

2019

JASPERS

JOINT ASSISTANCE TO SUPPORT PROJECTS IN EUROPEAN REGIONS



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European Investment Bank Annual Report 2019 on JASPERS

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THE JOINT ASSISTANCE TO SUPPORT PROJECTS IN EUROPEAN REGIONS (JASPERS) initiative helps regions and cities improve the quality of investment supported by EU funds.

JASPERS is a team of 128 people based in Luxembourg, Brussels, Bucharest, Sofia, Vienna and Warsaw covering a wide range of areas of expertise in three business lines: project preparation, independent project appraisal activity and capacity building.

JASPERS is a partnership between the European Commission and the European Investment Bank and it operates under three different mandates: its main mandate from the Commission's Directorate-General for Regional and Urban Policy (DG REGIO), funded by the European Structural and Investment Funds (ESIF); the Instrument for Pre-Accession mandate from the Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR); and the Connecting Europe Facility (CEF) mandate from the Commission's Directorate-General for Mobility and Transport (DG MOVE).

JASPERS supports projects that improve citizens' daily lives. Think of a water treatment plant connecting all residents to the water supply and wastewater collection networks. Think of a city development based on smart innovations, environmentally friendly technologies and climate change adaptation. Think of the modernisation of a railway line, increasing the safety and comfort of passengers while reducing their travel times. These are just a few examples of the type of projects that JASPERS supports in the sectors in which it operates (rail, air and maritime; water and wastewater; smart development; energy and solid waste).

How does all this happen? First, we provide national authorities with strategic planning advice, so better projects see the light of day. Then, we support the teams of Member States of the European Union by transferring knowledge about project preparation, environmental issues, EU legislation or any related needs they may have. Finally, we support the European Commission's approval process by carrying out an independent quality review, thus preparing the ground for the European Commission's eventual decision.

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FOREWORD



Lilyana Pavlova

Vice-President, European Investment Bank

Since 2006, JASPERS has been an effective and reliable initiative for implementing the European Union's cohesion policy and has supported less advantaged European regions in developing sustainable transport and energy networks, as well as environmental and technological infrastructure.

Over the years, JASPERS has also supported public administration projects in sectors such as healthcare, e-learning and information and communication technology. All these sectors proved crucial during the coronavirus crisis. It has progressively increased the scope and magnitude of its activities to assist the public sector in effectively mitigating the risks posed by climate change and ensuring infrastructure resilience.

At this critical juncture for Europe and the rest of the world, we stand ready to provide further support in developing robust investment pipelines which will form the backbone of Europe's recovery.



Marc Lemaître

Director General, Directorate-General for Regional and Urban Policy,
European Commission

Europe needs cohesion and investments – this statement is truer today than ever for our continent, as it stands affected by the coronavirus pandemic and its economic and social aftermath. I am glad that, year after year, JASPERS has been working hand in hand with the regions and Member States to prepare the largest and most complex projects for the European Union's Cohesion Policy, and 2019 was no exception. Experts from the EIB – working in close cooperation with DG REGIO – have assisted national and regional authorities and project promoters in advancing their projects.

To implement the ambitious EU Recovery Plan in line with the principles of our European Green Deal over the next few years, we need an unprecedented pipeline of projects on the ground and JASPERS can contribute to this, based on their expertise in project preparation and management. I am confident that on the basis of a renewed partnership between the EIB and the Commission, JASPERS will continue to effectively support our main beneficiaries. In addition to the Cohesion Fund and the European Regional Development Fund (ERDF) projects, JASPERS has started to help regions to fully benefit from the Just Transition Fund that will be at their disposal next to a modernised Cohesion Policy in 2021-27. The improved and simplified Cohesion Policy will continue to focus on the results that our Member States, regions and fellow citizens need and expect.



2019 HIGHLIGHTS

JASPERS completed 182 assignments in 2019, enhancing support for projects contributing to sustainable transport and climate action. During the year, JASPERS also stepped up efforts to support public administration projects in sectors that proved crucial in the coronavirus pandemic at the beginning of 2020 (such as healthcare, e-learning and information and communication technology).

While the focus of assistance continued to be on major projects¹, JASPERS intensified activity aimed at improving the technical capacity of public administrations and promoters in areas like integrated strategic planning, cost-benefit analysis, compliance with EU environmental requirements, state aid and climate change adaptation and prevention.

In 2019, JASPERS issued a record number of appraisals (73), reflecting the increasingly mature pipeline of projects prepared by the Member States. At the end of 2019, JASPERS had a portfolio of 404 active advisory assignments.

JASPERS has a stable presence in the countries it supports, with new assignments identified every year where JASPERS experts can make a difference.

1 A major project is an operation for which the total eligible cost exceeds €50 million, or in the case of operations contributing to thematic objective 7 (promoting sustainable transport and removing bottlenecks in key network infrastructure), the total eligible cost exceeds €75 million (as defined in article 100 of the CPR 2014-2020).



FIGURE 1: DISTRIBUTION OF ADVISORY ASSIGNMENTS COMPLETED BY JASPERS IN 2019 BY TYPE (%)

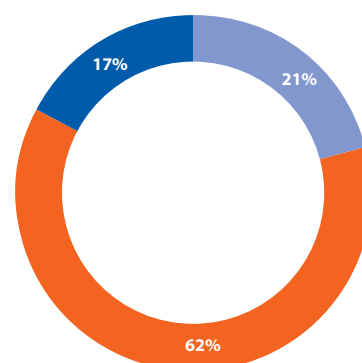


FIGURE 2: DISTRIBUTION OF ADVISORY ASSIGNMENTS ACTIVE AT 31 DECEMBER 2019 BY TYPE (%)

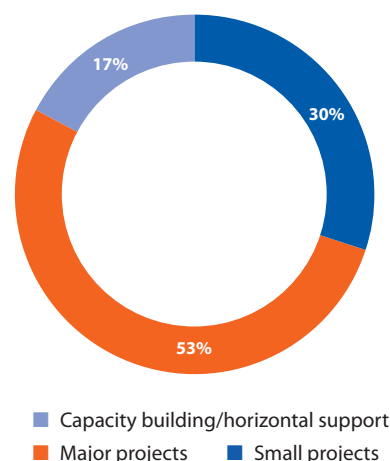


TABLE 1: JASPERS ACTIVITY IN 2019

	Completed	Ongoing	Created
Total	182	420	166
Advisory	109	404	103
Appraisal	73	16	63

A list of completed and active JASPERS assignments is available at <https://jaspers.eib.org/follow-the-action/index.htm>

During the year, the European Commission approved financial contributions to 69 major projects that were supported by JASPERS advisory, appraised by JASPERS, or both, with total project costs of €26.48 billion and €12.65 billion of EU grant support. Out of the total number of applications approved by the European Commission, 35 refer to JASPERS-supported projects contributing to climate action and 45 refer to JASPERS-assisted projects contributing to sustainable transport².

In 2019, the European Foundation for Quality Management (EFQM) awarded JASPERS a *Recognised for Excellence* certificate, which is valid for three years. This remarkable level of recognition follows the EFQM *Committed to Excellence* certificate that JASPERS obtained in 2017. The assessment took into account JASPERS' strategic challenges and objectives, as well as performance and results.

An overview of major projects supported or appraised by JASPERS and approved by the European Commission in 2019 is provided in Annexes 5 and 6.

² Some projects count under both the climate action and sustainable transport category.

What enables JASPERS to contribute to the success of the EU policies it supports is a thorough understanding of its customers, anticipation of their needs and the continuous development of its service offer. JASPERS continuously adapts its services and products to the evolving needs of its customers. This process is supported by a structured approach for capturing and filtering feedback from stakeholders, as well as through the communication of a clear strategy and mission.

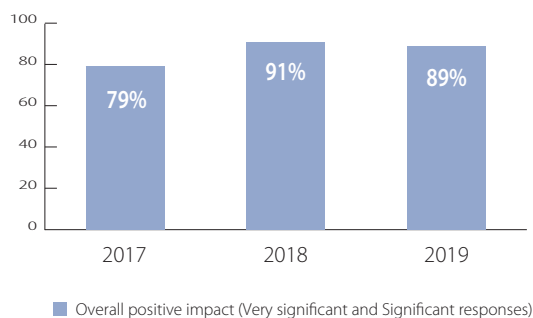
JASPERS has ten strategic objectives, presented in Figure 3. These objectives are divided into five categories (institutional, customer, financial & risk, internal resources, people & learning).

To monitor progress, JASPERS has set up a robust array of key performance indicators (see examples in Figures 4a, 4b, 4c, 4d and 4e).

FIGURE 3: JASPERS STRATEGY MAP

INSTITUTIONAL	Provide advisory support to improve the quality of projects and strategies	Increase the administrative and technical capacities of beneficiaries for project and strategy preparation
CUSTOMER	Ensure stakeholder satisfaction with JASPERS intervention	Create value by contributing to the objectives of your partners (European Commission, EIB)
FINANCES AND RISK	Use human, financial and other resources efficiently/effectively	Identify, monitor and mitigate main risks (operational, financial, reputational)
INTERNAL PROCESSES	Ensure consistency of advice across JASPERS	Promote continuous improvement in processes and information systems
PEOPLE AND LEARNING	Maintain high staff motivation and skills	Develop and optimise operational synergies and enhance knowledge sharing with JASPERS stakeholders

FIGURE 4a: PERCEPTION OF JASPERS' IMPACT THROUGH ASSIGNMENTS

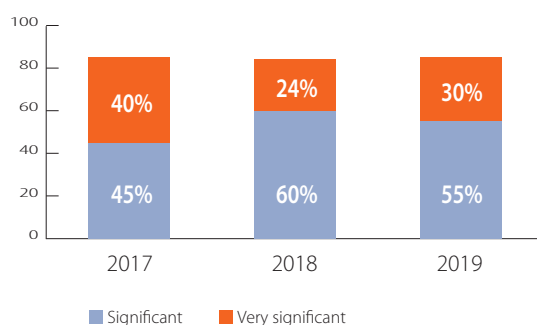


Objective for indicator:

The perception of JASPERS' impact on our assignments is crucial. JASPERS tries to identify and contribute to those assignments where we are likely to make a stronger impact. This question was added after the review of our customer feedback survey in 2017. Overall impact in the graph includes positive answers, i.e. Very Significant and Significant responses.

The new Country Action Plan process introduced in September 2018 enables a better filtering of requests for JASPERS support. This, in turn, enables us to focus our efforts on those assignments where we can make a bigger impact.

FIGURE 4b: PERCEPTION OF IMPROVEMENT IN PROJECT QUALITY THROUGH ASSIGNMENTS



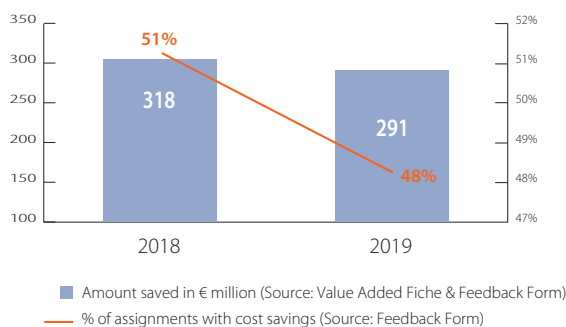
Objective for indicator:

To evaluate the improvement in selection criteria for JASPERS interventions and empower us to focus on those assignments where JASPERS can bring about bigger improvements in project quality.

The improvement of project quality is part of JASPERS' vision and mission, and is a key strategic objective. This question was added after the review of our customer feedback survey in 2017 to measure the perception of our customers on this critical aspect.

After many years of working with countries, not only have we improved project quality but we have also increased capacity within our counterparts. Through its assignments, JASPERS also supports countries in the early detection of risks and removal of potential barriers during project implementation.

FIGURE 4c: COST SAVINGS AS A RESULT OF JASPERS INTERVENTIONS

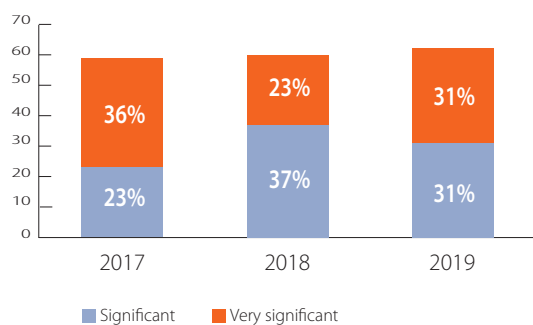


Objective for indicator:

In carrying out its interventions, JASPERS can sometimes contribute to changes in the counterpart's original plans for the projects that result in a reduction in the initially foreseen costs. These reductions in the original estimates are considered as "savings" that can be reinvested by the counterpart to address other priorities. By monitoring these cases, JASPERS can demonstrate one type of added value it provides to its counterparts, and which has positive repercussions on EU citizens.

One of the triggers improving the way we capture these cost savings was the performance audit performed by the European Court of Auditors in early 2018. The audit highlighted the importance of measuring our contribution to reducing unnecessary costs. For this reason, data are only available from 2018.

FIGURE 4d: PERCEPTION OF IMPROVEMENT CAPACITY FOR COUNTERPARTS THROUGH ASSIGNMENTS (ADVISORY)



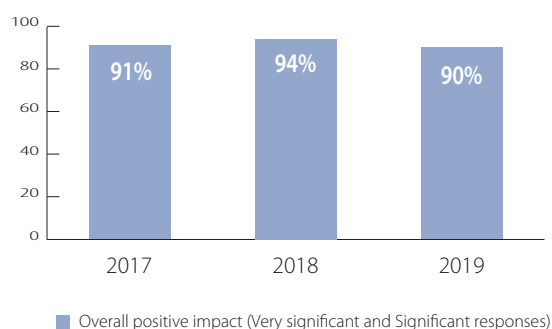
Objective for indicator:

This indicator helps us monitor how we maximise capacity building during advisory assignments.

One of JASPERS' main goals is to improve the capacity of its counterparts. Apart from transversal capacity building events and train-the-trainer actions (see other relevant indicators), this is done through close collaboration with counterparts in the course of our assignments.

To understand our effectiveness in building capacity through our projects and transversal horizontal and strategic interventions, the feedback after each assignment includes a dedicated question on this topic.

FIGURE 4e: PARTICIPANT SATISFACTION WITH CAPACITY BUILDING ACTIVITIES

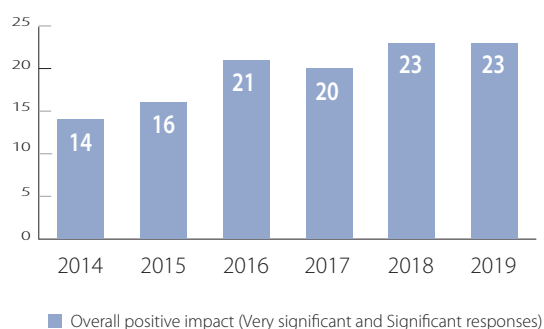


Objective for indicator:

Assignments that specifically target transversal capacity building actions, training sessions and workshops (events) have a specific feedback survey to understand the quality and impact of the events. This indicator helps us to monitor the satisfaction with our transversal capacity building activities.

This feedback is used to better plan subsequent events. The immediate availability of feedback after each event helps to quickly identify potential areas for improvement.

FIGURE 4f: NUMBER OF COUNTRIES WITH JASPERS-SUPPORTED NEW ASSIGNMENTS



Objective for indicator:

To ensure that all countries with signed working arrangements receive JASPERS support if required.

The diversity of assignments, projects and approaches from the different European countries support our experts' continuous learning process, allowing for improved advice on projects and strategies.

Having reinforced the role of the Country Relationship Managers, JASPERS has expanded its reach across Europe, giving a clear sign that our work is appreciated by our counterparts. This indicator and its results also underline the fact that JASPERS proactively approaches and covers countries with existing working arrangements.

JASPERS monitors its assignments to identify and focus on those where it is most likely to make the biggest impact. The perception of JASPERS' impact on projects and improvement of project quality remained high in 2019 (89% and 85%, respectively).

Cost savings, identified in almost half of the completed assignments, amounted to €290 million. The increase in the capacity of beneficiaries, one of JASPERS' main goals, was perceived as either Very significant or Significant for 62% of assignments. It was also the primary objective of targeted capacity building activities, with a high participant satisfaction rate (90%). In 2019, JASPERS also continued to implement recommendations from audits and evaluations.





ADVISORY ACTIVITY **IN 2019**

The advisory function of JASPERS, provided under three EU mandates, covers all aspects of project development, from strategic planning and project development to targeted implementation support.

To facilitate project preparation and approval, JASPERS may also assist on cross-project and cross-country matters such as methodological and sectoral approaches, climate proofing, state aid issues, cost-benefit analysis methodology and institutional restructuring. Furthermore, JASPERS helps strengthen the technical administrative capacities of public authorities.

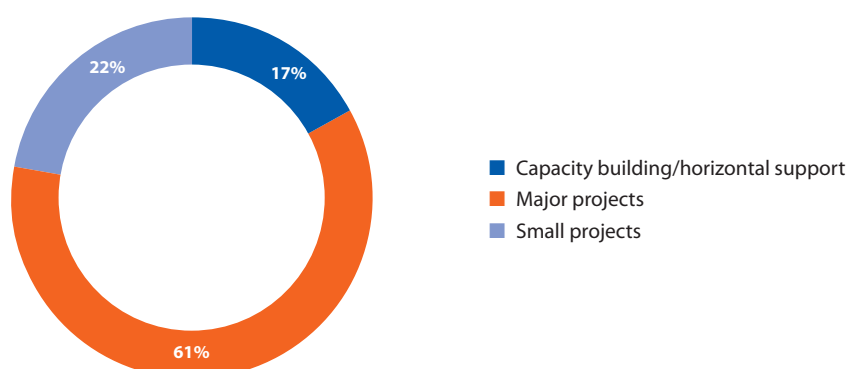
JASPERS operates under three different mandates:

- **European Structural and Investment Funds mandate** from the European Commission's Directorate-General for Regional and Urban Policy (DG REGIO), which is funded by the European Structural and Investment Funds³. **Details of JASPERS activities in EU countries are available in Annexes 1 and 2.**
- **Instrument for Pre-Accession II (IPA II) mandate** from the European Commission's Directorate-General Neighbourhood and Enlargement Negotiations (DG NEAR), which is addressed to pre-accession countries⁴ for the period 2016-2020. Operations in Serbia for the period 2015-2019 were managed under the Serbia National Programme agreement. **Details of JASPERS activities in pre-accession countries and the Serbia National Programme are available in Annexes 7 and 8.**
- **Connecting Europe Facility 2 (CEF2) mandate** from the European Commission's Directorate-General Mobility and Transport (DG MOVE) for the period 2018-2020, which supports sustainable transportation projects across the European Union, with the principal objective of completing the core Trans-European Transport Network (TEN-T) and its corridors by 2030. **Details of JASPERS activities under the CEF2 mandate in 2019 are available in Annex 3.**

TABLE 2: JASPERS ADVISORY ACTIVITY BY MANDATE IN 2019 (ASSIGNMENTS)

	Completed	Ongoing	Created
ESIF	96	337	77
CEF2	4	11	9
IPA II	9	29	13
Serbia National Programme		27	4
Total advisory	109	404	103⁵

FIGURE 5: DISTRIBUTION OF ASSIGNMENTS COMPLETED BY JASPERS IN 2019 UNDER THE ESIF MANDATE



³ https://ec.europa.eu/info/funding-tenders/funding-opportunities/funding-programmes/overview-funding-programmes/european-structural-and-investment-funds_en

⁴ Countries include Albania, Bosnia and Herzegovina, Kosovo, the Republic of North Macedonia, Montenegro, Serbia and Turkey.

⁵ In 2019, one additional assignment was created under the SRSS activity in Romania, which is covered under a separate agreement between EIB/JASPERS and European Commission/SRSS.

ADVISORY ACTIVITY IN THE EUROPEAN UNION

In 2019, JASPERS completed 100 advisory assignments under the European Structural and Investment Funds and Connecting Europe Facility mandates. At 31 December 2019, JASPERS was working on 348 assignments in the European Union.

The investment volume of JASPERS' portfolio in the European Union was about €67 billion. Out of 69 major projects for which the European Commission approved a financial contribution from the EU budget in 2019, 51 had benefited from JASPERS advisory support. Their total investment volume was over €20.5 billion.

TABLE 3: JASPERS PORTFOLIO IN THE EUROPEAN UNION BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed assignments	Ongoing assignments	Investment volume* portfolio	Approved	Investment volume* approved projects
Energy and Solid Waste	17	33	4.2	3	0.9
Rail, Air and Maritime	31	133	31.8	20	7.9
Roads	17	48	16.4	8	4.3
Smart Development	13	19	3.5	12	4.9
Water and Wastewater	18	99	11	8	2.5
Networking and Competence Centre	4	16			
Grand total	100	348	66.9	51	20.5

* The investment volume of assignments completed in 2019 and assignments active at 31 December 2019.

Cohesion is needed more than ever to respond to emergencies, promote economic recovery and build an equitable future Europe for all. Since its inception, cohesion has been a flagship project of the European Union and JASPERS has played a major role in helping reduce economic, social and territorial disparities.

Hereafter, sector highlights from JASPERS divisions and projects in different geographical areas of the European Union illustrate the beneficial effect of JASPERS' support on the life of citizens across countries and sectors.

For information on JASPERS divisions, please see p. 49.

SECTOR HIGHLIGHTS

TRANSPORT

JASPERS assignments in the transport sector promote sustainable transport and eliminate bottlenecks in key elements of network infrastructure. JASPERS experts advise on how to achieve a safer, more reliable and efficient transportation system by optimising connectivity, travel time, capacity and safety, as well as by reducing emissions.

During 2019, the transport portfolio included 218 assignments, encompassing roads, urban areas and public transport (rail, air and maritime). The estimated investment cost of these assignments was almost €50 billion. 46 of the 218 assignments were completed in 2019. Of these, 27 were related to major projects. The largest portfolio was based in South-Eastern Europe (25%), followed by Central Europe (24%). **For more information on JASPERS support for sustainable transport, please see p. 32.**

WATER

Water is the source of life, but also the resource most affected by climate change. Climate change and an increased frequency of extreme weather conditions severely impact the availability and quality of freshwater resources, also causing water-related natural disasters, such as droughts and floods. By 2025, 800 million people globally will have to cope with water scarcity.

JASPERS assignments in the water sector promote climate change adaptation, risk management and prevention, environmental protection and resource efficiency. The advice provided by JASPERS' experts aims at improved flood risk management and coastal protection, as well as preparedness for and efficient response to disasters and at achieving compliance with the applicable directives from the Commission. JASPERS support also aims at compliance of water supply and wastewater services.

In 2019, JASPERS experts worked on 116 water assignments, with an estimated project investment cost of almost €10 billion. A total of 18 assignments were completed, of which ten were related to major projects. The largest portfolio was based in South-Eastern Europe (63%), followed by the Adriatic–Aegean Sea area (19%). **For more information on JASPERS support for climate action, please see p. 36.**

ENERGY

JASPERS advises the energy sector to improve the security of energy supply and support the shift towards a low-carbon economy, thus protecting the environment and promoting resource efficiency. In 2019, JASPERS increased support for renewable energy and energy efficiency, removing the existing bottlenecks before the end of the 2014-2020 programming period.

In 2019, JASPERS' energy portfolio included 19 assignments, of which 12 related to projects with an investment cost of about €2 billion. Seven assignments were completed in the course of the year, of which five related to major projects. The largest portfolio corresponded to projects in the Baltic Sea and Northern Europe area (27%), followed by the Adriatic–Aegean Sea area (22% each).

SOLID WASTE

In the solid waste sector, JASPERS provides advice that supports the improvement of waste management and promotes a circular economy. Assistance for this current programming period aims to favour the upgrade or completion of basic waste infrastructure in EU countries, in compliance with the waste hierarchy⁶. It also supports the introduction of sharing and licensing/reusing/refilling/cleaning/repairing/refurbishing/repurposing projects, as well as helping EU countries prepare a circular economy project pipeline⁷ in the waste sector.

⁶ To protect the environment and human health, the EU Waste Framework Directive has two key objectives: to prevent and reduce the negative impacts caused by the generation and management of waste and to improve resource efficiency. The Directive defines a "hierarchy" to be applied by EU Member States in waste management. Waste prevention and re-use are the preferred options, followed by recycling and energy recovery, while waste disposal through landfills should be the very last resort.

⁷ The May 2018 EU Directive on the circular economy reinforces the principles of waste avoidance and re-use of goods and resources. It also introduces multiple new obligations for the Member States, from new regulations for economic incentives and instruments to reporting and achievement of the waste recycling targets set.

In 2019, JASPERS' solid waste portfolio included 31 assignments, 26 of which were project-related. The estimated investment cost of these projects was €2.2 billion. Ten assignments were completed in the course of the year, of which five related to major projects. The largest portfolios were based in the Adriatic–Aegean Sea region and South-Eastern Europe (35% each).

URBAN DEVELOPMENT

JASPERS supports the preparation of European Structural and Investment Funds-backed urban development projects with further urban renewal and regeneration potential, including social housing, culture, education and healthcare infrastructure, as well as smart city integrated projects. In addition, JASPERS offers monitoring and evaluation of urban development programmes and projects. JASPERS can also provide support to prioritise projects, based on their eligibility and quality, for EU funding and potential EIB financing.

In 2019, JASPERS experts worked on eight assignments in this sector, one of which, related to a major project with an estimated investment cost of €101.21 million, was completed during the course of the year. The largest portfolio was based in Northern Europe (50%), followed by Central Europe (25%).

INFORMATION AND COMMUNICATION TECHNOLOGY

To achieve a sustainable future and emerge stronger from the coronavirus pandemic, Europe must develop a smart, sustainable and inclusive economy, with high levels of employment, productivity and social cohesion. The information and communication technology (ICT) sector plays an important role in achieving these goals. JASPERS supports research, technological development and innovation. Science and technology parks, the extension of broadband coverage in urban and rural areas, and the development of public e-services are among the projects supported by JASPERS. In 2019, JASPERS experts worked on 15 assignments in this sector. The estimated investment cost of these projects was €2.3 billion. Seven assignments were completed in 2019, six of which related to major projects. The largest portfolio was based in the Adriatic–Aegean Sea area (47%), followed by Western Europe (20%).

EDUCATION AND HEALTH SERVICES

Education is arguably the most efficient tool to support human empowerment and development. It is a prerequisite for increasing employability and fostering social inclusion. Similarly, good health is not only an essential component of our lives, it is also a precondition for the prosperity of our society.

JASPERS supports education and health services to overcome structural weaknesses in Europe's economy, improve its competitiveness and sustainability, provide valuable long-term solutions and plan for emergency situations.

In 2019, JASPERS experts worked on eight assignments in this sector, seven of which were project-related. The estimated investment cost of these projects was approximately €1 billion. Five assignments, all of them related to major projects, were completed throughout the course of the year. The largest portfolio was based in South-Eastern Europe (63%), followed by the Adriatic–Aegean Sea area (25%).

For more information on JASPERS support for projects addressing emergency situations, please see p. 39.

JASPERS ADVISORY ACTIVITY IN EUROPE

NORTHERN EUROPE AND BALTIC SEA

(ESTONIA, GERMANY, LATVIA, LITHUANIA AND POLAND)

In 2019, JASPERS completed 15 advisory assignments and worked on 50 assignments in Northern Europe, with a focus on the transport sector. The investment volume of JASPERS' portfolio in the region was over €8.9 billion. In 2019, the European Commission approved 13 major projects that had benefited from JASPERS advisory support, accounting for a total investment volume of €4.6 billion.



Poland is the focal point of JASPERS' activity in the region. Since 2006, JASPERS has supported Polish investments with 340 assignments and a total project cost of over €60 billion. This includes projects approved for co-financing by the European Commission and those currently under appraisal.

In 2019, JASPERS-supported investments in Poland spanned the transport, energy, waste, health, smart economy and water sectors. The majority of ongoing assignments were in the transport sector, ranging from overall support for major projects to horizontal support for urban mobility plans and methodological support. In the energy sector, assistance focused on the gas, power transmission and energy efficiency sub-sectors. At 31 December 2019, the Smart Development Division had five ongoing projects in Poland, two of which were in the field of research and innovation. The other three projects were in the urban sector. Moreover, JASPERS has a significant portfolio in the pipeline of regional water and wastewater projects for all the consolidated regional water operators in Poland.

Lithuania and JASPERS signed the first country action plan in 2006. At the end of 2019, JASPERS continued operations in the country with two assignments: the electrification of the TEN-T railway corridor no. 9 and the Lithuania Railway Transport Development Plan 2030.

TABLE 4: JASPERS PORTFOLIO IN NORTHERN EUROPE AND THE BALTIC SEA BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed	Ongoing	Investment volume* € billion	Approved	Investment volume* € billion
Energy and Solid Waste	5	5	1.3	1	0.2
Rail, Air and Maritime	7	22	5.0	9	3.7
Roads	1	8	2.0		
Smart Development	2	5	0.3	2	0.2
Water and Wastewater		10	0.3	1	0.5
Grand total	15	50	8.9	13	4.6

* The investment volume of assignments completed in 2019 and assignments active at 31 December 2019.



HARNESSING CLEAN ENERGY IN POLAND

The power transmission lines and power substations between Gdańsk, Żydów and Słupsk in Northern and North-Western Poland cover an area of almost 380 km. Despite the great potential of this area for renewable energy, notably off-shore wind, there is little installed large-scale generation capacity. The area relies heavily on power imports from other parts of the country and abroad. According to the draft Polish Energy Policy 2040, some 10 GW in off-shore wind power is expected to be harnessed by 2040 (with around 5 GW by 2030).

Furthermore, power consumption in Poland is expected to grow, reaching some 230 TW in 2040. The annual growth rate is estimated at 1.9% until 2030 and 1.5% thereafter.

The existing power transmission system does not have the capacity required to transmit the power generated off-shore to the rest of the country. Additional investments are necessary to reinforce the grid.

The objective of the project is to enable the connection of approximately 2.4 GW of renewable energy sources, mainly off-shore wind farms, to the Polish transmission system in such a way as to maintain the security of energy supply and reliable network operations. The total investment cost is approximately €237 million. The project, supported by the European Commission with a €54 million grant from the Cohesion Fund, will support the achievement of the EU target of 20% of energy generated from renewable sources.

JASPERS supported Polskie Sieci Elektroenergetyczne's (PSE) application for grant funding by strengthening the project's eligibility, shaping the demand and option analysis and advising on matters related to environmental procedures and climate resilience for the project.

IMPROVING ACCESS TO THE PORT OF GDYNIA

The Port of Gdynia belongs to the core Trans-European Transport Network. As a universal port, it handles all types of cargo (containers and bulk cargo). In 2017, it handled some 21 tonnes of cargo, equal to a 24% share in the total volume handled by Poland's four main seaports (Gdynia, Gdańsk, Świnoujście and Szczecin).

The main deficiency of the existing infrastructure is its inability to accommodate large container and bulk ships. At present, large ships can only call at the Port of Gdynia when they are not loaded to full capacity. This lowers the attractiveness of the port.

Modifications to the access and to the port itself will enable larger vessels to enter the port, improve navigation conditions and enhance its safety.

JASPERS provided support to the beneficiary, the Polish Ministry of Investment and Economic Development, in the preparation of the traffic forecast, capacity and cost-benefit analysis. JASPERS also advised on the project documentation (technical and engineering feasibility, option analysis and environmental impact assessment), and supported the preparation of the grant funding application. The project received grant funding to the tune of almost €65 million.

WESTERN EUROPE AND IBERIA

(FRANCE, IRELAND, PORTUGAL, SPAIN AND THE UNITED KINGDOM)

In 2019, JASPERS completed 14 advisory assignments, and at 31 December 2019, was working on 16 assignments in the region. The investment volume of JASPERS' portfolio in the region was over €3.5 billion.

The Ireland and United Kingdom portfolio accounted for a total of €625 million (€325 million and €300 million, respectively). In 2019, the European Commission approved five major projects in the region that had benefited from JASPERS' advisory support, accounting for a total investment volume of €692.6 million.



TABLE 5: JASPERS PORTFOLIO IN WESTERN EUROPEAN UNION BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed	Ongoing	Investment volume* € billion	Approved	Investment volume* € billion
Energy and Solid Waste	2	3	0.7		
Rail, Air and Maritime	9	11	2.0	2	0.3
Roads	1		0.3		
Smart Development	2	2	0.5	3	0.4
Grand total	14	16	3.5	5	0.7

* The investment volume of assignments completed in 2019 and assignments active at December 2019.

France and JASPERS signed their first country action plan in 2015. By the end of 2019, JASPERS had delivered eight assignments (four of them in 2019) and three were ongoing. The assignments equally target smart development (information and communication technology projects), rail/air/maritime (airports and ports) and energy/solid waste (wind energy and waste management). The assignments are located in mainland France, as well as in the overseas departments of Guyane, Guadeloupe, Martinique and La Réunion.

Although JASPERS began activities in **Spain** and **Portugal** quite recently (2017), it has since developed a significant portfolio, with seven advisory assignments created in 2019 and nine already completed in 2019. At present, JASPERS' advisory activities in the two countries are in the transport sector and energy and solid waste sectors. In 2019, nine assignments were completed, and another nine were ongoing at the end of the year, representing an investment volume of €1.85 billion.

Finally, in **Ireland**, JASPERS completed one energy efficiency assignment in 2019 and has four ongoing assignments. Half of these are in the smart development sector.

SUPPORTING RESEARCH IN ENVIRONMENTAL PROTECTION IN SPAIN

Instituto Español de Oceanografía (IEO) is a public research institute under the governance of the Spanish Ministry of Science, Technology and Innovation. At present, the IEO fleet consists of five vessels of varying sizes and purposes. In 2019, JASPERS supported the construction of a new large-scale oceanographic research vessel, which will become the biggest in the fleet with a length of 80-90 metres, a crew of 26 and the capability to accommodate up to 40 researchers and technicians.

"The cooperation between IEO and JASPERS experts led to the swift, smooth approval of the grant funding by the European Commission," said Mr José I. Díaz, IEO fleet coordinator. "The JASPERS' team made a great contribution to the realisation of a promising investment project for a global multipurpose oceanographic research vessel to be based in Cadiz, Andalusia."

The project fills a gap in maritime research in Spain, which lacked a vessel of sufficient size and autonomy for long campaigns. This vessel will enable the expansion of knowledge and improve research, development and innovation in the maritime sector. Furthermore, it will enhance the development of scientific exchange with national and international institutions in the areas of marine environment and environmental protection, aquaculture and fisheries.

Both existing and new staff will be trained in the use of the new research methods enabled by the ship. State-of-the-art equipment will support and further increase research capacity.

JASPERS supported the beneficiary in the definition and preparation of the project for EU co-financing. JASPERS' experts provided methodological guidance and advised on the intermediate and final deliverables, notably a feasibility study, including the cost-benefit analysis and EU funding application form. For this project, the European Commission approved grant funding of €68 million, covering 80% of the total investment cost.

INCREASING BUILDING ENERGY EFFICIENCY IN SOUTH-EASTERN IRELAND

The housing crisis continues to deepen in Ireland, with marginalised and lower-income households suffering most acutely. Social housing makes up 10% of all housing in the country. However, social housing buildings frequently deliver poorly on energy performance.

Approximately €130 million was allocated to support the shift towards a low-carbon economy in the Southern and Eastern regions of Ireland in the 2014-2020 Operational Programme.

From this amount, about €90 million has been earmarked for social housing retrofits. To ensure that the funds are spent effectively, the Managing Authority, Southern Regional Assembly, considered the use of financial instruments (a form of repayable assistance) instead of grants. The organisation requested JASPERS' assistance in this context.

Specifically, the assistance aimed at redesigning the support scheme for the investments proposed. In particular, JASPERS advised on blending grants with financial instruments and optimising the scope of the renovation works. For example, municipalities might recover their investment by reducing fuel allowance amounts to tenants in exchange for houses being upgraded.

CENTRAL EUROPE

(AUSTRIA, THE CZECH REPUBLIC, HUNGARY AND SLOVAKIA)

In 2019, JASPERS completed 16 advisory assignments and at 31 December 2019, was working on 63 assignments in Central Europe. The investment volume of the JASPERS portfolio in the region was over €11.8 billion. In 2019, the European Commission approved 12 major projects that had benefited from JASPERS' advisory support, accounting for a total investment volume of €3.7 billion.

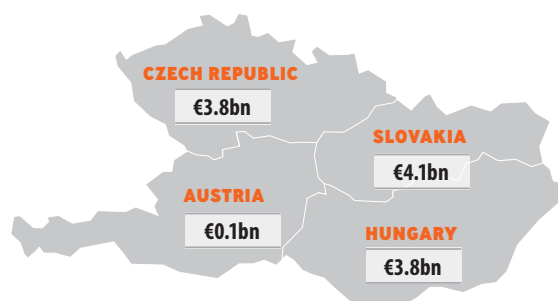


TABLE 6: JASPERS PORTFOLIO IN CENTRAL EUROPE BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed	Ongoing	Investment volume* € billion	Approved	Investment volume* € billion
Energy and Solid Waste	1	3	0.1		
Rail, Air and Maritime	5	32	7.2	4	1.4
Roads	6	13	3.8	6	2.1
Smart Development	2	3	0.2	2	0.2
Water and Wastewater	2	9	0.5		
Networking and Competence Centre		3			
Grand total	16	63	11.8	12	3.7

* The investment volume of assignments completed in 2019 and assignments active at 31 December 2019.

JASPERS provided methodological guidance, participated in technical discussions and advised on the intermediate steps and deliverables. Specifically, the progress of the feasibility study of the project, including the cost-benefit analysis and grant funding application form, was assessed and supported.

The **Czech Republic** is one of three countries (the other two being Poland and Slovakia) where JASPERS has embarked on a novel initiative, providing support to the **preparation of projects under the Coal Regions in Transition plan**. The declining use of coal has led to mines closing down in a number of regions across Europe. To ensure that no region is left behind in the move towards a carbon-neutral economy, the European Commission launched the Platform on Coal Regions in Transition in December 2017. To date, the European Commission has undertaken a broad range of activities in relation to the platform, including hosting working group sessions and an annual dialogue as well as organising several bilateral meetings with EU countries. Three Czech regions participate in the initiative: Karlovy Vary, Ústí nad Labem and Moravia-Silesia. The Czech Ministry for Regional Development requested JASPERS support in screening the projects for compliance with the objectives of the Coal Regions in Transition initiative, as well as advising on their soundness and impact.



SAVING CARBON DIOXIDE IN BUILDING CONSTRUCTION IN AUSTRIA

Europe is the world's leading producer and consumer of cross-laminated timber, which is used for construction in residential housing, schools and kindergartens, public buildings, etc. Germany, Austria and Switzerland account for more than 60% of global cross-laminated timber production. The international competitiveness of the woodworking industry is driven by sectoral innovation systems in this market that is expected to increase steadily over the coming years.

In 2019, JASPERS supported the construction of a new cross-laminated timber plant with an annual capacity of approximately 100 000 m³ to 140 000 m³ of cross-laminated timber in Wiesenau (Carinthia). The technological production process of this plant comprises three major innovations: the capability to assemble and process conical slats; the ability to reduce waste in the production process, and a new high-pressure moulding process.

The project contributes to the achievement of climate change goals through the use of renewable energy and because the cross-laminated timber produced has a carbon storage potential which leads to emissions mitigation benefits of over 60 000 t/CO₂/year when it is used in construction.

Through the use of innovative technologies which enable efficiency gains, the project contributes to the decarbonisation of buildings, environmental sustainability and economic competitiveness. The project will also create employment in the district of Wolfsberg. Specifically, 80 permanent jobs will be created by the end of the project implementation and additional, new jobs are expected in the local wood production industry cluster.

Karl-Heinz Gallmayer from the Carinthian Economic Promotion Fund (in German: Kärntner Wirtschaftsförderungs Fonds, KWF) observed, "The focused, joint cooperation of JASPERS' experts and KWF, as well as the swift, smooth approval of the grant funding by the European Commission made a great contribution to the realisation of a promising investment project at the economic and technological location of Carinthia."

In **Slovakia**, JASPERS has facilitated the preparation of major projects financed under the Slovakia Transport Facility (for example, Železnice Slovenskej republiky's upgrade of the Puchov–Zilina railway line or Železničná spoločnosť Slovensko's modernisation of its rolling stock) and has contributed to different regional transport plans (including in Bratislava and Kosice) that have embedded projects financed directly or indirectly by the EIB. Additional areas of JASPERS' activity in the country include smart development projects, advice to cities/regions on their overall development, as well as contributing to plans and assisting in the Coal Regions in Transition initiative.

JASPERS has an extensive advisory track record in **Hungary** across a range of sectors, from strategic planning to project preparation and capacity building, with 108 assignments completed and 22 assignments ongoing, as of 31 December 2019. In the transport sector, JASPERS continues its support in the development of the Budapest node study, which will provide the basis for project selection and project development in the next programming period. In the water and wastewater sector, JASPERS is actively involved in the major project assignment of the modernisation of the Lake Balaton drainage system, as well as in a horizontal assignment for strategy support for the application of EU funds in the water sector. In the energy and solid waste sector, JASPERS is providing assistance to the Hungarian government for implementing the Circular Economy Package.

INCREASING FLOOD SAFETY IN TISZA, HUNGARY

Climate change is driving changes in populations' exposure to river flooding, for which the frequency and intensity is expected to increase, thus expanding flood-prone areas.

The communities along the 156 000 km² long Tisza river, one of the largest tributaries of the Danube, are at significant risk of flooding. Flood events along this river have been increasing in terms of both frequency and area.

The river basin is shared by five nations: Ukraine, Romania, Slovakia, Hungary and Serbia. In Hungary alone, there are over 400 communities, housing 1.2 million people, on a floodplain.

This JASPERS project is located in central Hungary, between Szolnok Railway Bridge and Kisköre. It aims to improve flood protection in the two flood basins of Laskó-Tisza-Zagyva-Tarna-köz and Fegyvernek-Mesterszállás. The two basins have a combined population directly at risk of almost 125 000 residents in 15 settlements and a further 49 settlements which are indirectly at risk.

The proposed interventions include the relocation of levees to give the river additional space, as well as cleaning measures to smooth river flow.

JASPERS provided advice on technical, economic and environmental aspects of the project. Within the assignment, particular attention was given to the environmental aspects, especially to the status and validity of permits. In the course of the assignment, permit conditions were subject to several revisions. A strong focus was also put on improving the understanding of the method applied to determine the project's economic viability. This project also received a €49 million grant from the Cohesion Fund.

ADRIATIC-AEGEAN SEA

(CROATIA, CYPRUS, GREECE, ITALY, MALTA AND SLOVENIA)

In 2019, JASPERS completed 21 advisory assignments and at 31 December 2019, was working on 83 assignments in the region. The investment volume of the JASPERS portfolio in the region was €14.6 billion. In 2019, the European Commission approved 12 major projects from the region which had benefited from JASPERS' advisory support, accounting for a total investment volume of €6.9 billion.



Since the beginning of activity in the country, JASPERS has completed 13 projects in **Cyprus**, with a total estimated cost of €474 million. Currently, JASPERS is supporting the island in the areas of waste management (in the regions of Limassol and Nicosia) and transport planning at a national and local level.

JASPERS started working in **Croatia** in 2011, years before the country became a member of the European Union. JASPERS supported Croatia in project development, in resolving horizontal sector issues and strengthening the capacity of beneficiaries. In 2019, JASPERS delivered ten project-related assignments and four horizontal assignments for Croatian stakeholders. The underlying investment volume of the completed assignments amounts to €1.1 billion. Highlights of project completions in 2019 were three water projects worth €515 million, four energy and waste projects worth €238 million, one eSchool project (€120 million), one transport project (€100 million) and one information and communication technology project (€121 million).

TABLE 7: JASPERS PORTFOLIO IN THE ADRIATIC-AEGEAN SEA BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed	Ongoing	Investment volume* € billion	Approved	Investment volume* € billion
Energy and Solid Waste	5	11	1.2	1	0.4
Rail, Air and Maritime	5	31	8.2	4	2.3
Roads	1	16	1.3		
Smart Development	4	5	1.4	4	3.8
Water and Wastewater	5	17	2.5	3	0.4
Networking and Competence Centre	1	3	NA	NA	NA
Grand total	21	83	14.6	12	6.9

* The investment volume of assignments completed in 2019 and assignments active at 31 December 2019.



IMPROVING WATER SUPPLY AND WASTEWATER SERVICES IN CROATIA

In 2019, JASPERS supported three major water projects and 12 non-major water schemes in Croatia, which were primarily in the areas of water supply and wastewater but also flood risk management. These projects received EU grant fund support of €0.6 billion.

During the 2014-2020 financial period, JASPERS reviewed approximately 90 major and non-major projects, of which 44 had a total eligible cost of approximately €2.5 billion and received over €1.5 billion in grant fund support.

“JASPERS’ expertise was crucial in the preparation, approval and implementation of water projects for the 2014-2020 Operational Programme,” said Dinko Polić, Head of Sector for EU Co-financed Projects, Hrvatske vode. “We very much appreciate this cooperation, which is helping us upgrade the water sector in Croatia, giving opportunities for smoother approval of grant funding by the European Commission and making a great contribution to the realisation of needed investments.”

The Split–Solín agglomeration on the Adriatic coastline, with a population of around 217 000, has a distribution network more than 500 km long which currently supplies 97% of the population. This system is characterised by high losses. JASPERS supported a project which aimed to extend and optimise the water supply system, as well as to improve the collection and treatment of urban wastewater. This project will ensure compliance with the relevant EU legislation (Drinking Water Directive, Urban Wastewater Treatment Directive and Water Framework Directive).

JASPERS advised the Hrvatske vode and the Ministry of Energy and Environment on feasibility studies and the accompanying documents, and on the proposed infrastructure needs, cost-benefit analysis and environmental impact assessment process. It also advised on the implementation strategy as part of the application process for grant funding.



SUPPORTING ULTRAFAST BROADBAND DEPLOYMENT IN GREECE

The Ultrafast Broadband project in Greece addresses the deployment of a future-proof broadband infrastructure, enabling internet access of a minimum of 100 Mbps in the target areas. The project, with an investment cost of €869 million, covers the so-called white Next Generation Access (NGA) areas across Greece, where there is no commercial interest to deploy high-speed broadband infrastructure.

Public intervention is expected to lower the investment threshold for private operators, making it more attractive to provide high-speed internet to end users. The new infrastructure will thus pave the way for the provision and use of more bandwidth-demanding applications for all user groups, including households, businesses and public institutions. In total, 7 611 settlements (out of the 12 727 inhabited settlements in Greece), with a population of 10.3 million inhabitants are being supported by this project. It is expected to cover a vast majority of the population (>90%) of the eligible areas in semi-rural and urban settlements.

The network will provide wholesale services at all levels (including ducts and dark fibre) for interested retail operators. The infrastructure itself will be technology neutral, allowing operators the choice of which technology to deploy, provided that the requirements of sufficient access speed are respected. JASPERS supported the beneficiary in the definition and project preparation, notably the feasibility study of the project and cost-benefit analysis, improving its quality and ensuring the project was suitable for EU co-financing. The European Commission approved a €196 million grant fund for this project.

“The fruitful cooperation with JASPERS has been decisive for the removal of barriers to realise the Ultrafast Broadband project,” said Mr Emmanouil Giampouras, Head of the Managing and Implementing Authority for Information and Communication Technology of the Greek Ministry of Digital Governance. “By challenging key aspects of the project and pointing out potential pitfalls, JASPERS’ assistance ensured the timely, smooth approval of the grant funding by the European Commission and expedited the take-off of a promising investment project that will reduce the digital divide between Greece and the rest of Europe.”

In **Greece**, JASPERS scaled up activities in 2019, providing advisory services, capacity building and horizontal assistance to 16 projects (12 of which were ongoing at 31 December 2019 and four that were completed during the year). JASPERS-supported projects span all sectors (transport, energy, water and smart development). The total implementation cost of all ongoing (12) and completed (12) projects assisted by JASPERS in Greece under the current programming period exceeds €5.4 billion.

JASPERS has provided independent advice to **Italy** since 2015. In the overall 2014-2020 programming period in its advisory capacity, JASPERS has supported and provided assistance to 25 projects, for a total estimated investment cost of €8.1 billion. The advisory activity for 2019 included the completion of two major projects: innovative industrial investment in the region of Puglia and the doubling of section B of the Palermo–Carini railway line, running between Notarbartolo and EMS/La Malfa.

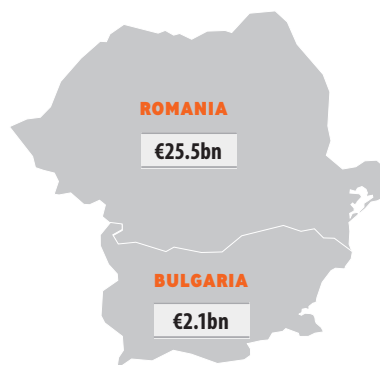
Malta and JASPERS signed their first country action plan in 2006. So far, 33 assignments have been delivered and another three were ongoing at year-end, for a total estimated investment cost of approximately €1.5 million. JASPERS assistance has been requested in all sectors. At 31 December 2019, JASPERS was working on two assignments in the smart development sector (the Transdisciplinary Research and Knowledge Exchange Complex and the Sustainable Living Complex) and one capacity building assignment.

Advisory assistance in **Slovenia** has covered a wide range of areas of expertise along JASPERS business lines: project preparation, capacity building and horizontal support. To date, JASPERS has delivered 45 advisory and capacity building assignments to Slovenian authorities, supporting projects with an underlying investment cost of €5.7 billion. Since 2006, the European Commission has approved* 17 JASPERS-supported major projects worth over €2.2 billion, with a €1 billion grant amount.

* Excluding Art. 103 which refers to phased projects where funding is provided from two programming periods.

SOUTH-EASTERN EUROPE

(BULGARIA AND ROMANIA)



In 2019, JASPERS completed 31 advisory assignments and at 31 December 2019, was working on 123 assignments in South-Eastern Europe. The investment volume of the JASPERS portfolio in the region was almost €28 billion. In 2019, the European Commission approved nine major projects which had benefited from JASPERS' advisory support, accounting for a total investment volume of €4.3 billion.

Bulgaria has been a beneficiary of JASPERS support since 2007 in all JASPERS business lines and sectors. To date, JASPERS has delivered 129 advisory assignments to Bulgaria's authorities supporting 98 projects, with an underlying investment cost of over €9 billion. In 2019, JASPERS completed ten advisory assignments in Bulgaria (seven water projects and three transport assignments, with an investment cost of €1.1 billion). During the year, the European Commission approved one JASPERS-supported major project, the Gas Interconnector Greece–Bulgaria project (co-financed by the EIB) with a total investment cost of €240.2 million and grant support of €33.15 million. At the end of the year, there were 21 active JASPERS assignments in Bulgaria, which are expected to be complemented by new requests for assistance over the course of 2020. A large portion of these ongoing assignments are supporting the preparation of investments to be funded in the 2021-27 period.

TABLE 8: JASPERS PORTFOLIO IN SOUTH-EASTERN EUROPE BY DIVISION/INVESTMENT VOLUME AND INVESTMENT VOLUME OF RELATED PROJECTS APPROVED BY THE EUROPEAN COMMISSION. ALL FIGURES AT 31 DECEMBER 2019

JASPERS divisions	Completed	Ongoing	Investment volume* € billion	Approved	Investment volume* € billion
Energy and Solid Waste	4	11	1.0	1	0.2
Rail, Air and Maritime	5	33	9.3	1	0.1
Roads	8	11	9.1	2	2.1
Smart Development	3	4	1.1	1	0.3
Water and Wastewater	11	63	7.5	4	1.6
Networking and Competence Centre		1	na	na	na
Grand total	31	123	28.0	9	4.3

* Investment volume of assignments completed in 2019 and assignments active at 31 December 2019.

Since 2007, **Romania** has been a key beneficiary of JASPERS support for project development to resolve horizontal sector issues and strengthen the capacity of beneficiaries. The 2019 JASPERS' Action Plan included 116 assignments. With 27 staff, the Bucharest Regional Office is the largest JASPERS office and can be seen as a regional hub of expertise for South-Eastern Europe. JASPERS delivered 21 assignments in Romania during 2019. The underlying investment volume amounts to approximately €4.80 billion with projects in the transport, water, solid waste, energy and health sectors.



SUPPORTING THE TRANSITION TO LOW-CARBON SUSTAINABLE URBAN MOBILITY IN ROMANIA

In 2018 and 2019, JASPERS supported Romania's Ministry of Regional Development and Public Administration in preparing and implementing a rolling stock renewal project for 122 urban public transport routes in 26 Romanian cities. This was done by replacing the existing obsolete fleet with modern, 100% electric traction vehicles.

JASPERS support included designing the project architecture, preparing data collection questionnaires administered to the cities and analysing the resulting data, preparing technical specifications and drafting tender books, preparing an electric bus charging strategy, preparing "needs-emissions-passengers" studies for the 11 project lots, and supporting the ministry with the corresponding financing applications. JASPERS also supported the ministry in determining the optimal structure for procurement and provided ad-hoc support to individual cities for options analysis covering various project dimensions.

After 2019, JASPERS will continue supporting the 26 partner cities to ensure the new vehicles' smooth entry into service as well as adequate preparation and successful implementation of other complementary interventions. This will ensure a significant, systemic improvement in the urban public transport operations of the project cities. In particular, JASPERS will support the cities in preparing electricity grid connections to power electric buses and in modernising tram tracks and adjacent infrastructure.

ENHANCING CAPACITY FOR THE EVALUATION OF ROAD PROJECTS IN BULGARIA

In 2019, JASPERS assisted the Coordination of Programmes and Projects Directorate within Bulgaria's Ministry of Transport, Information Technology and Communications to improve the quality, efficiency and consistency of the project evaluation process. The goal was to streamline the processing of financing applications and identify and address systematic issues with the beneficiaries.

Verifying the projects' quality, maturity, and compliance with the requirements for large road projects requires multidisciplinary expertise.

Therefore, the development of capacity for the evaluation of projects within the managing authority (MA) is essential, both to ensure sound investment decision-making and to support the future programming period, in which the project evaluation process will be the sole responsibility of the managing authority. JASPERS assisted the managing authority by developing specific guidance for the evaluation of financing applications for road infrastructure projects. Thereby, the focus was on the main studies supporting them – cost-benefit analyses, environmental impact assessments, demand models, option analyses, climate change vulnerability and risk assessments. JASPERS also advised on appropriate workflows to make the evaluation more efficient.



SUPPORT FOR SUSTAINABLE TRANSPORT

Since its inception in 2006, JASPERS has been providing assistance to major projects supporting sustainable transport systems, both in the European Union and in the enlargement countries.

These systems allow the basic access and development needs of society to be met safely and in a manner consistent with human and ecosystem health. They are affordable, operate fairly and efficiently, offer a choice of transport mode and support a competitive economy, as well as contribute to balancing regional development. These transport systems also limit emissions and waste and use renewable resources. This minimises the impact on the land used and the generation of noise.

JASPERS has been supporting the gradual integration of climate change considerations into the management and development of transport networks through climate change adaptation and vulnerability and risk assessment. This is the process applied to manage climate adaptation considerations throughout the development of a project. **For more details on JASPERS' contribution to climate action, please see p. 36.**

UPGRADING PUBLIC TRANSPORT IN POLAND

In 2019, JASPERS supported the improvement of public transport in Olsztyn, in North-Eastern Poland, through a tram network extension. The project comprises the creation of a 6.16 km North-South axis in the eastern part of the city, which is to be connected with the current network. The reconfiguration of the end station in the city centre as well as the purchase of six trams and the installation of an intelligent transportation system are also necessary. The project received a €85 million grant from the ERDF.

JASPERS provided expert advice on the economic-financial analysis of the project, technical aspects, risk analysis and in the fields of environment protection (the Environmental Impact Assessment) and climate change.

In 2019, JASPERS also assisted Polish authorities with the modernisation of the tram network in Bydgoszcz, in Northern Poland. The project benefitted from a €38 million grant from the Cohesion Fund.

This project includes the construction of a double-track tramline, the modernisation of the tramway infrastructure and the purchase of 15 new trams.

Incorporating climate change considerations into the early stages of project preparation ensures that the options that are most sensitive to current and future climate change risks are identified and eliminated early on, as part of the preferred identification process.

By the end of 2019, about 33% of the assignments had been completed and 45% were ongoing. 25 of the JASPERS-assisted projects were contributing to sustainable transport.

During the year, the European Commission approved 45 JASPERS-assisted sustainable transport projects within the European Union, with a total investment cost of over €17 billion.

IMPROVING CROATIA'S RAIL NETWORK

The Croatian authorities are making considerable efforts to improve the railway system in the country and to fulfil the targets for the modernisation of the TEN-T corridors. The purchase of modern rolling stock for passengers is complementary to infrastructure improvements on the network, with a view to achieving a modal switch from private traffic to more sustainable means of transport, including rail in particular, and to improve the sustainability of the railways.

JASPERS supported a project to finance the purchase of 21 new electric trains, which will boost service quality, reduce delays and encourage more people to use a sustainable mode of transport.

Travel times, noise, vibrations and operating costs will be reduced, while safety will increase. The majority of the new vehicles (17) will replace the existing outdated electric multiple units.

JASPERS has supported the Croatian authorities since the conceptual stage of this project, where the definition of the project setup was established. Support continued during the development of the feasibility study, the cost-benefit analysis, and the preparation of the major project application document and its annexes.



MODERNISING RAIL-BASED PUBLIC TRANSPORT SERVICES IN SICILY

The Palermo metropolitan area, the fifth most populated area in Italy with around 1.2 million people, includes an international airport and an important port for passengers and freight traffic. The strategic position of the city, the increase in mobility and the lack of adequate investments in the transport system have resulted in high usage rates of private cars and traffic congestion, with the corresponding high environmental impacts and reduced traffic safety.

In 2019, JASPERS supported a project contributing to the modernisation of the rail line from central Palermo. This project includes the doubling of an existing single track, adaptation of an existing station and addition of two new stops.

JASPERS provided advisory support in developing the data and information required for the preparation of Palermo's new Sustainable Urban Mobility Plan, with a view to ensuring quality and the provision of the information needed for the socioeconomic justification of the project. Furthermore, JASPERS provided advice on cost-benefit analysis, options analysis, operational scenarios, environment, climate change and state aid.

IMPROVING THE EFFICIENCY OF RAIL FREIGHT TRAFFIC IN SPAIN

Madrid is the most important logistics node in Spain. Administrador de Infraestructuras Ferroviarias (ADIF) operates two freight terminals around the city, Vicálvaro and Abroñigal, of which only the latter is intermodal. The expansion of the Abroñigal terminal is not possible owing to its location within the inner urban area of Madrid. Therefore, to cope with future demand and to increase the efficiency of the transport system, it is necessary to improve the Vicálvaro freight terminal, located in the eastern industrial-urban area of Madrid.

The upgrade of this freight terminal project aims to develop an integrated multimodal logistics platform in the Core TEN-T network, ensuring sustainable and efficient freight transport for the region. JASPERS supported the implementation of four tracks at the Vicálvaro terminal which were designed to comply with the interoperability requirements. The project comprises the electrification and equipment of an electronic interlocking of the track, the renovation and extension of eight more tracks and the reduction of vertical track alignments, so as to allow the smooth operation of intermodal services.

JASPERS assisted ADIF in the preparation of the documentation for the application for CEF funds. In particular, the preparation of the cost-benefit analysis was supported and advice provided on the feasibility study, technical solutions/options and gap analysis. Support was also provided with regard to the environmental impact assessment and climate change aspects.

IMPROVING ROAD SAFETY IN SLOVAKIA AND CROATIA

Analysis and follow-up based on geo-located accident reports, the involvement of local authorities and investment in low-cost safety measures can save many lives. Human errors are involved in nine out of ten traffic accidents. Road safety requires more than just well-designed infrastructure. JASPERS supports road authorities in their continuous effort to reduce the number of road accidents, providing guidance on road safety management, road safety audits, accident data collection and ad-hoc analysis, as well as encouraging information campaigns to create awareness and reduce violations of traffic rules.

In 2019, JASPERS provided guidance and hands-on support to Slovak authorities by encouraging the design of safe junctions, forgiving roadside elements, introducing state-of-the-art safety enhancing equipment and road marking. This work contributed to increasing the awareness and know-how on road safety in the entire project cycle.

In 2019, JASPERS experts also assisted the Croatian motorways in reviewing a project for a highway speed monitoring system, including administrative tools and training to increase the success rate for the collection of fines.



SUPPORT FOR CLIMATE ACTION

Since its inception in 2006, JASPERS has been providing assistance to major projects supporting sustainable transport systems, both in the European Union and in the enlargement countries.

JASPERS helps public administrations increase their efforts in climate change mitigation. This includes dealing with the causes of climate change by reducing greenhouse gas emissions and adapting to the consequences of climate change, attempting to lower the risks and improving resilience to climate-induced impacts.

In the period 2014-2019 more than 180 major investments were approved for funding with JASPERS' support, with a total investment cost of €58 billion and EU grants of €31 billion. Half of these investments contributed to climate action with over 20% directly allocated to it. In 2019 alone, this amounted to €3.15 billion.

EMBEDDING CLIMATE CHANGE CONSIDERATIONS IN EARLY STAGES OF PROJECT DEVELOPMENT

Climate proofing requirements under the 2014-2020 programming period have prompted a significant increase of awareness, institutional capacity building and progressive integration of climate change aspects into sector policies, procedures and most importantly into the early stages of project development.

Polish National Road and Railway Administration. During a workshop on climate change adaptation and transport in June 2019, an analysis of the current weather and climate vulnerabilities on the Polish national road network was presented. This provided input for an action plan on climate change adaptation based on the current climate forecasts.

<http://www.jaspersnetwork.org/download/attachments/25035282/2-4%20Analysis%20of%20climate%20change%20impacts%20and%20adaptation%20for%20Polish%20Railway%20network.pdf?version=1&modificationDate=1560274531000&api=v2>

Romanian National Road Company. Climate change considerations are integrated into the scope of the terms of reference for the preparation of feasibility studies for all major road projects. Specifically, some key climate change proofing measures have already been incorporated into the preparation of feasibility studies for road projects and their associated preliminary designs. For example, requirements have been defined regarding additional bridge clearances to take into account more frequent and severe floods and an additional 10% drainage system capacity in areas prone to more frequent extreme precipitation.

Support for the Spanish Ministry of Transport. After carrying out an analysis of climate vulnerabilities at a network level, a national guidance programme was developed for undertaking climate change vulnerability and risk assessments for any road or rail project (independently of its source of financing).

<http://www.jaspersnetwork.org/download/attachments/25035282/2-1%20Climate%20change%20risk%20assessment%20moving%20from%20a%20network%20approach%20to%20project%20assessments%20-%20Spain.pdf?version=1&modificationDate=1560274537000&api=v2>



INTEGRATED WATER RESOURCE MANAGEMENT TO FAVOUR A NET ZERO IMPACT WATER UTILITY IN MALTA AND GOZO

The groundwater table in Malta has been dropping for decades, resulting in lower water yield and increased salinity problems in the abstracted water. The reason is over-abstraction of the groundwater aquifers, mainly for domestic and agricultural purposes, owing to population and tourism growth. Climate change intensifies these problems, as the islands of Malta are getting dryer with less frequent rain, therefore limiting the natural replenishment of the underground aquifers.

The objective of this major project is to reduce water stress on the island and protect the sustainability of the groundwater resources by:

- Increasing the desalination capacity and extending the infrastructure to blend abstracted groundwater with cleaner desalinated seawater;
- Reducing agricultural groundwater abstraction for irrigation through the increased re-use of “polished” wastewater from wastewater treatment plants on Malta by extending the distribution network of this water into agricultural areas.

Two non-major projects are being carried out in parallel, covering issues such as better monitoring of groundwater resources (quality and quantity), consumer demand management programmes and rainwater harvesting.

With JASPERS’ support, the existing groundwater/desalination quota was increased to 30/70% (from 40/60%). This measure reflects the need to consider the decline of the groundwater table, particularly in relation to the expected future severity of climate change hazards (drought). Additionally, the project included an extension of the distribution network of polished wastewater by 61 km, which will also contribute to achieving more sustainable groundwater levels.

Since the beginning of the 2014-2020 programming period, JASPERS has supported climate action by:

- Linking projects to climate policy objectives and quantifying greenhouse gas emissions;
- Assisting projects contributing to climate change mitigation and objectives by 2030 and to carbon neutrality pathways;
- Supporting climate adaptation projects (emergency response, water resource management and flood protection);
- Embedding climate change adaptation, vulnerability and risk assessment (see examples below) into the project management cycle, especially in the transport sector;
- Building the capacity of project developers and national authorities via guidance, workshops and seminars.

SUPPORT FOR COAL REGIONS IN TRANSITION

Once considered the bedrock of economic growth, regions with strong coal industries have become synonymous with air pollution, land degradation and socioeconomic decline. As the world gradually moves away from fossil fuels due to their impact on health and the environment, this transition is nowhere more in need of support than in areas where the coal industry has shaped the local history, identity and job market.

Carbon dioxide emissions deriving from coal production and processing are now identified as one of the main contributors to climate change. Coal currently accounts for 29% of the global primary energy supply but generates 44% of the carbon dioxide emissions worldwide. It is imperative that appropriate measures to reduce these emissions be put in place.

The decline in the use of coal has led to mines closing down in a number of regions across Europe. To ensure that no region is left behind in the move towards a climate-neutral economy, the European Commission launched the Platform on Coal Regions in Transition in December 2017.

To date, the European Commission has undertaken a broad range of activities in relation to the platform, including hosting working group sessions and an annual dialogue as well as organising several bilateral meetings with EU countries.

JASPERS provides horizontal support on the preparation of projects under the Coal Regions in Transition initiative in Slovakia, the Czech Republic and Poland.



The objective of JASPERS support for coal regions in transition is to provide assistance in **the generation and development of compliant investment projects** through:

- Advice on project eligibility, soundness and impact on the objectives as per the approved procedure and criteria;
- Specific recommendations for further project enhancement and options for technical assistance;
- Identification of funding sources;
- Prioritisation and development of project pipelines including gap identification;
- Specific training/train-the-trainer events for first-time beneficiaries;
- Analysis or revision of existing sectoral plans (for example, transport and sustainable urban mobility plans) to the extent necessary to identify projects that can or must be supported.

SUPPORT FOR PROJECTS ADDRESSING EMERGENCY SITUATIONS

At the end of 2019, the coronavirus pandemic attacked societies at their core, claiming lives and people's livelihoods. Dire longer-term effects on the global economy and individual countries are expected. European governments and institutions had to mobilise resources at unprecedented levels to mitigate this risk. The healthcare system was at the centre of the fight against the virus, proving how having access to modern healthcare facilities can save lives.

Expert teams from JASPERS have worked and will continue to work with public authorities and promoters to develop projects in response to requests for support in the healthcare sector and beyond. This will have a positive impact on the fight against the coronavirus pandemic and enhance the response to this worldwide emergency.

The ERDF funded 70% of a project in Bulgaria, overseeing interventions in the infrastructure of the emergency medical care system (outpatient care) for 28 government emergency medical care centres and their branches.

Acknowledging JASPERS' role in helping Bulgarian authorities to define the objectives and principle components of the project, Kiril Ananiev, Bulgaria's Minister of Health stated, "With JASPERS' support, we have prepared a quality project, the implementation of which is very important for raising the quality of the emergency care services for all citizens in our country."

JASPERS' capacity to respond quickly owing to its proximity to the promoters and the European Commission will be important in the near term, when the European healthcare system is expected to be the focus of large amounts of investment, following the current crisis.

In the 2014-2020 programming period, JASPERS has supported several projects that proved crucial during the coronavirus pandemic, including seven major projects for hospitals. With JASPERS' help, since 2014, 16 projects have been prepared for healthcare services in Bulgaria, Croatia, Latvia, Poland and Romania. The total investment costs in these projects extends beyond €1.3 billion.

FOSTERING IMPROVED HEALTHCARE FOR WOMEN AND CHILDREN IN POZNAŃ

The current infrastructure of the Specialised Health Care Centre for Women and Children of Poznań, which provides comprehensive paediatric, gynaecological and obstetric care, is obsolete. It is not possible to renovate it, due to technological constraints. In 2019 JASPERS supported the construction of a new Regional Centre of Children's Health (Wielkopolskie Centrum Zdrowia Dziecka or WCZD), which will take over personnel and operations in three different locations of the Specialised Health Care Centre for Women and Children, as well as the rehabilitation of children from Kiekrz Hospital.

The new Regional Centre of Children's Health will be equipped with an emergency care department specifically for children (which does not exist to date) and will have access to a helipad located in the neighbouring regional hospital. It will also enlarge the orthopaedics and traumatology departments, and provide a rehabilitation department. This will allow for improved quality of care. The other functions will be relocated from the old premises and their potential improved by new technologies located on modern premises.

JASPERS advised the project promoter on the feasibility study, as well as on the general concept of the hospital and reorganisation plans, the economic and financial analysis, on the demand and health needs and on climate and environmental aspects.

REGIONAL EMERGENCY HEALTHCARE FOR THREE HOSPITALS IN ROMANIA

In 2019, JASPERS assisted Romania's Ministry of Health and the Ministry of Regional Development and Public Administration on three projects for the construction of Regional Emergency Hospitals in the North-West Region (Cluj Napoca), North-East Region (Iasi) and South-West Region (Craiova). The three hospitals will meet international safety criteria and, when required, be able to isolate patients in a compliant manner.

In addition to emergency care infrastructure, the hospitals will offer health services in multiple specialist areas, most of which will be surgical. Each of them will play an additional role as teaching and university hospitals by running research programmes.

The Cluj Napoca Hospital will have 849 beds, of which 744 will be acute inpatient beds and 105 will be critical care beds. The Iasi Hospital will be equipped with 850 beds, including 764 acute and 86 critical care beds. The Craiova Hospital will have 807 beds, of which 577 will be acute inpatient beds. 100 beds will be in a combined mother and child centre, 55 beds will be dedicated to radiotherapy and oncology patients and 75 will be dedicated to critical care.

Each project received a €47 million grant fund from the ERDF.

For the three projects, JASPERS advised Romania's Ministry of Health and the Ministry of Regional Development and Public Administration on the feasibility study, including the option analysis, technical definition and cost of the project, the cost-benefit analysis, institutional set-up, environmental impact assessment, state aid issues and the application for grant funding.

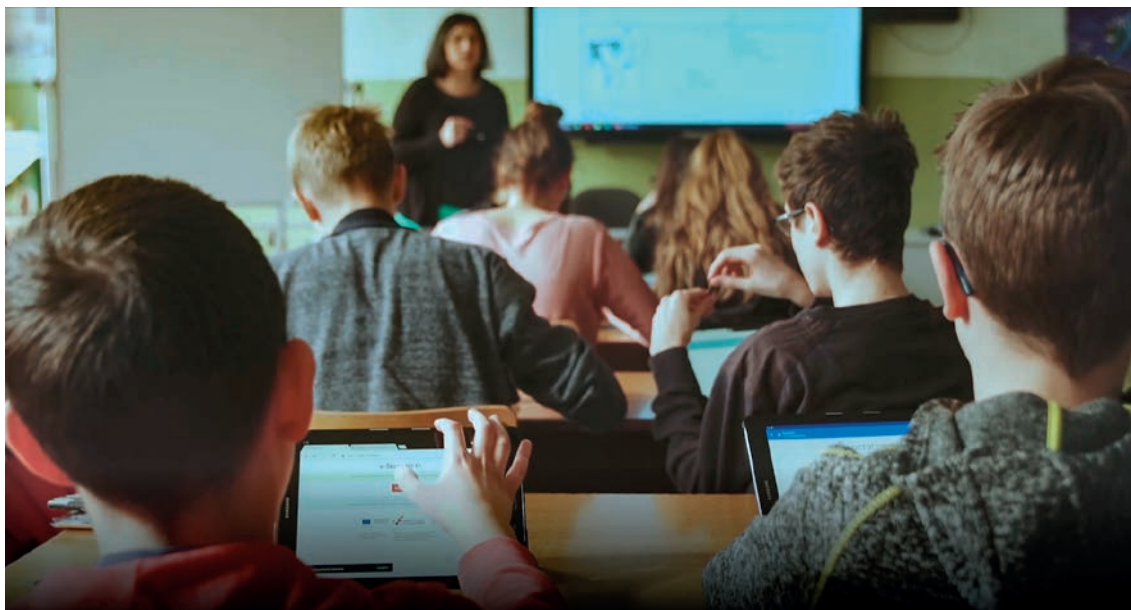
In addition to healthcare infrastructure, JASPERS can support projects in health-related areas like biotechnology, medical research and development infrastructure, emergency healthcare and e-health, as well as e-government projects covering health-related functions. For example, JASPERS assisted projects for the development of research and infrastructure dedicated to medicine and biotechnologies (including four major infrastructure projects in Poland and two translational medicine research centres in Croatia). In Poland, JASPERS also supported a major project to offer e-health solutions, such as e-prescriptions, e-sick leave applications and e-referrals.

EQUIPPING KRAKÓW UNIVERSITY HOSPITAL FOR DIFFICULT CLINICAL CASES

The University Hospital of Kraków is one of the largest in Poland, with a total number of 1 345 beds, 115 000 admissions and over 500 000 outpatient services per year. The obsolete physical condition of the infrastructure and the ageing medical equipment hampering the hospital's operations lead to lower standards of care and increasing costs. The Kraków-Prokocim hospital, comprising 15 buildings with a total floor area of approximately 110 000 m², was constructed to replace it.

In 2019, JASPERS supported the upgrading of equipment going into the new university hospital. The project comprised the purchase of 8 580 units of equipment and medical equipment for the new hospital, thus equipping a reference centre which will be able to address the most difficult clinical cases. The list of equipment includes medical items of the highest functional parameters, designed to conduct diagnostics and treatment utilising the most modern medical technology.

JASPERS provided advisory support to the beneficiary for the financial and economic analysis, an in-depth consideration of state aid issues and the overall preparation of the project application.



E-SCHOOLS IN CROATIA

The e-schools project in Croatia focuses on introducing the use of information and communication technology in the education system with the objective of better preparing students for the labour market, further education and lifelong learning. By 2023, implementation should be complete. The project involved two stages: a pilot project targeting over 10% of all schools in Croatia and a major project period spanning 2018-2022, targeting a further 700 schools. Both stages are co-financed by the European Structural and Investment Fund combining both ERDF and European Structural Funds resources. JASPERS supported the beneficiary, the Croatian Academic and Research Network, by providing methodological guidance on various elements of the project.

The Croatian Academic and Research Network system for distance learning (LOOMEN), which is part of the e-schools project, reported that on 17 April 2020, there were 462 000 users in 50 835 virtual classrooms. This means that during the coronavirus lockdown, the system was functioning properly and at full capacity. E-schools have shown great resilience under stress, allowing all students of primary and secondary schools to continue their education without interruption, have direct contact with their teachers and classmates, and continue their education while at home.

“JASPERS’ assistance was instrumental from the very beginning of the project,” said Juraj Bilic, responsible for the development of the feasibility study for the Croatian Academic and Research Network. “JASPERS’ input helped the Croatian Academic and Research Network divide the project into the pilot and major project phases, which ensured the optimal use of resources and implementation of lessons learned from the pilot to all Croatian schools.”

The lockdown during the coronavirus health emergency put a strain on worldwide communication networks. It showed the need to further increase the capacity and availability of high-speed digital infrastructure for households, businesses and public institutions. Broadband is a key requirement in ensuring the quality of service needed for smart working, video conferences and related services. JASPERS supports projects providing ultra-fast broadband connections in areas where this capacity is lacking and where there are no investment plans from commercial operators. Between 2017 and 2019, JASPERS supported broadband projects in Italy, France and Greece with a total investment cost of approximately €4.2 billion.

With schools and universities closing during the coronavirus pandemic, e-learning rose to a never-before-seen level of significance. JASPERS has assisted a major, nationwide e-schools project, which fulfils several EU priorities all at once: furthering education, strengthening the knowledge economy and narrowing the gap between regions to increase cohesion in the European Union.

CAPACITY BUILDING ACTIVITY IN SUPPORT OF PROJECT PREPARATION

Capacity building is a cornerstone element in the relationship between JASPERS and its beneficiaries. Firstly, it is the natural result of a hands-on approach when carrying out assignments and supporting projects, which favours close contact with project participants and managers. This is subsequently reinforced with targeted training sessions and events to make the transfer of knowledge more structured and persistent. The importance of these activities for improving the technical skills in public administrations is well recognised by the managing authorities. In 2019, JASPERS completed eight targeted capacity assignments (both at an individual country and multi-country level), covering topics such as waste management, cost-benefit analysis and climate change.

Seminars on the implementation of new waste legislation for integrated waste management system projects in Romania

The overall objective of the assignment was to contribute to enhancing the administrative capacity of all beneficiaries of integrated waste management system projects, including both the intercommunity development associations and county councils, thereby ensuring the successful implementation of the projects.

The training sessions aimed to improve participants' understanding of the new legislative requirements for waste. Moreover, participants had to apply the theoretical knowledge they were taught to practical exercises, which were adapted to represent different real-world situations.

An estimated 110 participants attended the four seminars, which covered topics such as:

- Distinct tariffs for the management of municipal waste and for users;
- Net costs for the management of municipal packaging waste paid for by producer responsibility organisations;
- Financing opportunities for new projects to upgrade the existing integrated waste management system.

The training sessions were very well received and resulted in concrete proposals that should enable better implementation of the new waste legislation and improve the operations of the integrated waste management system projects.

Climate change workshop for the railway sector in Spain

JASPERS helped the Spanish railway infrastructure manager (ADIF) to develop knowledge and expertise on climate change-related requirements for major projects and integrate climate change considerations into the development and delivery of major transport infrastructure projects within Spain. This was delivered in the form of a training workshop in Madrid which covered all aspects of the climate change-related requirements for major projects.

The workshop was organised in close cooperation with ADIF and was attended by about 80 participants, the majority of whom were from ADIF. Other transport, environmental and managing authorities in Spain, along with various consultants, also joined the workshop.

The workshop was very well received and stimulated a number of activities that enable early considerations of climate change in project development. More information on the workshop is available at <http://www.jaspersnetwork.org/display/HOME/Homepage>.

Capacity building is well embedded in all advisory activities carried out by JASPERS and is linked to project assignments. In addition to this, JASPERS periodically implements dedicated capacity building activities with a multi-country scope to consolidate lessons learnt, disseminate knowledge and support beneficiaries in cross-sector issues, such as cost-benefit analyses, climate change matters or state aid (see Table 9).

Multi-country capacity building activities are delivered in the framework of the JASPERS Networking Platform programme. These activities are closely co-ordinated with the different JASPERS sectoral teams and the European Commission. The Networking Platform's dedicated web portal (<http://www.jaspersnetwork.org>) is widely used for the dissemination of training materials and workshop proceedings, as well as working papers and other relevant knowledge.

TABLE 9: MULTI-COUNTRY CAPACITY BUILDING EVENTS IN 2019

No.	Title	Date	Summary and proceedings
1	JASPERS/REGIO CBA Forum meeting on the Broadband Sector	15 May 2019	http://www.jaspersnetwork.org/display/EVE/Cost-Benefit+Analysis+Forum+meeting+on+Broadband
2	Second Workshop on Climate Change Adaptation in the Transport Sector – Experience from Project Preparation and Network Management	6 June 2019	http://www.jaspersnetwork.org/display/EVE/Second+Workshop+on+Climate+Change+Adaption+in+Transport+Sector
3	Energy Efficiency in Industry and Housing/ Public Buildings – Prague Seminar	1-2 October 2019	http://www.jaspersnetwork.org/display/EVE/Energy+Efficiency+Workshops+in+the+Czech+Republic
4	Workshop on the Habitats Directive – Key Requirements for Project Preparation	16 December 2019	http://www.jaspersnetwork.org/display/EVE/Workshop+on+the+Habitats+Directive

In 2019, the JASPERS Networking Platform implemented four multi-country capacity building, training and knowledge-sharing activities under its Networking Platform programme. These workshops and training seminars were attended by over 250 representatives, who were primarily authorities from the Member States and the Commission.

Furthermore, throughout 2019, JASPERS continued to provide Member States with assistance in understanding the environmental requirements for the preparation of projects funded by the European Structural and Investment Funds in the period 2014-2020, with a focus on lessons learnt from the period 2015-2017.

Seminars were organised in Hungary and Malta to help applicants to address the requirements of the Water Framework Directive adequately when preparing projects. A dedicated JASPERS guidance document and checklist, which aimed to support national authorities and project promoters in this task, was developed in coordination with the European Commission.

In 2019, the JASPERS Networking Platform also delivered several targeted training activities within assignments in the following countries:

Hungary

Implementation of a train-the-trainers programme on cost-benefit analysis for Hungarian managing authorities and coordinating bodies. In November 2019, local trainers from the managing authority of the Integrated Transport operational programme delivered their first training session to a group of experts involved in the preparation and appraisal of investment projects.

In April 2019, the JASPERS Networking Platform co-organised a technical workshop on the requirements of the Water Framework Directive in projects with the Danube Commission in Budapest. This workshop related to the navigation sector and river works. The workshop saw the active participation of around 40 technical experts in the preparation of investments in the Danube region.

Croatia

JASPERS is supporting the Croatian Ministry of Regional Development and EU funds (the managing authority) in developing and implementing a national action plan for capacity building at public administrations involved in the management of European Structural and Investment Funds (ESIF). In the framework of these activities, the JASPERS Networking Platform delivered three training sessions on cost-benefit analysis methodologies to over 100 experts from the ministry, line ministries and control bodies involved in the preparation and implementation of ESIF in several sectors between January and April 2019.

Malta

Based on a request from the Environment and Resources Authority and the Energy and Water Agency in Malta, the JASPERS Networking Platform organised a two-day workshop in October 2019 on the application of the Water Framework Directive in projects. The workshop was implemented in cooperation with Malta's managing authority (the Planning and Priorities Coordination Division) and focused on the concrete application of the JASPERS toolkit for assessing Water Framework Directive compliance in investment projects being prepared by several Maltese public authorities.

Bulgaria

JASPERS continued its support for the Bulgarian Institute of Public Administration in the development and implementation of its ESIF Academy programme aimed at training civil servants from managing authorities and other relevant bodies. Between May and July 2019, four dedicated training modules were delivered in Sofia.

ADVISORY ACTIVITY IN PRE-ACCESSION COUNTRIES

JASPERS supports the European Union's commitment to a European future for the Western Balkans in the context of the Instrument for Pre-Accession II (IPA II) mandate agreement⁸ with DG NEAR, which covers all IPA countries (Albania, Bosnia and Herzegovina, Kosovo, the Republic of North Macedonia, Montenegro, Serbia and Turkey) for the period 2016-2020, and the Serbia National Programme (Serbia NP) agreement for the period 2015-2022. In the countries concerned, JASPERS provides support for the development of key projects with the aim of ensuring compliance with relevant regulations and policies⁹. Assistance is also provided for the preparation of sectoral strategies and capacity building.

In 2019, JASPERS completed nine assignments in IPA countries, with an estimated total investment cost of €600 million. At 31 December 2019, there were 56 ongoing JASPERS assignments in these countries (of which 27 fall under the Serbia NP), in support of investments totalling over €4.4 billion.

The transport and water sectors were the most relevant throughout 2019, with 21 ongoing assignments each at year-end.

In 2019, the European Commission implemented a Results-Oriented Monitoring plan for JASPERS' IPA activities. The final report compiled evidence that JASPERS' work in the IPA countries has been strongly relevant and was carried out both efficiently and effectively, helping beneficiaries prepare, finance and implement infrastructure projects in line with EU policy. This report also confirmed that there remains a clear need for JASPERS advisory and capacity building support, which cannot be sourced from the commercial consultancy market and to which it is highly complementary.

Details of JASPERS' activities in IPA countries are available in Annexes 7 and 8.

TRANSPORT DEVELOPMENT STRATEGY IN MONTENEGRO

In 2019, JASPERS provided advice to Montenegro's Ministry of Transport and Maritime Affairs on the development of a national transport development strategy. JASPERS provided hands-on support to the ministry, from the scoping and documentation of the terms of reference for procurement of appropriate expertise to providing advice during the management of the resulting consultancy contract. The strategy addresses the requirements for specific organisational change, as well as continuing the development of strategic infrastructure assets, thereby providing a sound framework for the future development of the sector in a way that is responsive to the socioeconomic needs of Montenegro and in alignment with TEN-T guidelines and policy.

⁸ The IPA II contribution agreement was included in amendment No. 2 to the JASPERS Framework Partnership Agreement 2014-2020 (FPA), which groups JASPERS mandates with DG REGIO, DG MOVE and DG NEAR in one document. Operations in Serbia are managed under a separate Serbia National Programme agreement. JASPERS activities in Serbia in the second half of 2019 are covered in a separate report.

⁹ The relevant EU policies include the enlargement strategy for the Western Balkans announced in February 2018, and EU macro-regional strategies, such as the EU strategy for the Danube region and the EU strategy for the Adriatic-Ionian region.



FOSTERING THE INTEGRATION OF THE REPUBLIC OF NORTH MACEDONIA INTO THE CORE EU NETWORK

The Pan-European Corridor VIII is a key East–West connection that will link the Black Sea coast in Bulgaria and Albania's Adriatic coast. The 23 km railway section from Kriva Palanka to the Bulgarian border is planned as the last missing connection between the railway network of the Republic of North Macedonia and the Bulgarian rail network along Corridor VIII.

The integration of the two rail transport networks will facilitate the movement of goods and people, in particular with the EU pre-accession countries. The shift of traffic from road to rail will reduce the negative impact of transport on the environment.

JASPERS assisted the North Macedonian Ministry of Transport and Communications (also cooperating with the Bulgarian authorities) from the early stages of this project, advising on the preparation of the feasibility study and of the detailed design. Support included a review of and advice on the key deliverables (such as the traffic model, cost-benefit analysis, environmental impact assessment, cost optimisation, engineering matters, cost estimates, procurement and contract management issues), coordination with the Bulgarian authorities, as well as preparation of the grant funding application.

The Ministry of Transport and Communications benefited from JASPERS' expertise, not only from guidance in the preparation of high-quality project documentation, but also from the transfer of knowledge – for instance, through training on the methodology for the preparation and practical use of bills of quantities, a key part of works contract documentation.

APPRAISAL ACTIVITY IN 2019

JASPERS issued 73 post-submission appraisal (PSA) and independent quality review (IQR)¹⁰ reports in 2019, representing a 15% increase over its activities in 2018.

JASPERS also issued a further 24 follow-up second, third and fourth PSA reports for projects subject to interruption from the European Commission. The number of appraisals performed has increased annually since the division's inception in 2014. JASPERS expects that 2019 will represent the peak for the programming period, with the number of projects submitted for appraisal falling gradually over the remaining years.

The appraisals included 25 projects that formed a €4 billion investment package for infrastructure projects across ten Member States. The projects were approved during a ceremony led by Commissioner for Regional Policy Corina Crețu at the European Union's headquarters in April 2019. The Commissioner praised JASPERS for the significant role it played in the preparation and appraisal of the projects.

JASPERS' IQR continues to refine its approach in appraising investments to ensuring a harmonised and consistent evaluation of projects across Member States and sectors.

Transport projects comprised 65% of the appraisals undertaken in 2019, which was slightly up from the previous year, during which they accounted for 57% of assignments. Notable projects in the sector included the acquisition of 30 trams for the public transport system of Dresden, Germany, and the modernisation of the Ovar-Gia section of the Linha do Norte rail line in Portugal. The second-highest number of appraisals were performed in the information and communication technology sector, accounting for 12% of the total projects reviewed, including superfast broadband projects in Greece and Martinique. In the water and wastewater sector, eight projects were appraised, including a wastewater supply project in Malta. A further six assignments were completed for projects in the energy sector and two in solid waste.

Appraisals were performed with the support of JASPERS experts not involved in the preparation of those projects, allowing JASPERS to maximise resource efficiency, while maintaining the independence of the IQR.

¹⁰ JASPERS carries out an independent quality review of projects if requested by the Member States. This opportunity is provided by Article 102 of the Common Provisions Regulation, which states that Member States may seek a second opinion of their proposed project by an independent quality reviewer before submitting the project to the European Commission to benefit from a streamlined approval procedure. JASPERS also carries out post-submission appraisals of projects submitted by the Member States for DG REGIO.

JASPERS QUALITY MANAGEMENT APPROACH

Since 2016, JASPERS has been deploying a quality management approach based on the EFQM model, which revolves around the notion of excellence as the “capacity to achieve and sustain outstanding levels of performance that meet or exceed the expectations of all stakeholders.”

This model goes well beyond quality assurance and takes into account all aspects of an organisation (leadership; people; strategy, partnership and resources; processes, products and services; people results; customer results; society results; and business results).



In July 2019, the EFQM awarded JASPERS a *Recognised for Excellence* (R4E) certificate after independent assessors evaluated JASPERS' progress on rolling out its quality management approach.

This remarkable level of recognition follows the EFQM *Committed to Excellence*¹¹ awarded to JASPERS obtained in 2017. Since then, the deployment of its quality management system has continued. The results of the independent assessment by the Foundation, which led to the R4E recognition, showed that JASPERS has exceeded, by far, the required threshold for this higher level of recognition. This assessment took into account JASPERS' strategic challenges and objectives, together with a review of performance and results. The EIB has been a member of the EFQM since 2004. JASPERS is the first organisational unit of the EIB which has obtained this recognition.

¹¹ The EFQM is the European benchmark for organisations in the private and public sectors seeking to achieve excellence in all aspects of their operations. Established in 1989 by the chief executive officers of 14 leading European companies, EFQM provides organisations with a framework to increase competitiveness, productivity and efficiency. The framework helps businesses understand how well current management practices are running.

JASPERS GOVERNANCE

JASPERS is managed by the EIB and supervised by a steering committee of representatives of its partner institutions, the European Commission and the EIB.

This committee is responsible for setting the strategic direction for JASPERS, deciding on major policy issues relating to JASPERS and approving its work programme.

To carry out its activities, JASPERS is organised into seven divisions, staffed by engineers, economists and environmental specialists in the following divisions:

- Roads
- Rail, Air and Maritime
- Water and Wastewater
- Smart Development
- Energy and Solid Waste
- Networking and Competence Centre
- Independent Quality Review

The first five are sectoral divisions; the networking and competence centre focuses on capacity building and the IQR division carries out appraisal activities for the Member States. It is the lead division within JASPERS for post-submission appraisals by the European Commission. In addition to the divisions, a quality management unit oversees overall coordination and ensures JASPERS' efficiency and quality.

While the sector-based structure meets JASPERS' operational needs and ensures consistency in the advice delivered across the beneficiary countries, the presence of JASPERS staff on the ground maximises its impact and helps transfer knowledge to the beneficiaries.

In addition to its headquarters in Luxembourg, JASPERS has regional offices in Bucharest, Vienna, Warsaw and Sofia. Its Brussels office facilitates close contact with the European Commission and is responsible for most of JASPERS' appraisal activities.



RESOURCES

At the end of December 2019, JASPERS had a total of 128 staff: 102 experts, nine managers and 17 support staff.

JASPERS can contract the services of consultants to complement its in-house expertise (one such example is provided below) or to add capacity in periods of particularly high workloads. A total of 39 contracts for the provision of services were active during 2019, all under the main EU mandate. The cumulative value of these contracts, which take the form of either assignments to meet defined objectives or long-term assignments to meet the ongoing needs of JASPERS, amounted to almost €3.75 million.

FIGURE 6: JASPERS STAFF BY CATEGORY AT 31 DECEMBER 2019

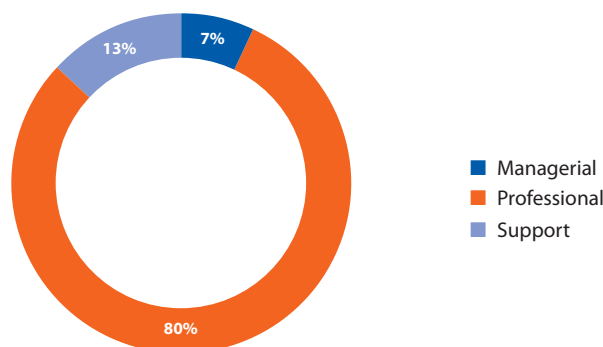


TABLE 10: JASPERS EXPERTS (PROFESSIONAL STAFF) BY DIVISION AND LOCATION AT 31 DECEMBER 2019

JASPERS divisions	Brussels	Bucharest	Luxembourg	Sofia	Vienna	Warsaw	Total
Rail, Air and Maritime	1	4	2	1	8	5	21
Roads	0	5	4	0	7	3	19
Water and Wastewater	0	8	4	0	3	2	17
Energy and Solid Waste	0	4	0	0	2	5	11
Smart Development	1	2	2	0	3	4	12
Independent Quality Review	9	0	0	0	0	0	9
Networking and Competence Centre	2	0	8	0	1	1	12
Quality Management Unit	0	0	1	0	0	0	1
Total	13	23	21	1	24	20	102

DESIGN-BUILD-OPERATE TEMPLATE CONTRACT FOR WASTE TREATMENT FACILITIES IN ROMANIA

In the 2007-2013 programming period, many waste management projects in Romania co-financed with EU funds experienced significant delays between the construction of waste management facilities and the start of the operation. However, other EU Member States (such as Cyprus and Croatia) that use Design-Build-Operate contracts, instead of Design-Build contracts, did not experience any delays. Based on the experience acquired by other countries, Romania's National Agency for Public Procurement assessed and reviewed how Design-Build-Operate contracts were implemented and accordingly created a template for Romania. In the context of the support provided for the waste project for Galati, JASPERS hired a specialised consultant to prepare a template Design-Build-Operate contract for Romanian local authorities, who will sign the contracts for the construction and operation of their waste management facilities. These contracts are expected to significantly advance the start of operations of these waste treatment facilities, as well as reduce the risk of their failure to perform.

FINANCIAL INFORMATION

EXPENDITURE IN 2019: EUROPEAN STRUCTURAL AND INVESTMENT FUNDS MANDATE

The JASPERS budget under the Structural and Investment Funds mandate is made up of eligible costs, co-financed by the technical assistance budget managed by DG REGIO and the EIB, in the form of professional and support staff time.

TABLE 11: SUMMARY OF THE AUDITED FINANCIAL STATEMENT AS OF 31 DECEMBER 2019

	Actual amounts (€)	Accruals (€)	Total (€)
Staff costs	37 604 054.61	0	37 604 054.61
External consultancy costs	653 575.91	67 459.74	721 035.65
Other	58 533.48	39 407.60	97 941.08
Travel and subsistence	1 159 720.73	24 050.00	1 183 770.73
Total eligible costs	39 475 884.73	130 917.34	39 606 802.07
European Union Contribution (80%)	31 580 707.78	104 733.87	31 685 441.65

EXPENDITURE IN 2019: IPA II MANDATE

The IPA II mandate for the period 2016-2020 is fully financed by the DG NEAR. This mandate has a total budget of €5 million, of which €4 million is from the IPA II multi-country programme 2015 (including €1 million earmarked for Turkey) and €1 million, also earmarked for Turkey, is from the IPA II multi-country programme 2016.

Unaudited expenditure for IPA II in 2019 was €0.89 million. The cumulative expenditure for the period 2016-2019 was €3.85 million.

TABLE 12: IPA II EXPENDITURE AT 31 DECEMBER 2019

	Expenditure 2019 (€)	Total expenditure 2016-2019 (€)
Staff costs		
Managers	53 336	199 989
Experts	782 765	3 374 050
Travel and subsistence	51 390	264 923
Consultancy and other subcontracted costs	0	11 830
Total costs	887 491	3 850 792

EXPENDITURE IN 2019: SERBIA NATIONAL PROGRAMME

The Serbia National Programme mandate for the period 2015-2019 is fully financed by the European Commission. The mandate has a total budget of €1.5 million.

Unaudited expenditure for the Serbia National Programme in 2019 was €0.37 million. The cumulative expenditure for the period 2015-2019 was €1.50 million. Reported expenditure (unaudited) at 31 December 2019 is shown below.

TABLE 13: SERBIA NP EXPENDITURE AT 31 DECEMBER 2019

	Expenditure 2019 (€)	Cumulative total 2015-2019 expenditure (€)
Staff costs	331 167	1 346 049
Travel and subsistence	20 032	131 764
Consultancy and other subcontracted costs	20 000	22 187
Total costs	371 199	1 500 000

EXPENDITURE IN 2019: CEF2 MANDATE

The CEF2 mandate for the period 2018-2020 is made up of eligible costs co-financed by the CEF budget and the EIB in the form of professional staff, travel, consultancy services, etc. It covers operations from 1 January 2018 until 31 December 2020 with an overall budget of €3 million.

Unaudited expenditure for CEF in 2019 amounted to €0.83 million and the cumulative expenditure under the CEF mandate at the end of 2019 was €1.04 million.

TABLE 14: JASPERS CEF2 EXPENDITURE AT 31 DECEMBER 2019

	Expenditure 2019 (€)	Cumulative expenditure 2018-2019 (€)
Staff costs		
Managers	33 838	42 436
Experts	769 520	954 782
Travel and subsistence	30 875	42 737
Consultancy and other subcontracted costs	0	0
Total costs	834 232	1 039 955

STATISTICAL ANNEXES

ANNEX 1: PORTFOLIO OF ADVISORY AND CAPACITY BUILDING ASSIGNMENTS FOR EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) AND CEF MANDATES BY COUNTRY AND SECTOR AT 31 DECEMBER 2019

	ENERGY	ICT	SOLID WASTE	TRANSPORT		URBAN DEVELOPMENT	WATER	EDUCATION AND HEALTH SERVICES	CROSS-SECTOR CAPACITY BUILDING	CROSS-SECTOR CAPACITY BUILDING	TOTAL	PORTFOLIO 2019
MANDATE	ESIF	ESIF	ESIF	ESIF	CEF	ESIF	ESIF	ESIF	ESIF	CEF	ESIF and CEF	
Completed/Ongoing												
AUSTRIA		1 /									1 /	1
BULGARIA					2 / 3		7 / 17			1 / 1	10 / 21	31
CROATIA	1 / 2	1 / 1	4 / 4		3 / 30		3 / 13	1 / 1		1 / 1	14 / 52	66
CYPRUS			/ 3		/ 2					/ 1	0 / 6	6
CZECH REPUBLIC		1 /		1 /	4 / 10		/ 1			/ 3	6 / 14	20
FRANCE		1 /	1 / 1		1 / 2						3 / 3	6
GREECE	/ 1	1 / 1			1 / 7		2 / 1			/ 2	4 / 12	16
HUNGARY			/ 2	/ 1	4 / 11		2 / 6			/ 2	6 / 22	28
IRELAND	1 /	/ 1		/ 2		/ 1					1 / 4	5
ITALY		1 /			1 / 5		/ 1				2 / 6	8
LATVIA	/ 1		/ 1								/ 2	2
LITHUANIA					/ 1		/ 1				/ 2	2
MALTA		/ 2								/ 1	/ 3	3
MULTI-COUNTRY	/ 1				/ 4					3 / 8	3 / 13	16
POLAND	3 / 1	/ 2	2 / 1		8 / 26	1 / 3	/ 9	1 /		/ 4	15 / 46	61
PORTUGAL	/ 1		/ 1		4 / 3						4 / 5	9
ROMANIA	1 / 3	/ 1	3 / 8	/ 5	10 / 35	/ 1	4 / 46	3 / 2		/ 1	21 / 102	123
SLOVAKIA	1 / 1			/ 1	2 / 19	/ 2	/ 1			/ 3	3 / 27	30
SLOVENIA	/ 1				1 / 1		/ 2				1 / 4	5
SPAIN		1 /		2 / 2	1 / 2				1 /		5 / 4	9
UNITED KINGDOM					1 /						1 / 0	1
TOTAL	7 / 12	7 / 8	10 / 21	3 / 11	43 / 161	1 / 7	18 / 98	5 / 3	1 / 0	5 / 27	100 / 348	448

ANNEX 2: ADVISORY ASSIGNMENTS COMPLETED FOR THE EUROPEAN STRUCTURAL AND INVESTMENT FUNDS MANDATE IN 2019

COUNTRY	ASSIGNMENT TYPE	SECTOR	LEAD DIVISION	TITLE
AUSTRIA	Major project	ICT	Smart Development	Construction of a factory to produce laminated timber elements
BULGARIA	Capacity building/Horizontal and strategy support	CROSS-SECTOR CAPACITY BUILDING	Rail, Air and Maritime	Bulgarian Transport Strategy
	Capacity building/Horizontal and strategy support	TRANSPORT	Roads	Enhancing the capacity of the managing authority of the Transport and Transport Infrastructure OP 2014-2020 in evaluation of road projects
	Major project	TRANSPORT	Roads	Construction of Struma Motorway – Further development (Lot 3.2)
	Small project	WATER	Water and Wastewater	Regional Water Project Dobrich
	Small project	WATER	Water and Wastewater	Regional Water Project Plovdiv
	Small project	WATER	Water and Wastewater	Regional Water Project Russe
	Small project	WATER	Water and Wastewater	Regional Water Project Shumen
	Small project	WATER	Water and Wastewater	Regional Water Project Silistra
	Small project	WATER	Water and Wastewater	Regional Water Project Sliven
	Small project	WATER	Water and Wastewater	Regional Water Project Varna
CROATIA	Capacity building/Horizontal and strategy support	CROSS-SECTOR CAPACITY BUILDING	Networking and Competence Centre	Strengthening CBA assessment of public investment projects
	Capacity building/Horizontal and strategy support	SOLID WASTE	Energy and Solid Waste	Review of guidelines for a simplified feasibility study of sorting plants in Croatia
	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	National transport strategy
	Capacity building/Horizontal and strategy support		Roads	Road safety
	Major project	EDUCATION AND HEALTH SERVICES	Smart Development	eSchools in Croatia
	Major project	ENERGY	Energy and Solid Waste	Zagreb district heating network rehabilitation
	Major project	ICT	Smart Development	Development of next generation networks in Croatia
	Major project	SOLID WASTE	Energy and Solid Waste	Waste management centre in Biljane Donje, Zadar County
	Major project	TRANSPORT	Rail, Air and Maritime	Purchase of railway rolling stock
	Major project	WATER	Water and Wastewater	Kastela and Trogir water and wastewater
	Major project	WATER	Water and Wastewater	Water supply and wastewater services for the Split–Solin agglomeration
	Major project	WATER	Water and Wastewater	Zapresic water supply and wastewater
	Small project	SOLID WASTE	Energy and Solid Waste	Babina Gora waste management centre (II)
CZECH REPUBLIC	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	Feasibility study for the Brno rail node modernisation
	Major project	TRANSPORT	Rail, Air and Maritime	Modernisation of the Sudomerice–Votice rail line
	Major project	TRANSPORT	Rail, Air and Maritime	Purchase of new electric trains for the South Moravia region
	Small project	ICT	Smart Development	MEPHARED II – Education and Research Centre of Charles University in Hradec Kralove
	Small project	TRANSPORT	Roads	Construction of the D1 Prerov–Lipnik (0137) motorway – Phase II
FRANCE	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	La Reunion: Port de Bois-Rouge (stage I)
	Major project	ICT	Smart Development	Deployment of next generation access infrastructure in Martinique
	Major project	SOLID WASTE	Energy and Solid Waste	Integrated waste management platform of La Gabarre*
GREECE	Major project	ICT	Smart Development	Superfast broadband
	Major project	TRANSPORT	Rail, Air and Maritime	Piraeus Cruise Terminal
	Major project	WATER	Water and Wastewater	North Mesogia waste water collection and treatment (East Attica)
	Small project	WATER	Water and Wastewater	Corfu water supply projects
HUNGARY	Capacity building/Horizontal and strategy support	TRANSPORT	Roads	Horizontal issues
	Major project	TRANSPORT	Rail, Air and Maritime	Procurement of high capacity electric multiple units in the Budapest agglomeration – 2nd phase
	Major project	TRANSPORT	Roads	Construction of expressway M30 at the Tornyosnemeti-Slovakian border
	Major project	TRANSPORT	Roads	M0 reconstruction of the southern section between M6 and road no. 51
	Major project	WATER	Water and Wastewater	Flood-plain management of Tisza Valley
	Major project	WATER	Water and Wastewater	Tisza Tur retention reservoir

* At the time of JASPERS' assignment completion, the underlying project had not reached submission maturity.

COUNTRY	ASSIGNMENT TYPE	SECTOR	LEAD DIVISION	TITLE
IRELAND	Capacity building/Horizontal and strategy support	ENERGY	Energy and Solid Waste	Social housing retrofit scheme in S&E Ireland
ITALY	Major project	ICT	Smart Development	Innovative industrial investment in the Region of Puglia
	Major project	TRANSPORT	Rail, Air and Maritime	Doubling of section B of the Palermo–Carini railway line, running between Notarbartolo and EMS/La Malfa
MULTI-COUNTRY	Capacity building/Horizontal and strategy support	CROSS-SECTOR CAPACITY BUILDING	Networking and Competence Centre	Baltic Sea experience on climate change adaptation for coastal and urban water management
	Capacity building/Horizontal and strategy support	CROSS-SECTOR CAPACITY BUILDING	Networking and Competence Centre	CBA forums with DG REGIO
	Capacity building/Horizontal and strategy support	CROSS-SECTOR CAPACITY BUILDING	Networking and Competence Centre	Seminars on blending ESIF grants and PPPs
POLAND	Major project	EDUCATION AND HEALTH SERVICES	Smart Development	Providing equipment for the new building of the University Hospital Krakow – Prokocim
	Major project	ENERGY	Energy and Solid Waste	Gdansk–Zydowo–Slupsk power transmission line
	Major project	ENERGY	Energy and Solid Waste	LNG terminal in Swinoujscie – extension
	Major project	ENERGY	Energy and Solid Waste	PSE S.A. Mikulowa–Czarna power transmission line
	Major project	SOLID WASTE	Energy and Solid Waste	Construction of a plant to use municipal waste for thermal energy recovery in Olsztyn
	Major project	SOLID WASTE	Energy and Solid Waste	Construction of WtE plant in Gdansk
	Major project	TRANSPORT	Rail, Air and Maritime	Construction of Olsztyn Tram Line No. 2
	Major project	TRANSPORT	Rail, Air and Maritime	Deepening of the access waterway and basins within the Port of Gdynia
	Major project	TRANSPORT	Rail, Air and Maritime	Improvement of port access in the Debicki Canal area – Port of Szczecin
	Major project	TRANSPORT	Rail, Air and Maritime	Support to development of corridor options on line C-E 65
	Major project	TRANSPORT	Rail, Air and Maritime	Works on railway line No. 93, Trzebinia–Oswiecim–Czechowice-Dziedzice
	Major project	TRANSPORT	Rail, Air and Maritime	Works on railway lines no. 97, 98, 99
	Major project	TRANSPORT	Roads	S-61 expressway section at Ostrow Mazowiecka–Szczuczyn
	Major project	URBAN DEVELOPMENT	Smart Development	Construction of a new mother and child hospital in Poznan
	Small project	TRANSPORT	Rail, Air and Maritime	Railway projects in the Podlaskie region
PORTUGAL	Major project	TRANSPORT	Rail, Air and Maritime	Linha do Minho Railway – Modernisation section Nine-Valenca
	Major project	TRANSPORT	Rail, Air and Maritime	Lisbon Underground Extension
	Major project	TRANSPORT	Rail, Air and Maritime	Metro do Porto Pink Line (Casa da Música – S. Bento)
	Major project	TRANSPORT	Rail, Air and Maritime	Porto underground Yellow Line (Santo Ovídio – Vila D’Este)
ROMANIA	Capacity building/Horizontal and strategy support	SOLID WASTE	Energy and Solid Waste	Seminars on the implementation of new waste legislation for Integrated Waste Management System (IWMS) projects
	Capacity building/Horizontal and strategy support	SOLID WASTE	Energy and Solid Waste	Support for preparing the new projects to upgrade the existing IWMS
	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	Support to Financing of Urban Transport Projects
	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	Support to Urban Mobility Planning
	Capacity building/Horizontal and strategy support	TRANSPORT	Roads	Guidelines for Road Projects Preparation
	Capacity building/Horizontal and strategy support	TRANSPORT	Roads	Support to improve NCARI’s National Road Transport Model
	Major project	EDUCATION AND HEALTH SERVICES	Smart Development	Investments in the construction of and equipping the regional hospital in the North East Region (Iasi)
	Major project	EDUCATION AND HEALTH SERVICES	Smart Development	Investments in the construction of and equipping the regional hospital in the North West Region (Cluj Napoca)
	Major project	EDUCATION AND HEALTH SERVICES	Smart Development	Investments in the construction of and equipping the regional hospital in the South West Region (Craiova)
	Major project	ENERGY	Energy and Solid Waste	Energy recovery from the municipal waste in Bucharest*
	Major project	SOLID WASTE	Energy and Solid Waste	Integrated solid waste management in Galati County – Phase III
	Major project	TRANSPORT	Roads	Bridge over the Danube in Braila
	Major project	TRANSPORT	Roads	Construction of Bacau bypass
	Major project	TRANSPORT	Roads	Construction of Sibiu – Pitesti Motorway
	Major project	TRANSPORT	Roads	Support for development of ToR – FS Sibiu- Pitesti Motorway

* At the time of JASPERS’ assignment completion, the underlying project had not reached submission maturity.

COUNTRY	ASSIGNMENT TYPE	SECTOR	LEAD DIVISION	TITLE
ROMANIA	Major project	WATER	Water and Wastewater	Cluj and Salaj Counties II – water and wastewater infrastructure investments for 2014-2020
	Major project	WATER	Water and Wastewater	Dolj County II – water and wastewater infrastructure in Dolj
	Major project	WATER	Water and Wastewater	Suceava County II – water and wastewater infrastructure investments for 2014-2020
	Major project	WATER	Water and Wastewater	Timis County II – water and wastewater investments for 2014-2020
	Small project	TRANSPORT	Rail, Air and Maritime	Resita integrated tram project
	Small project	TRANSPORT	Rail, Air and Maritime	Rolling stock for low-carbon sustainable urban mobility in Romania
SLOVAKIA	Capacity building/Horizontal and strategy support	TRANSPORT	Roads	Road safety in Slovakia
	Major project	TRANSPORT	Roads	D1 Motorway Turany-Hubova*
	Small project	ENERGY	Energy and Solid Waste	Heating supply from Novaky power plant; technical analysis and options
SLOVENIA	Major project	TRANSPORT	Rail, Air and Maritime	Construction of railway link Divaca Koper
SPAIN	Capacity building/Horizontal and strategy support	TRANSPORT	Rail, Air and Maritime	Climate change workshop – railway sector
	Major project	ICT	Smart Development	Construction and equipping of a multipurpose global oceanographic vessel
UNITED KINGDOM	Major project	TRANSPORT	Roads	Construction of A30 Chiverton Cross to Carland Cross*

* At the time of JASPERS' assignment completion, the underlying project had not reached submission maturity.

ANNEX 3: LIST OF ACTIVE ASSIGNMENTS UNDER THE CEF MANDATE IN 2019 (UNDER THE ORIGINAL CEF MANDATE AND CEF II)

COUNTRY	PROJECT	TITLE
HUNGARY	Major project	CEF - Connection of Budapest Ferenc Liszt International Airport to the railway network
IRELAND	Capacity building/Horizontal and strategy support	Enhancement of the National Rail (TEN-T) Network
	Major project	Dublin Metrolink
ROMANIA	Capacity building/Horizontal and strategy support	Horizontal support for Romania's Ministry of Transport for programming and implementation of CEF projects
	Major project	CEF2 – Feasibility study for upgrading the railway infrastructure in the Port of Constanta
	Major project	CEF2 – Improving navigation conditions on the Romanian-Bulgarian common sector of the Danube (FAST Danube)
	Major project	Feasibility study for upgrading the Predeal-Brasov railway line
	Major project	Revision of the feasibility study for rehabilitation of the Craiova-Calafat railway line
SLOVAKIA	Capacity building/Horizontal and strategy support	Master plan and feasibility study for the public Port of Komarno
SPAIN	Capacity building/Horizontal and strategy support	Strategy for maritime transport in Spain
	Major project	CEF2 – Zaragoza Tramway Line 2

ANNEX 4: APPRAISALS CARRIED OUT UNDER IQR AND PSA IN 2019

IQR

COUNTRY	SECTOR	TITLE	WITH ADVISORY SUPPORT
CROATIA	ICT	Construction of the Centre of Competence for Translational Medicine in Srebrenjak	Yes
	TRANSPORT	IQR – Hrvatski Leskovac – Karlovac	Yes
	WATER	IQR – Improvement of the water communal infrastructure – Zapresic agglomeration	Yes
	WATER	IQR – Improvement of the water communal infrastructure in Split–Solin	Yes
	WATER	IQR – Kastela and Trogir water and wastewater	Yes
CZECH REPUBLIC	ENERGY	Extension of the Kocin Switchyard project	No
	TRANSPORT	IQR – 001705 / Construction of I/11 Nebory – Oldrichovice – Bystrice road – Phase II	Yes
	TRANSPORT	IQR – Modernisation of the Rokycany-Plzeň railway line	Yes
	WATER	IQR – Improvement of the water communal infrastructure in Split–Solin	Yes
GERMANY	ICT	IQR – New Campus Inselplatz, Friedrich-Schiller-University Jena	No
	TRANSPORT	Acquisition of 30 trams, Dresden	No
ITALY	TRANSPORT	Napoli-Cancello railway	Yes
	TRANSPORT	Requalification of Naples-Bari railway: Cancello-Frasso Telesino segment	Yes
LATVIA	TRANSPORT	Latvian railway network electrification project	Yes
MALTA	WATER	Integrated water resource management to favour net zero impact water utility in Malta and Gozo	Yes
POLAND	TRANSPORT	Implementation of European radio communications standard for railway operations in Poland	Yes
	TRANSPORT	IQR – 001457 / Works on railway line no. 8, Warka – Radom section (Lots: C, D, E).	Yes
	TRANSPORT	IQR – Development of Szczecin Metropolitan Rail using existing sections of railway lines	Yes
	TRANSPORT	IQR – Modernisation of PKP Intercity rolling stock	No
	TRANSPORT	IQR – Purchase of 16 EMU's by Mazovian Railways	No
	TRANSPORT	IQR – Works on railway line No. 93, Trzebinia – Oswiecim – Czechowice Dziedzice section	Yes
	TRANSPORT	Modernisation of carriages and purchase of locomotives for PKP Intercity S.A	No
	TRANSPORT	Purchase of wagon platforms for intermodal transport	No
	TRANSPORT	Revitalisation and reconstruction of railway line no. 182 Tarnowskie Gory – Zawiercie	Yes
SLOVAKIA	TRANSPORT	Works on railway line C-E 65	Yes
	ICT	IQR – Science City Bratislava	Yes
	TRANSPORT	Construction of Prešov West-Prešov South section on D1 Motorway	Yes
	TRANSPORT	D1 Motorway Budimir-Bidovce	Yes
	TRANSPORT	IQR – Modernisation of railway line Puchov – Povazska Tepla	Yes

PSA

COUNTRY	SECTOR	TITLE	WITH ADVISORY SUPPORT
AUSTRIA	ICT	PSA – Construction of a KLH factory to produce laminated timber elements	Yes
BULGARIA	ENERGY	PSA – Greek-Bulgarian Gas Interconnector project	Yes
	TRANSPORT	PSA – Construction of Struma Motorway – Lot 3.2	Yes
CZECH REPUBLIC	TRANSPORT	PSA – Purchase of new electric trains for the South Moravia region	Yes
FRANCE	ICT	PSA – Martinique THD	Yes
GREECE	ENERGY	PSA – The Interconnection of Crete with the National Interconnected Transmission System	Yes
	ICT	PSA – Superfast Broadband	Yes
	ICT	PSA – Syzefxis II -resubmission	Yes
	TRANSPORT	PSA – Motorway Lamia - Xyniada (E65)	No
	WATER	PSA – North Mesogia Waste Water Collection and Treatment (East Attica)	Yes
HUNGARY	TRANSPORT	PSA – Construction of expressway M30 Tornyosnemeti-Slovakian border	Yes
	TRANSPORT	PSA – M0 reconstruction southern section between M6 and road no. 51	Yes
	TRANSPORT	PSA – Procurement of High Capacity EMU	Yes
ITALY	ICT	PSA – 7DCT300 - MAGNA PT S.p.A	Yes
	TRANSPORT	PSA – Doubling of section B of the Palermo–Carini railway line, running between Notarbartolo and EMS/La Malfa	Yes
POLAND	EDUCATION AND HEALTH SERVICES	PSA – Construction of a new mother and child hospital in Poznan	Yes
	ENERGY	PSA – Construction of the WtE plant in Gdansk	Yes
	ENERGY	PSA – LNG Terminal in Swinoujscie – extension	Yes
	ENERGY	PSA – PSE S.A. Mikulowa-Czarna power transmission line	Yes
	SOLID WASTE	PSA – Construction of the plant to use municipal waste for thermal energy recovery in Olsztyn	Yes
	TRANSPORT	PSA – Constructon of a bypass of Nowe Miasto Lubawskie, DK15	No
	TRANSPORT	PSA – Construction of A2 motorway, section Warszawa (Lubelska junction) – Mińsk Mazowiecki	No
	TRANSPORT	PSA – Construction of an expressway S7, odc. Warszawa – Grójec	No
	TRANSPORT	PSA – Construction of express road S19 Lublin – Rzeszów, section Kraśnik Południe – Lasy Janowskie	No
	TRANSPORT	PSA – Construction of the S19 express road Lublin – Rzeszów, section Lublin Węglin – Kraśnik Południe	No
	TRANSPORT	PSA – Construction of the S19 express road Lublin – Rzeszów, section Nisko Południe–Sokołów Małopolski Północ	No
	TRANSPORT	PSA – Construction of the S7 expressway Olsztynek – Płońsk, section Napierki – Płońsk	No
	TRANSPORT	PSA – Deepening of the access waterway and basins within the Port of Gdynia	Yes
	TRANSPORT	PSA – Modernisation of breakwaters in the North Harbour in Gdańsk	Yes
PORTUGAL	SOLID WASTE	PSA – Ecopark of Sao Miguel Island	No
	TRANSPORT	PSA – Linha do Minho Railway – Modernisation section Nine-Valenca	Yes
	TRANSPORT	PSA – Linha do Norte Railway – Modernisation section Ovar – Gaia	Yes
ROMANIA	TRANSPORT	Integrated Road Infrastructure Network for Bucharest Orbital Area	Yes
	TRANSPORT	PSA – Bridge over the Danube in Braila	Yes
	TRANSPORT	PSA – Rehabilitation of Metro Line 2: Pipera-Berceni	Yes
	TRANSPORT	Sibiu – Pitesti Motorway – Stage 1	Yes
	WATER	PSA – Cluj and Salaj Counties II – water and wastewater infrastructure investments for 2014-2020	Yes
	WATER	PSA – Ilfov County II – water and wastewater infrastructure investments for 2014-2020	Yes
	WATER	PSA – Timis County II – water and wastewater investments for 2014-2020	Yes
SLOVENIA	TRANSPORT	PSA – ESIF – Railway Link Divaca Koper	Yes
	TRANSPORT	PSA – Modernisation of the railway line Maribor – Sentilj	Yes
SPAIN	ICT	PSA – Construction and equipping of a multipurpose global oceanographic vessel	Yes
	TRANSPORT	PSA – HSL Madrid – Galicia Left track embankment for the section Orense–Olmedo	No
	TRANSPORT	PSA – Implementation of new sections of the high-speed line for mixed traffic belonging to the Atlantic corridor Madrid-Lisbon	No
	TRANSPORT	PSA – TA for the New Alcala de Guadaira – Sevilla Tram	No

ANNEX 5: OVERVIEW OF JASPERS-SUPPORTED MAJOR PROJECTS APPROVED BY THE EUROPEAN COMMISSION IN 2019

	Total investment cost in €m	Total community amount in €m	Number of major projects
Article 102(1)	8 984 667 317.19	4 768 702 082.53	28
With JASPERS advisory	7 952 910 867.54	4 355 709 243.43	21
Without JASPERS advisory	1 031 756 449.65	412 992 839.10	7
Article 102(2)	17 501 249 708.52	7 883 700 764.96	41
With JASPERS advisory	12 595 504 113.83	5 964 448 425.35	30
Without JASPERS advisory	4 905 745 594.69	1 919 252 339.61	11
Grand total	26 485 917 025.71	12 652 402 847.49	69

* 102(1): An IQR is produced by JASPERS for a Member State which, if the review is positive, submits it to the Commission to is then submitted application for funding.

**102(2): The Member State submits an application for funding to the Commission, which requests a Post-Submission Appraisal from JASPERS as an input into its decision on providing support.

ANNEX 6: LIST OF JASPERS-SUPPORTED MAJOR PROJECTS APPROVED BY THE EUROPEAN COMMISSION IN 2019

COUNTRY	APPROVAL PROCESS	WITH ADVISORY	TITLE
AUSTRIA	102(2)	Yes	Construction of a factory to produce laminated timber elements
BULGARIA	102(2)	Yes	Gas Interconnector Greece-Bulgaria
CZECH REPUBLIC	102(1)	No	TR Kočín – Modernisation and reconstruction
	102(1)	Yes	Modernisation of the Rokycany – Plzeň Line, phase II
	102(1)	Yes	Road I/11 Nebory -Oldřichovice – Bystřice, phase II
	102(2)	Yes	Purchase of new rolling stock (EMUs) for the South-Moravia region
GERMANY	102(1)	No	Construction of a university campus of the Friedrich–Schiller–University Jena on the Inselplatz in Jena
	102(1)	No	Light rail vehicle – DVB Dresden
SPAIN	102(2)	Yes	Multipurpose global oceanographic vessel
FRANCE	102(2)	Yes	Expansion of Nausicaá – Centre National de la Mer
	102(2)	Yes	Very high speed broadband for Martinique
GREECE	102(2)	Yes	AC INTERCONNECTION CRETE-PELOPONNESE
	102(2)	Yes	NATIONAL CADASTRE: COMPILATION OF THE PRELIMINARY CADASTRAL BASEMAPS AND DEVELOPMENT OF THE CADASTRAL DATABASE FOR PUBLIC PRESENTATION (SUSPENSION) IN AREAS OF THE FOURTH GENERATION OF CADASTRAL SURVEYS IN GREECE
	102(2)	Yes	Ultrafast Broadband (UFBB)
CROATIA	102(1)	Yes	Centre of Competence for Translational Medicine – CCTM
	102(1)	Yes	Improvement of the water communal infrastructure – Kaštela-Trogir agglomeration
	102(1)	Yes	Improvement of the water communal infrastructure – Zapešić agglomeration
	102(1)	Yes	Reconstruction of the existing track and construction of the second track on the Hrvatski Leskovac – Karlovac section of the railway line M202 Zagreb main station – Rijeka
HUNGARY	102(2)	Yes	"Preparation and Construction of M8 Expressway Körmend – Rábafüzes border, 2x1 Lanes"
	102(2)	Yes	Procurement of High Capacity EMU
	102(2)	Yes	M30 expressway, Miskolc – country border section
	102(2)	Yes	Reconstruction and development of the M0 motorway's southern section (phase I) (excl. replacement of Deák Ferenc bridge upper structure)
ITALY	102(1)	Yes	Railway axis Napoli-Bari, route Napoli-Bari, 1st section: modification to Napoli–Cancello route
	102(1)	Yes	Railway axis Napoli-Bari, route Napoli-Bari. Doubling section Cancello-Fresso Telesino
	102(2)	No	Metropolitan line of the Circumetnea railway – "Stesicoro-Airport"
	102(2)	Yes	National Major Project Ultra Broadband – White Areas
LATVIA	102(1)	Yes	Latvian Railway Electrification
MALTA	102(1)	Yes	Towards a net zero impact Water Utility – Ensuring Integrated Water Resource Management
POLAND	102(1)	No	Purchase of 16 Electric Traction Units
	102(1)	No	Purchase of platform wagons for intermodal transport by PKP CARGO S.A.
	102(1)	No	Reconstruction of tramway tracks in Szczecin – stage II
	102(1)	No	We accelerate comfortably – modernisation of wagons and purchase of locomotives for PKP Intercity S.A.
	102(1)	Yes	Construction of the ERTMS / GSM-R system infrastructure on the PKP Polskie Linie Kolejowe S.A. railway lines within the framework of NPW ERTMS
	102(1)	Yes	Construction of the Szczecin Metropolitan Railway (using the existing sections of railway lines No. 406, 273, 351)

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COUNTRY	APPROVAL PROCESS	WITH ADVISORY	TITLE
POLAND	102(1)	Yes	Modernisation of the Świnoujście–Szczecin waterway to a depth of 12.5 m
	102(1)	Yes	Revitalisation and reconstruction of the partially closed railway line no. 182 Tarnowskie Góry – Zawiercie
	102(1)	Yes	Works on the C-E 65 railway line on section Chorzów Batory – Tarnowskie Góry – Karsznice – Inowrocław – Bydgoszcz – Maksymilianowo
	102(1)	Yes	Works on the railway line No. 216, section: Działdowo – Olsztyn
	102(2)	No	Construction of A2 motorway, section Warsaw (junction Lubelska) – Mińsk Mazowiecki
	102(2)	No	Construction of bypass of Nowe Miasto Lubawskie within DK 15
	102(2)	No	Construction of Olsztyn bypass within the DK 16
	102(2)	No	Construction of S3 expressway section Legnica – Lubawka
	102(2)	No	Construction of S7 expressway Olsztynek – Płońsk, section Napierki – Płońsk
	102(2)	No	Construction of S7 expressway, section Warszawa – Grójec
	102(2)	No	Construction of the S6 expressway Słupsk – Gdańsk, section Bożepole Wielkie – beginning of the Tri-City bypass
	102(2)	No	Extension, modernisation and equipping of hospital facilities for the Rydygier Regional General Hospital in Toruń
	102(2)	Yes	Deepening of the approach fairway and internal areas of the Port of Gdynia – stages I and III and reconstruction of quays in the Port of Gdynia – stages II and III
	102(2)	Yes	Construction of Wielkopolska Children's Health Centre (pediatric hospital) and its equipment
	102(2)	Yes	Extending the functionality of the LNG Terminal in Świnoujście
	102(2)	Yes	Modernisation of the layout of protective breakwater installations in the Northern Port in Gdańsk
	102(2)	Yes	Purchase of equipment for the new headquarters of the University Hospital Kraków – Prokocim
	102(2)	Yes	The construction of Racibórz Dolny flood reservoir (polder) on the Odra River in the province of Silesia
PORTUGAL	102(2)	No	NAVIGATOR TISSUE CACIA, S.A. – Smooth project
	102(2)	Yes	Northern line – Modernisation of section Ovar – Gaia (2nd phase)
	102(2)	Yes	Railway line of Minho: Modernisation of the section Nine/Valença Border (Phase 2)
ROMANIA	102(1)	Yes	Enhancing the coverage and inclusiveness of the property registration system in rural Romania
	102(2)	No	Construction of Bucharest Metro line 6 (1 Mai – Otopeni)
	102(2)	Yes	Bucharest Metro Line 2 'Berceni'-'Pipera' (phase 2)
	102(2)	Yes	Increasing accessibility of Dobrogea Region: Road Bridge over the Danube at Braila
	102(2)	Yes	Integrated Road Infrastructure Network for Bucharest Orbital Area
	102(2)	Yes	Protection and Rehabilitation of the Coastal Zone – Phase II
	102(2)	Yes	Regional project for the development of water and wastewater infrastructure in the region Turda-Campia Turzii in the period 2014-2020
	102(2)	Yes	Regional Water and Wastewater Project Cluj and Salaj
SLOVENIA	102(2)	Yes	Upgrading of the existing rail track on the Maribor-Šentilj-national border section
	102(2)	Yes	Upgrading of the existing rail track on the Maribor-Šentilj-national border section
SLOVAKIA	102(1)	Yes	Advancing University Capacity and Competence in Research, Development and Innovation (ACCORD)
	102(1)	Yes	D1 motorway Budimír - Bidovce
	102(1)	Yes	D1 motorway section Presov West – Presov South
	102(1)	Yes	ŽSR, Modernisation of railway line Púchov – Žilina, for track speed up to 160 km/h – I. stage (section Púchov – Považská Teplá)

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ANNEX 7: PORTFOLIO OF ASSIGNMENTS FOR THE IPA II AND SERBIA MANDATES BY COUNTRY AND SECTOR AT 31 DECEMBER 2019

	ENERGY	ICT	SOLID WASTE	TRANSPORT	WATER	EDUCATION AND HEALTH SERVICES	CROSS-SECTOR CAPACITY BUILDING	TOTAL	PORTFOLIO 2019
Completed/Ongoing									
ALBANIA		/ 1		/ 3				/ 4	4
BOSNIA AND HERZEGOVINA							/ 1	/ 1	1
KOSOVO						/ 1		/ 1	1
MONTENEGRO			/ 1	1 / 1	/ 5		1 / 4	2 / 11	13
SERBIA	/ 1		/ 1	/ 12	/ 13		/ 2	/ 29	29
THE REPUBLIC OF NORTH MACEDONIA	/ 1			1 / 5	/ 3		/ 1	1 / 10	11
TURKEY			1 /		5 /			6 / 0	6
TOTAL	/ 2	/ 1	1 / 2	2 / 21	5 / 21	/ 1	1 / 8	9 / 56	65

ANNEX 8: ASSIGNMENTS COMPLETED FOR THE IPA II AND SERBIA MANDATES BY COUNTRY AND SECTOR IN 2019

COUNTRY	SECTOR	TITLE
MONTENEGRO	CROSS-SECTOR CAPACITY BUILDING	Transport Development Strategy in Montenegro
	TRANSPORT	Rehabilitation of Section Kos-Trebesica on railway line Bar-Vrbnica
THE REPUBLIC OF NORTH MACEDONIA	TRANSPORT	New Rail Section Kriva Palanka - Bulgarian Border
TURKEY	SOLID WASTE	VANCEB Integrated waste management project
	WATER	Integrated Water Project Bismil
	WATER	Integrated Water Project Cankiri
	WATER	Integrated Water Project Rize
	WATER	Integrated Water Project Sivas
	WATER	Integrated Water Project Trabzon

GLOSSARY AND LIST OF ACRONYMS USED IN THIS REPORT

ADIF :	Administrador de Infraestructuras Ferroviarias
CEF:	Connecting Europe Facility
CoR:	Committee of the Regions
DG NEAR:	Directorate-General for Neighbourhood and Enlargement Negotiations
DG MOVE:	Directorate-General for Mobility and Transport
DG REGIO:	Directorate-General for Regional and Urban Policy
EIA:	Environmental Impact Assessment
EFQM:	European Foundation for Quality Management
EIB:	European Investment Bank
ERDF:	European Regional Development Fund
ESIF:	European Structural and Investment Funds
ESW:	Energy and Solid Waste
EU:	European Union
IEO:	Instituto Español de Oceanografía
IPA:	Instrument for Pre-Accession
IQR:	Independent Quality Review
JASPERS:	Joint Action to Support Projects in European Regions
KWF:	Kärntner Wirtschaftsförderungs Fonds
MSE:	Multi Sector Assignment
NCC:	Networking and Competence Centre
NIPAC:	National IPA Coordinator
OP:	Operational Programme
PSA:	Post-Submission Appraisal
PSE:	Polskie Sieci Elektroenergetyczne
RAM:	Rail, Air and Maritime
ROD:	Roads
SRA:	Southern Regional Assembly
SRT:	Smart Development
SUMP:	Sustainable Urban Mobility Planning
TEN-T:	Trans-European Transport Networks
TO:	Thematic Objective
WAT:	Water and Wastewater
WCZD:	Wielkopolskie Centrum Zdrowia Dziecka



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