal Zone Management
<b>IMP</b>	Integrated Maritime Policy
<b>MIP</b>	Multi-annual Indicative Programme
<b>MPA</b>	Marine Protected Area
<b>MRE</b>	Marine Renewable Energy
<b>MSP</b>	Maritime Spatial Planning
<b>NGO</b>	Non-Governmental Organisation
<b>PI</b>	Partnership Instrument
<b>PRAG</b>	Practical Guide to Contract Procedures for EU External Actions
<b>RPMT</b>	Regional Project Management Team
<b>SMEs</b>	Small and Medium-sized Enterprises
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation

# 1

# Introduction

In 2014, the European Commission carried out a strategic assessment of the *potential for cooperation in the context of Blue Growth in the Black Sea*<sup>1</sup>. Through desk studies, visits and stakeholder meetings, this study identified past and existing initiatives and potential general actions and cooperation in this field. The study also highlighted that maritime and coastal tourism is under-developed in the region and that there is a low level of knowledge and appreciation of Black Sea coastal areas. This initiative feeds the maritime strand of the Black Sea Synergy, which has been the general framework for cooperation in the region since 2008. In this framework, several other actions have been carried out in fields closely related to the Integrated Maritime Policy (IMP, e.g. maritime transport<sup>2</sup>, environmental research<sup>3</sup> and environmental monitoring<sup>4</sup>).

This scoping mission, in turn, concluded that there are *high expectations* for a concrete cooperation project with tangible outputs, but also a *clear will* among the majority of Black Sea stakeholders that cooperation in this new field be based on *existing cooperation mechanisms*. Another conclusion was that an ambitious cross-sectoral cooperation project on Integrated Maritime Policy and Blue Growth is feasible in the Black Sea and that such an initiative would be supported by all countries and major stakeholders including international organisations, business organisations, science and non-governmental organisations (NGOs). It is proposed that the development of **maritime and coastal tourism** be chosen as the central theme of the IMP support project/programme.

1 Study to Support the Development of Sea Basin Cooperation in the Mediterranean, Adriatic, Ionian and Black Sea, Contract MARE/2012/07, REF. n° 2 <https://webgate.ec.europa.eu/maritimeforum/sites/maritimeforum/files/Report%203%20%28Task%204%29%20Final%20final%2014-4-14.pdf.pdf>  
2 e.g. TRACECA  
3 e.g. PERSEUS project carried out in the framework of FP7  
4 e.g. EMBLAS and MISIS projects

Three options were worked out based on different levels of aspiration: i) a “bottom-up” standalone project; ii) a flagship project for integrated maritime development (aiming at the development of economic activities and of a strategy in this field); and iii) a **strategic regional IMP programme**. There is chosen to develop a **flagship project for integrated maritime development in the Black Sea**, building on both coastal and maritime tourism and existing regional cooperation with the objective of supporting the development of a common agenda in this field. This can be achieved through a range of dedicated **project components** addressing specific maritime issues based on a central theme of maritime and coastal tourism. The project should also address the following important issues: governance, capacity building, coordination, visibility and communication and sustainability.

Depending on the support provided by Black Sea countries and regional organisations, the project is designed to allow gradual scale-up toward a **strategic regional IMP programme**, with the aim of providing support to the development of economic and ecological activities and the future development of a shared regional IMP. With this objective in mind, ***the strategic project components are open to all countries***, which can decide to participate in the project at any time, even if they didn't at the outset.

**Sustainability** of each project will be ensured i) by involving end-users and local partners from the beginning in order that the project's results may be transferred to them; and ii) by making the information produced available in the long term through a dedicated information system.

# 2

## Context

### 2.1. *Regional assessment*

To date, maritime and marine issues have not been addressed in a consistent way in the Black Sea. Only a handful of sectoral issues are considered at regional level (e.g. transport and fisheries). Significant actions are on-going in some important cross-cutting fields, such as the marine environment, at both regional (e.g. by the Black Sea Commission or BSC) and national level. Nevertheless, many concerns in the Black Sea relate to marine, maritime and coastal issues and are of interest to all riparian countries.

The Black Sea is also one of the regional seas around the European Union (EU) in which the EU seeks to implement its policies, including on the environment (e.g. water and the marine environment), the economy, cooperation, etc.

The scoping mission has highlighted the following:

- There is shared interest among all Black Sea stakeholders (both public and private) at all levels in the development of sustainable economic activities in the field of Blue Economy which build on the natural and cultural capital of the maritime and coastal areas of the region, and on knowledge, job creation and economic value for coastal economies;
- most of these stakeholders are ready to cooperate to a certain extent in this field;
- it is too early to define ambitious strategies in this field, due to political instability but also to gaps in awareness and in the capacity to design and implement policies and projects.

### 2.2. *Stakeholder analysis*

*At regional level:*

Regional organisations (e.g. the Organisation of Black Sea Economic Cooperation (BSEC) and the BSC) are ready to support projects in the field of IMP and Blue Economy, along with regional representatives of international organisations (e.g. the United Nations Development Programme (UNDP)).

Regional stakeholder representatives (academic institutions, the Conference of Peripheral Maritime Regions (CPMR), NGOs, professional and business organisations) are also ready to support projects in this field at all levels (local, national and regional).

#### *At national level:*

National administrations in Black Sea countries have very different levels of understanding and awareness of marine and maritime issues and of the concepts of integrated maritime policy and Blue Economy. Nevertheless, all administrations met during the scoping mission supported the idea of participating in or supporting projects in this field, either at national level or through cross-border or regional cooperation.

#### *Sectoral stakeholders:*

To date, only a few maritime sectors are well structured; where they exist, organisations are often local and sectoral. A few maritime clusters have been launched in the Black Sea, most of which are focused on one or two sectors (e.g. shipping, ports). However, all organisations met during the scoping study understood the potential of the Blue Economy and the potential benefits of fostering cross-sectoral and cross-border/regional cooperation.

### **2.3. Priorities**

It appears that to ensure stakeholder inclusion, the project should allow them all to participate at some level (be this in information sharing, capacity building, networking or pilot projects). This advocates for the design of an ambitious multi-objective project. Nevertheless, this project should not address too many issues (at the risk of undermining coherence) and should bring concrete results and outcomes, including visible economic benefits (such as job creation and added value).

The central theme proposed is maritime and coastal tourism. This forms part of the Black Sea Synergy and emerged from the scoping study as a non-controversial issue, with visible potential for benefits from cooperation, evident cross-sectoral and environmental interaction and clear interest for all kinds of stakeholders at all levels (including policymakers, business, research and education, civil society and environmental NGOs). The European Commission (EC) also recently highlighted the potential of this sector<sup>5</sup>.

The priorities of the project are: awareness raising, capacity building, innovation, networking, information and communication and the assessment of potential cross-sectoral and cross-border pilot projects.

### **2.4. Background and justification**

This project builds on the results of both the scoping study and previous studies related to Blue Growth in the Black Sea. The components were selected based on the willingness of the countries and organisations to work together and on the gaps and needs identified and recalled in the list below:

- Limited awareness of maritime and coastal issues in the region and of the potential of Blue Economy for the region;
- Lack of cross-sectoral knowledge of maritime and coastal issues;
- The need to improve cooperation between research and industry for innovation and economic development;
- The need to improve capacity among most stakeholders in the field of maritime affairs and integrated approaches;
- The need to improve the marine and coastal environment of the Black Sea;
- Focus on maritime and coastal tourism as a core issue, with strong interest in related issues such as cruises and tourism based on natural and cultural assets;
- Existing cooperation at regional level (on the environment, research and transport).

Each issue in this list is addressed by one or more project components.

## 2.5. *Related activities*

**Climate change** could be a major issue for the development of Blue Economy in the Black Sea, particularly in the central field chosen for the project:

- Climate change can threaten some coastal zones and have severe impact on the marine and coastal environment;
- Climate change may modify the tourist economy in the future (e.g. due to changes in seasonality);
- Climate change can impact environmental conditions such as sewage, surface run-off and drainage, among others).

**Transport-related** issues may be linked to the project in the form of maritime (cruise) and air connections, port management, safety, environmental management, shipbuilding and ship repair.

**As regards the environment**, the project activities are closely linked to BSC activities in the following fields:

- The development of a network of marine and coastal protected areas in the Black Sea;
- Assessment of the environmental status of the Black Sea.

**As regards economic development**, the project is linked to regional Action Plans on small and medium-sized enterprises (SMEs), Cooperation in Tourism, Science and Technology, Environmental Protection, Trade/Economic Development, Strategies for the Development of Entrepreneurship and approved sectoral studies prepared by the BSEC, particularly in the fields of tourism and transport.

# 3

## Project objectives

### 3.1. Overall objectives

The overall objective of the project is to improve the governance of maritime affairs in the Black Sea by promoting integrated maritime policy (IMP) approaches in the coastal countries and encouraging further cooperation at regional level in the context of the development of a sustainable and competitive Blue Economy. The project will also aim to improve the marine and coastal environment in the Black Sea.

The project could be nested in the context of the Black Sea Synergy and, besides maritime affairs, it seeks to address various priorities of the BSS, including governance, cooperation, the environment, fisheries, research and education, regional development and employment.

This project should be considered as the first phase (first three years) of a longer process<sup>6</sup> toward the development of an Integrated Maritime Policy in the Black Sea, supported by all countries in the region. Such a process can lead to the long-term development of a common vision of maritime and coastal issues that has shared sectoral and cross-cutting objectives, a consistent regulatory framework including cross-border/cross-sectoral issues, and consistent setups for planning, monitoring and surveillance and operational cooperation.

### 3.2. Specific objectives

This project aims to contribute to achieving this ambitious long-term objective through the following short-term realistic **specific objectives** for the first three-year phase:

- Raising *awareness* of the *potential* of Blue Economy in the Black Sea among the major stakeholders (regional organisations, national administrations, research and education organisations, economic sectors, NGOs and civil society);
- Developing regional, multilateral and bilateral *cooperation* in the field of IMP and Blue Economy;
- Demonstrating the *concrete benefits* of Blue Economy (including added value and job creation);

<sup>6</sup> 10 to 20 years based on experiences in other regional seas

- Contributing to *capacity building* in this field for all stakeholders (public and private) in the region;
- Developing knowledge through the commissioning of sets of cross-cutting studies on the environment and climate change that support IMP;
- Supporting *future strategies*, programmes and projects in the field of Blue Economy at all levels in the region;
- Contributing to the improvement of the marine and coastal *environment* in the Black Sea.

### 3.3. **Expected results**

The expected results of the project are the following:

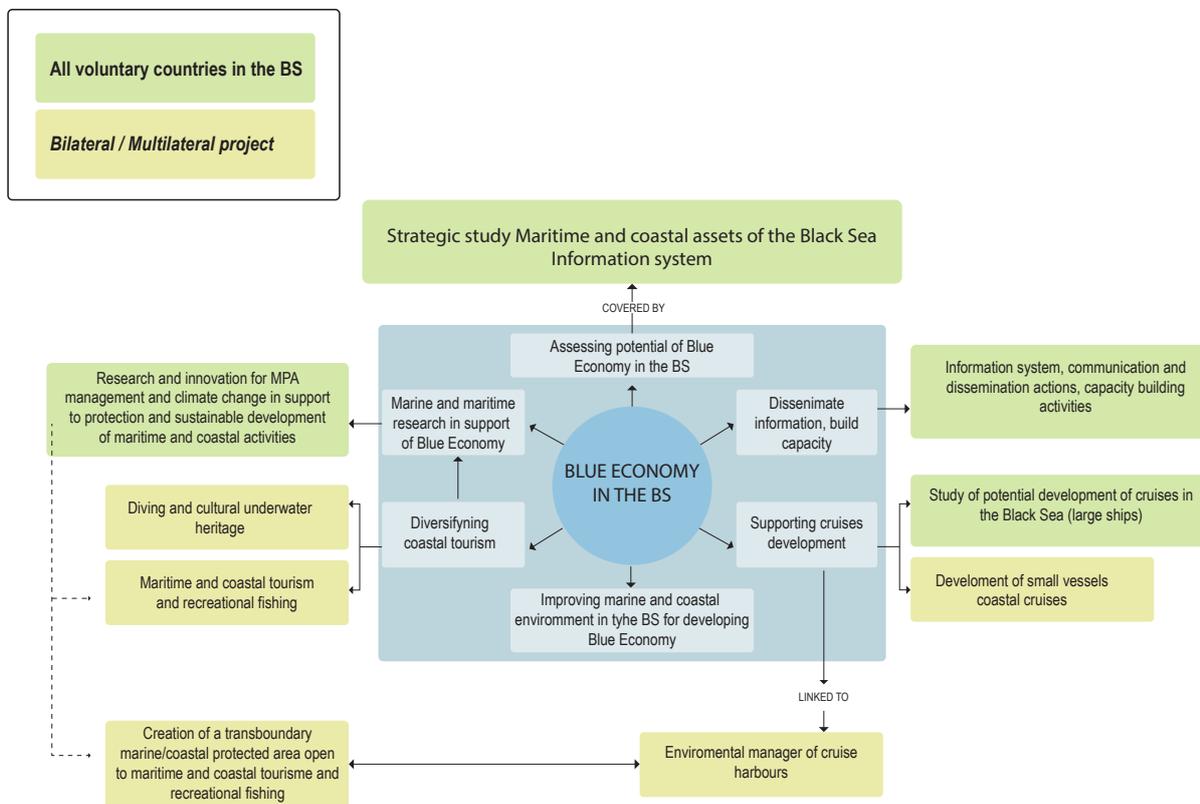
- The potential for Blue Economy in the Black Sea in general, and specifically the potential of maritime and coastal tourism (including maritime cruises) is assessed;
- Information related to Blue Economy is made available to all interested stakeholders;
- Cross-sectoral networks are created or strengthened;
- Concrete cooperation pilot projects (that are cross-sectoral, and international when possible) are launched in the field of sustainable maritime and coastal tourism, with tangible outputs and outcomes that demonstrate the added value of Blue Economy, namely:
  - o *cruises* (small ship cruises)
  - o tourism based on maritime and coastal *cultural heritage*
  - o *cross-sectoral cooperation* in maritime and coastal tourism and fisheries
  - o management of *marine or coastal protected areas* with joint objectives of protection and economic development (ecotourism)
- Capacity is built in the field of Integrated Maritime Policy and Blue Economy in the region;
- Resources are assessed and concrete environmental and research issues related to the development of Blue Economy addressed;
- Projects and studies which contribute to environmental management and sustainable activities are carried out.

A detailed objective tree for the project can be found in Figure 6, Annex A.

### 3.4. **General architecture of the proposed project**

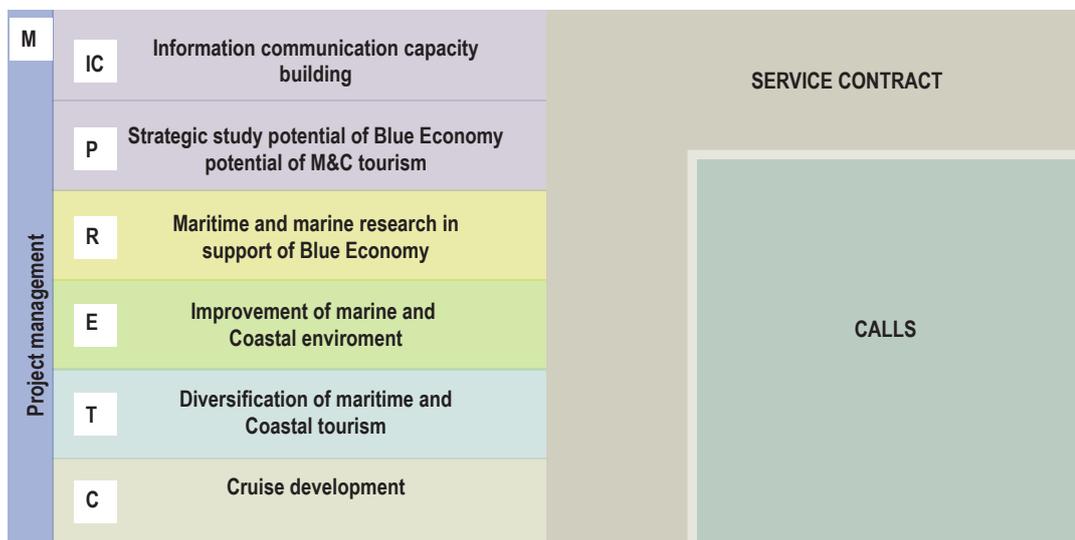
The following figure represents the proposed components of the project together with their logical links.

**Figure 1:** General architecture of the project



### 3.5. Project components

**Figure 2:** Project components



The proposed project comprises six components (P, IC, R, E, T and C), each of which will be conducted independently under a common management component (M). On one hand, each project component has specific objectives and activities; on the other, all these components support the general objective of developing IMP cooperation at regional level.

The components can be divided into two groups according to orientation. M (Management), P (Assessment of potential) and IC (Information and Capacity Building) are “top-down” and are proposed to be included in a service contract.

The thematic studies and pilot project for Blue Economy (Components R, E, T and C) are “bottom-up” and the building of ownership is a key theme. Therefore these components are proposed as open calls to be further developed by the regional project management team in cooperation with stakeholders.

In this way IMP is put forward and made more visible. A number of core components of IMP are thus brought together: knowledge, practice, capacity building for institutional change and research.

All the components link strongly to each other. Components P and R feed components E and T. E offers services to T while the IC component supports all other components.

Some components are considered “strategic” as they contribute to building a common long-term vision in the Black Sea region, which may form the base for future regional cooperation in the field of IMP and Blue Economy. These components have been designed to be open to participation by all countries and to bring benefits to all countries regardless of whether they participate. These components are:

- Component P as a whole (a strategic assessment of maritime and coastal Potential in the Black Sea);
- Component R (Research into the effects of climate change on coastal and maritime assets, options for adaption and gap analysis in research capacity);
- Component C (potential for large ship Cruises and cruise harbour management).

As they are thematic rather than national, participation in these studies should remain open throughout the project, allowing interested countries to participate when they are ready (or when they see the potential benefits of these actions). This should allow closer involvement of additional countries at the later stages of capacity building, assessment and awareness-raising activities and may also improve the quality and sustainability of the project through the provision of new information.

Other components are site-/activity-specific and no option is foreseen for joining once the action has started.

### **3.6. Activities**

This section summarises the proposed project activities. A detailed concept for each component can be found in a dedicated annex to the main report.

Cross-cutting issues (e.g. capacity building in IMP and Blue Economy, communication and dissemination) will be addressed at both component level (for anything that is site-/country-/sector-specific), and through the overall management component M (regional coordination, stakeholder communication, pooling of resources for capacity building) for regional/integrated elements and also the IC component (within which an information system is planned to be developed and maintained). The publication of a quarterly newsletter on IMP-related topics would also be useful and is recommended.

Component	Activities
<b>Black Sea IMP development and support</b>	
<b>M – Regional Project Management</b>	
<i>M.1 - Regional Project Management</i>	<p>Cross-cutting activities (project management, administration, coordination, monitoring, reporting)</p> <p>Communication (EU and key stakeholders) and dissemination</p> <p>Technical support to thematic projects</p> <p>Coordination and dissemination between thematic projects</p> <p>Management of P and IC</p>
<b>P – Development Potential for Blue Economy in the Black Sea</b>	
<i>P1 – Strategic study of maritime and coastal assets</i>	Carry out a complete study of all maritime and coastal assets (natural resources, natural and cultural heritage, know-how, infrastructure, etc.) which could support the development of Blue Economy in the Black Sea. Analyse gaps in knowledge and recommend actions
<i>P.2 – Strategic assessment of the potential of maritime and coastal tourism in the Black Sea</i>	Based on the general strategic study, carry out a specific study of the potential of maritime and coastal tourism in the Black Sea
<b>IC – Information, communication and dissemination, Capacity building</b>	
<i>IC.1 – Information system and website, communication and dissemination</i>	<p>Design and implement a regional maritime and coastal information system accessible to all Black Sea stakeholders</p> <p>Carry out communication and dissemination actions at both regional and national level, including the publication of an IMP quarterly newsletter</p> <p>Capacity building at regional and national level</p>
<i>IC.2 – Capacity building in IMP and Blue Economy</i>	Organise or support workshops, conferences, professional training sessions and courses and academic curricula. Support capacity building under other project components
<b>Thematic studies and pilot projects for Blue Economy</b>	
<b>R – Marine and maritime Research in support of Blue Economy</b>	
<i>R.1 – Impact of climate change on coastal activities</i>	Carry out a study of the potential impact of climate change on maritime and coastal activities
<i>R.2 – Management of coastal and marine protected areas (CPAs and MPAs) for protection and economic development</i>	Through a network of partners (research, education, administration, industry), conduct research in order to develop management plans for MPAs and CPAs in the Black Sea
<b>E – Improvement of the marine and coastal Environment</b>	
<i>E.1 – Creation of transboundary MPAs or CPAs open to ecotourism</i>	Create a cross-border protected area with marine and coastal components, identify bottlenecks, interact with other maritime users and use this as a basis for maritime spatial planning (MSP). Develop a management plan including protection, economic development and contributions by economic activities to MPA (funding, management, etc.) Links with R.1 and R.2
<b>T – Diversification of maritime and coastal Tourism</b>	
<i>T.1 – Pilot project: Diving and cultural heritage</i>	In an area with cultural underwater heritage, develop a project to manage the area for both heritage protection and economic activities (diving), with contribution by diving to the management of the area (funding, etc.) Links with R.2
<i>T.2 – Pilot project: Maritime and coastal tourism and recreational fishing</i>	Develop a local project to create connections between coastal tourism and fishing, with positive economic and social impacts on fisherfolk and coastal communities
<b>C – Sustainable Cruise development</b>	
<i>C.1 – Study of the potential for large ship cruises in the Black Sea</i>	Conduct a regional-level study of the potential for the development of a specific approach to cruises for large ships in the Black Sea (e.g. networks of ports, tourist attractions based on specific cultural or natural heritage, links with other maritime and coastal tourism activities)
<i>C.2 – Pilot project for the development of small ship cruises</i>	Through a concrete cross-border project, explore the potential for the development of small ship cruises in the Black Sea
<i>C.3 – Environmental management of cruise harbours</i>	For a group of cruise ports in several countries, develop and implement plans to improve environmental management (water quality, noise, landscape) in order to support the development of an attractive sector and improvement of the marine environment in key areas (ports)

### 3.7. *Outputs and outcomes*

The expected outputs and outcomes of the project components are summarised in the following table.

Component	Expected outputs and outcomes
P – Assessment of the Potential for Blue Economy in the Black Sea	<ul style="list-style-type: none"> <li>Reference knowledge base for all stakeholders (public and private) of the maritime and coastal assets of the Black Sea, gap analysis and recommendations for how to fill identified gaps</li> <li>Strategic assessment of the potential of maritime and coastal tourism in the Black Sea, to be used as a reference by all relevant stakeholders</li> </ul>
IC – Information and communication, Capacity building	<ul style="list-style-type: none"> <li>Communication plan</li> <li>Regional maritime and coastal information centre (portal)</li> <li>Sustainable shared information system open to all stakeholders</li> <li>Communication and dissemination actions towards all stakeholders, including a quarterly newsletter</li> <li>Capacity building of regional/national administrations and other stakeholders (including business, NGOs and civil society)</li> </ul>
R – Marine and maritime Research in support of Blue Economy	<ul style="list-style-type: none"> <li>Assessment of the effects of climate change on the Black Sea and its impact on maritime and coastal activities</li> <li>Research to support the development of MPAs for joint protection and economic development</li> <li>Networking of research and education institutions for supporting Blue Economy and innovation for the sustainable development of maritime and coastal activities</li> </ul>
E – Improvement of marine and coastal Environment	<ul style="list-style-type: none"> <li>Pilot projects for marine or coastal protected areas open to sustainable economic development</li> <li>Management plans allowing MPAs and CPAs to contribute to both protection and economic activities</li> </ul>
T – Diversification of maritime and coastal Tourism	<ul style="list-style-type: none"> <li>Pilot projects for sustainable tourism based on natural and cultural coastal heritage and assets, including how to make better use of these assets</li> </ul>
C – Sustainable Cruise development	<ul style="list-style-type: none"> <li>Network (private and public stakeholders)</li> <li>Pilot project for small ship cruises</li> </ul>
M – Management and coordination	<ul style="list-style-type: none"> <li>Raise awareness and build capacity among stakeholders in all countries and throughout the region</li> <li>Support strategy development</li> <li>Disseminate project results</li> <li>Develop a regional maritime and coastal information system</li> </ul>

A detailed objective tree for the project can be found in Annex A. Project descriptions can be found in section 3.4 on the general architecture of the project and in the logical framework.

### 3.8. *Management*

Mixed management is proposed in order to take into account the thematic (e.g. research, environment, tourism) and integrated dimensions of the project (e.g. capacity building):

- Project management is carried out by a Regional Project Management Team (RPMT) of international consultants, also in charge of component P (strategic, including cross-cutting elements) and component IC (information and capacity building);
- Thematic studies and pilot projects are coordinated by the RPMT for general management, communication and dissemination (including the development of the information system and capacity building).

The general scheme is represented in the figure below (note that tasks in blue are to be done by the RPMT):

Figure 3: Project management structure



## Project management

The overall project will be managed by a core team of experts, ideally based in the Black Sea Region for strategic purposes and logistical purposes (connections with countries).

This Regional Project Management Team (RPMT) should be in charge of:

- Overall project management;
- Administrative management of the entire project (finances, contracting, etc.);
- Monitoring and reporting to the EC on project implementation;
- Communication with key stakeholders;
- Contact with regional and international institutions;
- Coordination and support to the implementation of project components (see below);
- Management of components P and IC.

## Thematic studies and pilot project for Blue Economy

Thematic studies and pilot projects in this area will be carried out under the coordination of the RPMT (general management, contracting, reporting) and with its support to information, capacity building, communication and dissemination. Where possible and in order to optimise communication and use of resources, management of the thematic studies and pilots should be co-located with the RPMT.

### 3.9. *Stakeholders/beneficiaries*

IMP covers a wide range of stakeholders and beneficiaries, each with their own interest and level of involvement. They can be grouped as follows:

- Regional organisations;
- International organisations;
- National administrations (sub-national/local);
- Business sectoral organisations (regional/national, e.g. clusters);
- Business companies;
- Academic/research/expert stakeholders (universities and networks);
- NGOs (environmental and other civil society representatives);
- The general public.

### 3.10. *Institutional framework and governance*

The proposed project will be carried out at two levels:

- Regional level (participation of all interested countries in the region);
- Bilateral or multilateral level (pilot projects and specific actions).

#### **Regional level**

Overall coordination and management of the project will be done at this level. Participation in the strategic studies (potential for Blue Economy, potential for cruises) should be open to all regional stakeholders). Coastal countries and regional organisations will be able to join the project at any time, even if they didn't choose to do so at the outset.

The proposed governance scheme at this level consists of the following:

- A Steering Committee, led by the EU with the participation of the national IMP focal points and representatives of all participating bodies;
- A Stakeholders' Committee composed of the major national stakeholders in the IMP process (for the discussion of transboundary and regional IMP issues). This ad hoc committee should meet according to arising project needs for transboundary and particularly regional communication;
- It is additionally advised to support the setup of a Black Sea IMP Committee in which regional organisations and countries not currently involved in the project are invited to participate as independent consultative bodies. The Committee should meet quarterly to discuss Black Sea IMP issues. If and when all countries and regional bodies are participating in the project, the Black Sea IMP Committee could be merged with the Steering Committee.

#### **Bilateral or multilateral projects**

For each project a stakeholder advisory group will be set up to ensure continuous updates on development. These groups will also be a platform for harmonisation with parallel projects. The stakeholder advisory groups should include the national IMP focal points.

# 4 Implementation Arrangements

## 4.1. Implementation issues

The IMP programme could be implemented through direct management. Implementation could be carried out as follows:

Black Sea IMP development and support could be implemented through a services contract, (with an indicative total duration of 36 months).

The thematic studies and pilot projects for Blue Economy could be implemented through grant contracts with an indicative maximum 24-month duration of activities. Additional funding from other donors may be mobilised for the implementation of these projects.

Services will be managed by the EC via the signature of a service contract for TA following a call for tenders, while the grants will be managed through the signature of grant contracts following calls for proposals. This approach will be used to provide funding to meet the individual project objectives according to a project budget as defined in the project Terms of Reference, Guidelines for Applicants or Financial and Administrative Framework Agreement. It is envisaged that most of the projects identified under the IMP programme will last 24 to 36 months. In accordance with the EU Financial Regulation (Art. 34, 43 and 58) and its Rules of Application (which came into force on 1 January 2014) regarding contract procedures for EC external actions, the options considered for IMP projects are presented in the table below:

Project concept	Management mode	Legal instruments	Entity	Financing
Black Sea IMP development and support	Direct management	Service contract		
Thematic studies and pilot projects for Blue Economy	Direct management	<b>Option 1:</b> Grant contract (following Call for Proposals)	Beneficiary body	Co-financing
		<b>Option 2:</b> Grant contract (following restricted Call for Proposals)	Beneficiary body (including several research centres and NGOs)	

## Procurement and grant award procedures

### 1) Contracts

All contracts implementing the action must be awarded and implemented in accordance with the procedures and standard documents laid down and published by the Commission for the implementation of external operations in force at the time of the launch of the procedure in question.

Participation in the awarding of contracts for the present action shall be opened to all natural and legal persons covered by the EU Financial Regulation and its Rules of Application.

### 2) Specific rules of grants

The essential selection and awarding criteria for the awarding of grants are laid down in the Practical Guide to Contract Procedures for EC external actions (PRAG) and are established in accordance with the principles set out in Title VI: "Grants" of the Financial Regulation applicable to the general budget.

## 4.2. Implementation schedule

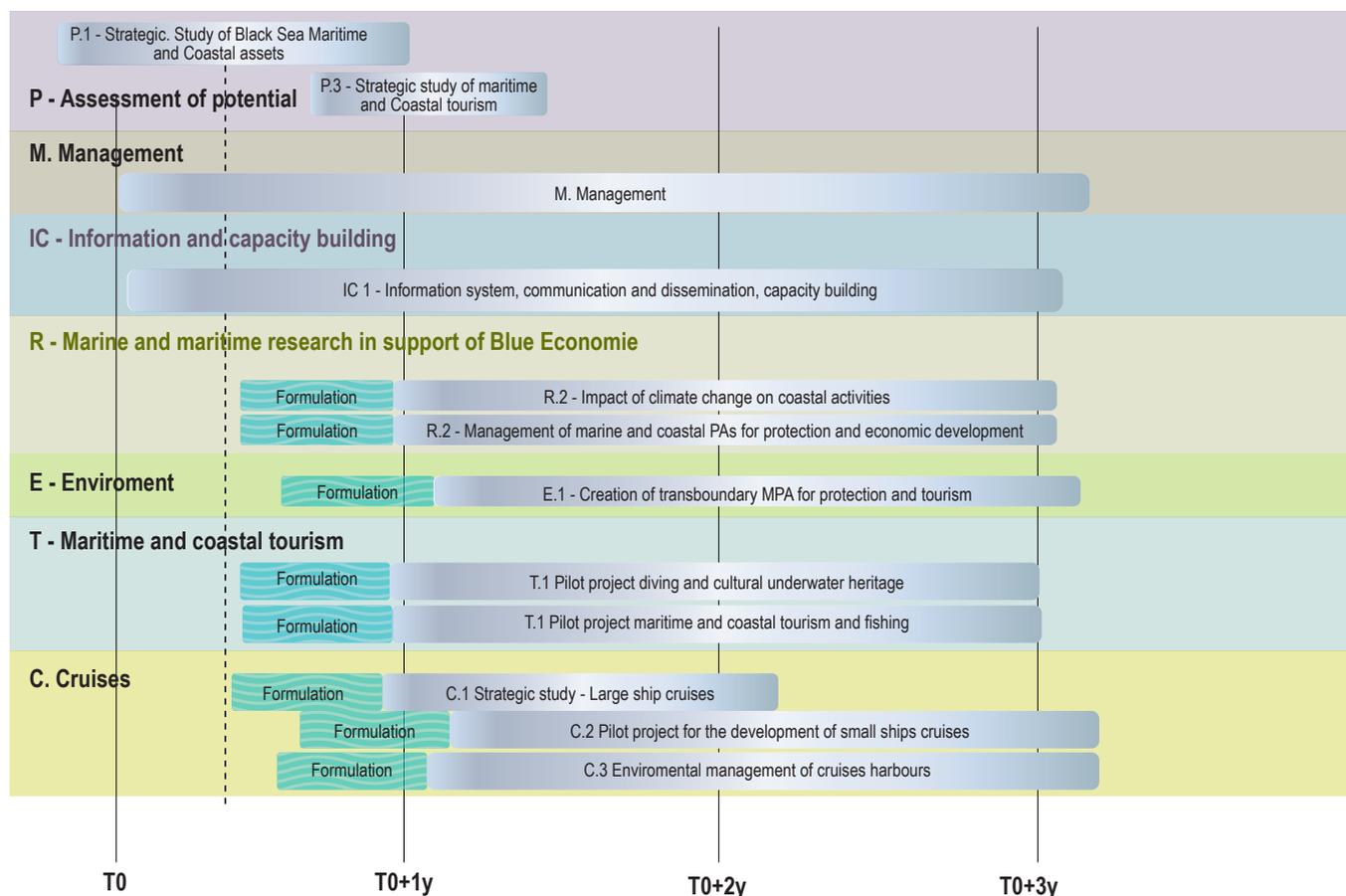
The proposed duration of the project is 3 years.

The general proposed project schedule is given in the following table. Specific schedules for all components can be found in dedicated identification fiches.

With the exception of the P component (strategic assessment of potential for Blue Economy in the Black Sea), which has been planned to formulation level and can thus be launched immediately, the project components are still at identification level and a *formulation stage* has been included prior to the start of implementation (see below). This stage should include the preparation and elaboration of calls for proposals and the selection of candidates and projects.

Component	Start	End	Comments
<b>Black Sea IMP development and support</b>			
M – Management	T0	T0 + 36 months	Permanent activity
IC- Information, communication and capacity building	T0	T0 + 36 months	Permanent activity
P – Development potential for Blue Economy in the Black Sea	T0	T0 + 9 months	This study should be launched as soon as possible
<b>Thematic studies and pilot projects for Blue Economy</b>			
R – Marine and maritime research in support of Blue Economy	T0 + 5 months	T0 + 30 months	First phase: formulation
E – Improvement of the marine and coastal environment	T0 + 5 months	T0 + 30 months	First phase: formulation
T – Diversification of maritime and coastal tourism	T0 + 5 months	T0 + 30 months	First phase: formulation
C – Sustainable cruise development	T0 + 6 months	T0 + 36 months	First phase: formulation

Figure 4: Overall schedule



### 4.3. Conditionality and sequencing

The project components have been designed to be carried out independently of each other. However, the willingness of partners to engage in the pilot projects will depend on how aware they are of the potential benefits of Blue Economy. The strategic assessment of the potential afforded by the Black Sea in this field (component P.1) is highly likely to gain their support and *should thus be launched as soon as possible*.

Most of the project components remain to be formulated (for which stakeholder involvement will be essential). The majority have strong links to each other. Four components are linked though the environment (R.1, R.2, E.1, C.3), with R.2 feeding directly into E.1. All of the components are linked through tourism (particularly P.1 P.2, R.1, R.2, E.1, T.1, T.2, C.1 and C.2). The last 5 components have to follow P.1. The IC component forms the basis for support to all other components.

## 5

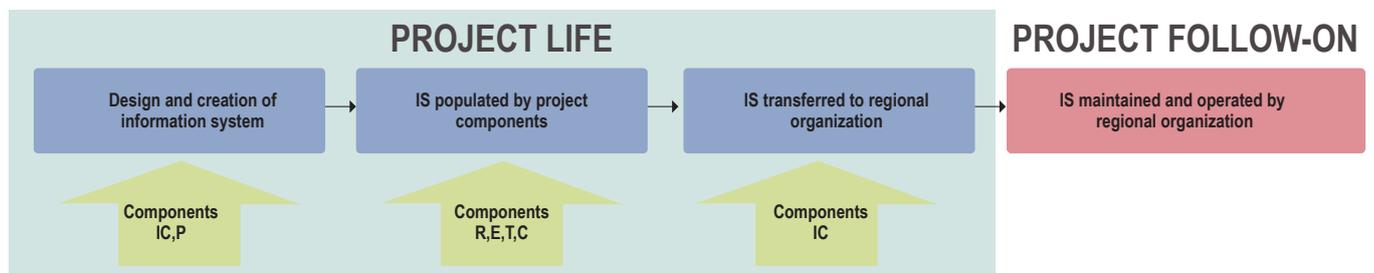
## Sustainability

The outcomes of the project will be sustainable only if they are appropriated by relevant stakeholders and organisations (in terms of experience and capacity) or made permanently available by them (by publishing information).

The suggested approach to ensuring sustainability, building on cross-cutting issues and on implementation of the pilot projects, consists of the following:

- The creation (during the initial strategic assessment) of an information system (Black Sea Blue Economy Portal) that includes all of the project's components, together with the results of the strategic study (reports, maps in GIS format, etc.). At the end of the project, *this system could be transferred to a regional organisation* that is able to maintain it and update it with new information; In addition to this an IMP quarterly newsletter is advised;

**Figure 5:** Information system (creation, population and transfer)



- Assurance that all actions will support *networking*, particularly among research and education institutions and industries;
- Assurance that at least one of the leading participating organisations is an end-user of a *pilot project* and that the project supports a medium or long-term strategy (e.g. local planning, MPA creation, industrial development), community-based involvement and development based on win-win situations. Experience from pilot projects should be transferred to spatial planning and follow-up processes described and agreed;
- The inclusion of *capacity building exercises* by the project and each component which are visible and measurable by the participating organisations and beyond (e.g. local experts, administrations, industry). This cross-cutting objective is described in the box below.

*The overall cross-cutting issue is the need to build awareness and capacity among the major Black Sea maritime stakeholders in order to enable them to design and implement integrated policies, strategies and projects.*

*Most of the main maritime stakeholders in the Black Sea are aware of the EU approaches of Integrated Maritime Policy and Blue Economy. Most are interested in participating in the development of these policies, but are concerned that they lack the capacity needed to participate in EU projects and policies (whatever the policy framework) and to build national contributions to the development of a future regional IMP in the Black Sea.*

*In addition to limited general knowledge of IMP, specific gaps were identified by the scoping study in the following areas: integrated governance (including cross-sectoral governance), cooperation between research and business, planning issues (including integrated coastal zone management (ICZM) and MSP) and monitoring and evaluation.*

*Actions to address these gaps should be included in each project component, and monitored at regional level.*

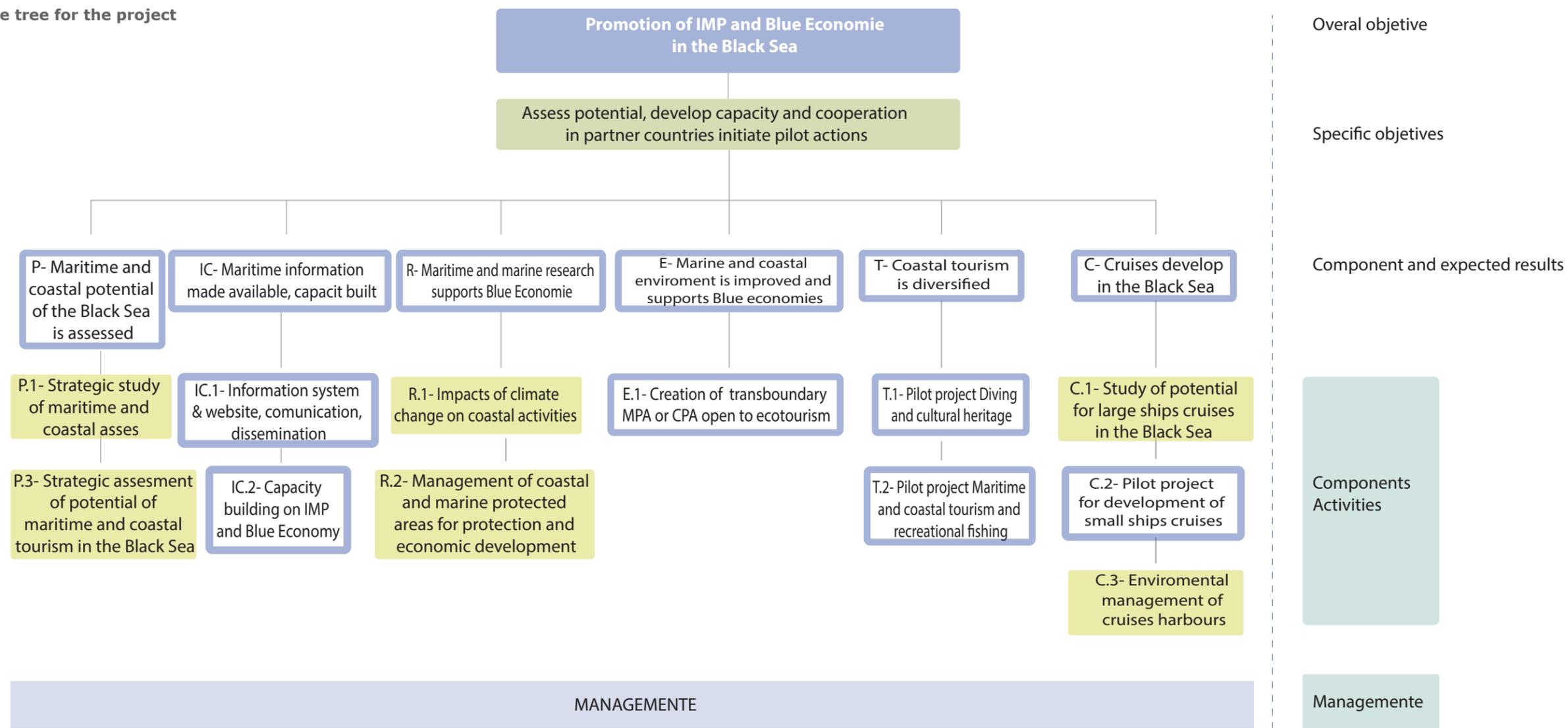
*Specific capacity-building actions should be supported through this project, such as the development of specific education and training curricula (both academic and professional) within existing regional initiatives*

# Annex A – Logical framework

## Objective tree

The purposes of each component and the corresponding activities are represented in the following figure. Strategic components open to participation by all countries are shown in yellow.

Figure 6: Objective tree for the project



### Logical framework (logframe) matrix

Black Sea IMP and Blue Economy Development and Support Programme				
	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
Overall Objective	To promote an Integrated Maritime Policy approach and to contribute to the development of Blue Economy and the improvement of the marine and coastal environment in the Black Sea	Improved cooperation and neighbourly relations Measurable improvement of environmental, economic and social indicators EU approximation Cooperation among Black Sea countries for IMP developed and agreed	Cooperation and partnership agreements related to integrated maritime policy and Blue Economy signed	All the countries in the region show strong interest in the development of Blue Economy, and are aware of the need for better integration and deeper cooperation at regional level
Specific Objectives	<p>Component (1) –Black Sea IMP development and support</p> <p>Component (2) –Thematic studies and pilot projects for Blue Economy</p> <p>Raising awareness of the potential of Blue Economy in the Black Sea among the major stakeholders (regional organisations, national administrations, research and education organisations, economic sectors, NGOs and civil society)</p> <p>Developing regional, multilateral and bilateral cooperation in the field of integrated maritime policy and Blue Economy that demonstrate the concrete benefits of the latter (jobs, added value, etc.)</p> <p>Contributing to capacity building in the field of integrated maritime policy and Blue Economy for all stakeholders (public and private) in the region</p> <p>Supporting future strategies, programmes and projects in the field of Blue Economy at all levels in the region</p> <p>Contributing to the improvement of the marine and coastal environment in the Black Sea</p>	<p>Number of countries involved in Blue Economy projects, with high-level coordination for IMP and Blue Economy</p> <p>Number of countries in which Blue Economy projects or pilot projects have been launched</p> <p>Establishment of long-term partnerships</p> <p>Identification of funding for permanent partnerships</p> <p>Involvement of inter-state regional entities</p> <p>Reorientation of regional cooperation projects toward the achievement of the objectives commonly established by the Black Sea countries and supported by coordinated donor actions</p> <p>Involvement of economic sectors</p>	<p>Joint projects and programmes launched</p> <p>Project reports, feedback from project partners and beneficiaries</p>	<p>Political commitment by the Black Sea countries</p> <p>Political stability</p> <p>Stable economic development</p> <p>Cultural differences overcome</p>

<b>Black Sea IMP and Blue Economy Development and Support Programme</b>				
	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Sources and means of verification</b>	<b>Assumptions</b>
<b>Results</b>	<p><b>Component (1) – Black Sea IMP development and support</b></p> <p><b>Component (2) –Thematic studies and pilot projects for Blue Economy</b></p> <p><b>The potential for Blue Economy in the Black Sea in general, and specifically the potential of maritime and coastal tourism (including maritime cruises) is assessed; Information related to Blue Economy is made available to all interested stakeholders</b></p> <p><b>Cross-sectoral networks are created or strengthened</b></p> <p><b>Concrete pilot projects (that are cross-sectoral, and international when possible) are launched in the field of sustainable maritime and coastal tourism, with tangible outputs and outcomes that demonstrate the added value of Blue Economy</b></p> <p><b>Capacity is built in the field of Integrated Maritime Policy and Blue Economy in the region</b></p> <p><b>Resources are assessed and concrete environmental and research issues related to the development of Blue Economy addressed</b></p> <p><b>Projects and studies which contribute to environmental management and sustainable activities are carried out</b></p>	<p><b>Number of IMP-related events (high-level meetings, regional workshops, seminars and conferences) organised and number of publications published</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Number of stakeholders involved in Integrated Maritime Policy and Blue Economy processes and the depth of their involvement</li> <li><input type="checkbox"/> Memoranda of Understanding signed between EU and IMP data centres</li> <li><input type="checkbox"/> Identification of extra funding for permanent partnerships</li> <li><input type="checkbox"/> Number of capacity building and training activities implemented</li> <li><input type="checkbox"/> Training materials printed and distributed</li> <li><input type="checkbox"/> Number of stakeholders participating in awareness-raising campaigns</li> <li><input type="checkbox"/> Distribution of printed and other materials to raise awareness of the programme</li> <li><input type="checkbox"/> Number of pilot demonstrative and replicable projects carried out</li> <li><input type="checkbox"/> Number of visits made to the IMP website</li> </ul>	<p><b>IMP annual reports and website</b></p> <p><b>EU and Delegation websites</b></p> <p><b>Feedback from beneficiaries</b></p> <p><b>Project technical reports</b></p> <p><b>Steering committee meeting minutes</b></p> <p><b>Monitoring report and interim project reports</b></p>	<p><b>Consensus between national institutions and regional structures</b></p> <p><b>Sufficient political will and resources are allocated to the sector (e.g. investment programmes accompany this regional cooperation programme)</b></p> <p><b>Progress is made toward changing institutional principles of work at inter-institutional and inter-state level and overcoming related barriers</b></p> <p><b>Better information at regional level leads to better national policy-making</b></p> <p><b>Highly effective coordination is ensured through the Steering Committee with the strong involvement of regional organisations</b></p>

Black Sea IMP and Blue Economy Development and Support Programme				
	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
Indicative activities	<p><b>Indicative activities Component (1) – Black Sea IMP development and support</b></p> <p><b>M – Regional Project Management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> M.1 – Regional Project Management</li> </ul> <p><b>P – Assessment of the Potential for Blue Economy in the Black Sea</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> P.1 – Strategic study of maritime and coastal assets</li> <li><input type="checkbox"/> P.2 – Strategic assessment of the potential of maritime and coastal tourism in the Black Sea</li> </ul> <p><b>IC – Information, communication and dissemination, Capacity building</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> IC.1 – Information system and website, communication and dissemination, newsletter</li> <li><input type="checkbox"/> IC.2 – Capacity building in IMP and Blue Economy</li> </ul> <p><b>Indicative activities Component (2) – Thematic studies and pilot projects for Blue Economy</b></p> <p><b>R – Marine and maritime Research in support of Blue Economy</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> R.1 – Impact of climate change on coastal activities</li> <li><input type="checkbox"/> R.2 – Management of coastal and marine protected areas (CPAs and MPAs) for protection and economic development</li> </ul> <p><b>E – Improvement of the marine and coastal Environment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> E.1 – Creation of transboundary MPAs or CPAs open to ecotourism</li> </ul> <p><b>T – Diversification of maritime and coastal Tourism</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> T.1 – Pilot project: Diving and cultural heritage</li> <li><input type="checkbox"/> T.2 – Pilot project: Maritime and coastal tourism and recreational fishing</li> </ul> <p><b>C – Sustainable Cruise development</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> C.1 – Study of the potential for large ship cruises in the Black Sea</li> <li><input type="checkbox"/> C.2 – Pilot project for the development of small ship cruises</li> <li><input type="checkbox"/> C.3 – Environmental management of cruise harbours</li> </ul>			

### Traceability matrix

The following table shows the relationship between project components, expected results and the project's objectives as defined in the Terms of Reference.

Project components Objective	IC – Information, communication, capacity building	P – Assessment of potential	R – Research	E – Environment	T – Coastal tourism	C – Cruises
Raising <i>awareness</i> of the <i>potential</i> of Blue Economy	+++	+++	++	+	+++	+++
Developing regional, multilateral and bilateral <i>cooperation</i>	++	++	+++	+++	+	+++
Contributing to <i>capacity building</i>	+++	+	++	+	+++	
Supporting <i>future strategies</i> , programmes and projects	+++	+++	+++	++	++	+++
Demonstrating the <i>concrete benefits</i> of Blue Economy	++	++	+	++	+++	+++
Contributing to improving the marine and coastal <i>environment</i>	+	+	+++	+++	++	++

