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Synergies for Green Growth

A Horizontal Approach
to Cooperation on **Circular
Economy and Green Growth**
in the **Mediterranean**

Interreg
Mediterranean



GREEN GROWTH

Project co-financed by the European
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About the Circular Economy White Paper

This White Paper is part of a series of thematic Circular Economy White Papers presenting the contributions of the Interreg MED Green Growth community and their efforts in transitioning towards a circular economy, in the areas of:

- 1) Resource Efficiency
- 2) Green and Smart Public Services
- 3) Waste Prevention and Management
- 4) Competitiveness and Innovation.

*A circular economy is
'where the value of products,
materials and resources is
maintained in the economy
for as long as possible,
and the generation of
waste minimised'.*

European Commission 2015¹

The thematic White Papers are complemented with a transversal White Paper and accompanied by a set of Policy Recommendations and Legal Recommendations in the same thematic areas. The elaboration of the White Papers was led and developed by the SYNGGI project based on contributions from modular projects of the Interreg MED Green Growth Community², through dedicated Thematic Working Groups on the four thematic areas.

1. European Commission (2015). Closing the loop - An EU action plan for the Circular Economy.

2. <https://green-growth.interreg-med.eu>



About the Interreg MED Green Growth Community and SYNGGI Project

The Interreg MED Green Growth community is a thematic community of projects in the framework of the **Interreg MED programme**, which is a transnational European Cooperation Programme for the Mediterranean area. Within the Green Growth theme of the Interreg MED programme, SYNGGI – “*Synergies for Green Growth Initiative – Energising the Impact of Innovation in the Mediterranean*” – is the project managing the Interreg MED Green Growth community and its modular projects (2016-2019). This community has a total of 14 modular projects. The SYNGGI project acts as a dynamic network to unify project results, support MED stakeholders and create a fruitful and collaborative environment for all implicated bodies.

The methods that are used within that framework aim to stimulate the sharing of the project results and findings and enhance the cross-sectorial innovation practices among key Mediterranean stakeholders.

Moreover, strong emphasis is given in the capitalisation process, with the objective to create common policy outcomes to contribute to the vivid legal framework that needs constant revision and input, such as the EU Circular Economy Action Plan and other relevant environmental policies.

Relationship Between the Concepts Green Growth and Circular Economy

Economic growth is a major driver for poverty reduction and human development. Currently, economic growth is supported by a “take-make-waste” economic model that is unsustainable and has had and continues to have detrimental effects on the environment. Conversely, a Green Growth model supports economic growth that is environmentally sustainable. The Organisation for Economic Co-operation and Development (OECD) defines Green Growth as “fostering economic growth and development, while ensuring that natural assets continue to provide the resources and environmental services on which our well-being relies”³. A Circular Economy—in which the value of resources remains in the economy through products and processes designed for efficiency, reuse and waste reduction—accomplishes Green Growth by incorporating concepts such as eco-innovation and industrial symbiosis in order to achieve sustainable economic growth.

Beginning in the late 18th century, the Industrial Revolution framed innovation in terms of expanding capitalism and manipulating the natural environment. It was not until the 1960s that the association between innovation and sustainability was recognised, as academics began to capitalise on the conflation between continuous economic growth and sustainability when considering the earth’s finite resources. Thus, eco-innovation first became popularised in the last quarter of the 20th century with the goal of implementing socio-technological change in order to address and expand environmental constraints⁴. Similarly, the concept of industrial symbiosis originated in the 19th century when it was used to describe various kinds of interactions and relationships among industries, though today it is often considered a branch of industrial ecology with a focus on the utilisation of the wastes of one industry as the inputs to another, thus maximising resource efficiency and reducing waste⁵.

The concept of Green Growth gained popularity in Asia and the Pacific Region in the early 2000s, following the implementation of the Seoul Initiative Network on Green Growth. This was coupled with the regional initiative of the United Nations Economic and Social Commission for Asia and the Pacific for sustainable development. In 2010, the Global Green Growth Institute was established with the goal of spreading Green Growth as a sustainable economic model worldwide. As a result, a number of other international organisations (such as the World Bank), think tanks and academics have participated in initiatives aimed at supporting Green Growth concepts and systems⁶.

The Circular Economy model is often referred to as an umbrella concept that incorporates key sustainability strategies related to economic growth. It has grown in popularity over the last decade, especially following the creation of the Ellen MacArthur Foundation⁷ in 2010 and the implementation of the EU Action Plan for the Circular Economy in 2015. Within a Circular Economy, products, materials, and resources are exploited to their full potential, thus promoting efficiency, sustainability and competitiveness. In order for the full realisation of a circular economic model, processes supporting Green Growth—those that consist of increasing resource efficiency and decreasing negative environmental impacts—must be implemented. Therefore, a Circular Economy model incorporates the objectives of Green Growth and utilises economic strategies aimed at resource efficiency and waste reduction, making it doubly beneficial in that it promotes economic growth as well as environmental protection and sustainability. Figure 1, gives a timeline representation of how various initiatives have led to the Circular Economy concept.

3. GGGI Strategic Plan 2015

4. https://www.researchgate.net/publication/255989117_The_Origins_and_Purpose_of_Eco-Innovation/link/02e7e53a2a15593fe8000000/download

5. <https://pdfs.semanticscholar.org/942d/b85c36d79f33605fc-1034b124414475348a5.pdf>

6. <https://sustainabledevelopment.un.org/index.php?menu=1447>

7. www.ellenmacarthurfoundation.org

EVOLUTION OF CIRCULAR ECONOMY

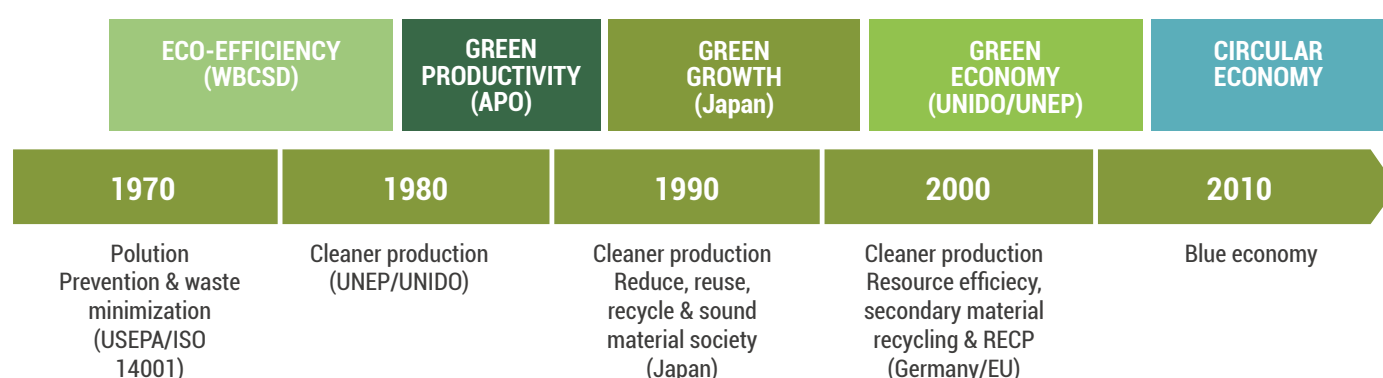


Figure 1 Evolution of the Circular Economy Concept
 (adapted From: "Creating Circular Economic Potential as a way for achieving Smart and Sustainable Cities"
 by Dr. Prasad Modak.
<http://www.uncred.or.jp/content/documents/6301MS-2-P1.pdf>

The objectives of a Circular Economy, which support a Green Growth Initiative, are to:

- Design materials, products and systems that harness new materials and technologies in order to prevent and eliminate waste and pollution, especially when considering that 80% of environmental impacts are generated during the design phase
- Keep products and materials in use, thereby increasing resource efficiency and sustainability and preventing waste accumulation

- Regenerating natural systems by returning valuable nutrients back to the soil and other ecosystems in order to eliminate the concept of waste and enhance natural resources

Accordingly, to achieve Green Growth through the implementation of a Circular Economy, a systematic approach that fosters cooperation and collaboration is required. The SYNGGI project addresses the objectives of a circular economic model by applying a horizontal approach that brings together a diverse community of experts and stakeholders to emphasise regional (Mediterranean) needs and joint interests.

Setting Up Cooperation in the Mediterranean with relation to Green Growth and Circular Economy

The Interreg MED programme was established in response to increasing global environmental concerns. The transnational setup allows the programme to tackle environmental challenges that extend beyond national borders, such as the implementation of a low carbon economy, the protection of natural and cultural resources and the strengthening of innovation. As part of this programme, the Interreg MED Green Growth community and its associated projects were established to address the challenges of creating effective, efficient and systematic change related to Green Growth, with a specific focus on innovation. The cooperative structure of the community was designed to foster communication and collaboration between all stakeholders, as well as to amplify the results of its initiatives, not only within the Mediterranean region but also within Europe as a whole. The Interreg MED Green Growth community contains 15 projects working on different topics related to Green Growth such as sustainable agro-food systems, eco-innovation, green manufacturing, green public procurement, waste management and smart cities, among others.

The specific objectives of the Interreg MED Green Growth community are:

- **Empowered Green Growth community for Mediterranean and non-Mediterranean stakeholders:** The creation of a solid community that acts as a hub to collect project results, disseminate and capitalise them among partners, consortia, stakeholders and countries.
- **Upgrading Green Growth community networks:** the community creates bridges and seeks collaboration with networks, institutions and programmes inside and outside the Interreg MED cooperation area to transfer the knowledge and results of the projects and to promote synergies among initiatives in the Mediterranean region.
- **Capitalisation support:** capitalisation and transfer activities are performed to outreach the project results and potential replication of projects to other countries. Common policy outcomes are produced to contribute to the vivid legal framework that needs constant revision and input.

The horizontal approach of the SYNGGI project addresses issues within the Green Growth concept in a cross-cutting way that aims to achieve the Interreg MED programme's objectives of:

- Developing Information and Communication Technologies (ICT) that support socioeconomic development, governance, networking, etc.
- Promoting social cohesion and social innovation.
- Effectively managing project data in order to enhance the dissemination of experiences and results.
- Utilising territorial and eco-systemic approaches to coordinate efforts toward sustainable development⁸.

The establishment of a Communication Grid has also been crucial to the project's success. Three levels were distinguished within the communication framework:

- **Modular project level** (meetings to explore outcomes of the project, assistance in communication activities, etc.)
- **Horizontal Project Level**, in this case **Green Growth Thematic community** (communication between members and projects of the community, knowledge exchange, building activities of joint/ transversal basis, thematic events, etc.)
- **MED Programme level** (Programme updates, collaboration with Axis.4, participation in thematic events, support of capacity building, etc.)

Accordingly, SYNGGI facilitates the transfer of results from modular projects to other communities (institutional, scientific and thematic European networks/stakeholders). SYNGGI, by its nature, operates as an interface for all modular projects within the Green Growth thematic priority.

The project structure makes use of the quadruple helix strategy, bringing together partners from academia, industry, public authority and civil society. Figure 2 gives a graphical representation of the quadruple helix approach. This strategy allows for innovation to be reinforced across multiple sectors, as well as for the capitalisation of the project results. SYNGGI represents the first time that, on such an extended scale, more than 150 partners from 12 countries are exchanging knowledge in the field of Green Growth in the northern and eastern area of the Mediterranean region. The Interreg MED Green Growth community has partners from Albania, Bosnia-Herzegovina, Croatia, Cyprus, France, Greece, Italy, Malta, Montenegro, Portugal, Slovenia and Spain. The total budget of the funded projects under the Interreg MED Green Growth community is approximately 34 million Euros.

8. https://interregmed.eu/fileadmin/user_upload/Sites/Programme/Explore/What_is_Interreg_Med/EN_PC_SFC_FINAL_V_2.pdf

THE QUADRUPLE HELIX APPROACH

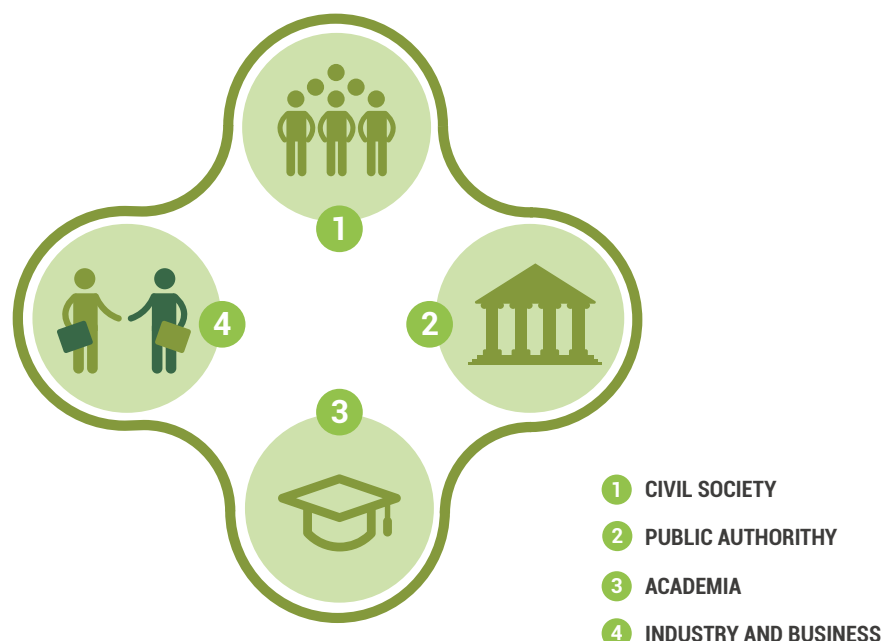


Figure 2 The Quadruple Helix approach

INTERREG MED GREEN GROWTH COOPERATION AREA



Figure 3 Interreg MED Green Growth Partnership

Interreg MED Green Growth Thematic Working Groups (TWG)

Within the Interreg MED Green Growth Community, four Thematic Working Groups (TWGs) were established with the purpose of facilitating systematic technical cooperation, synergies and joint work within the community. The themes were established in alignment with the EU Circular Economy Action Plan's indicator framework for monitoring the progress towards a Circular Economy. Following this framework, the TWGs categorised the 14 Modular Projects of the MED Green Growth community into the four themes of Sustainable Consumption and Production: **Resource Efficiency**; TWG 2: **Sustainable Consumption and Production**; Green and Smart Public Services; TWG 3: Waste Management; and TWG 4: Competitiveness and Innovation. Each TWG closely monitored the modular projects relative to the EU Circular Economy indicators to ensure that they were in alignment with the standards set for each indicator theme. The TWGs are composed of partners of the Modular Projects and are monitored by a SYNGGI partner having the most relevant experience for the respective themes.

The first Thematic Working Group focused on Sustainable Consumption and Production by enhancing resource efficiency in the Mediterranean agro-food sector, as well as in urban areas through the implementation of the Smart City Concept (see White Paper No. 1 "Make More with Less. Enhancing Resource Efficiency in the Mediterranean Agro-food Sector and Cities for a Circular Economy"). The goals of this Working Group and the associated Modular Projects (CAMARG, ESMARTCITY, MADRE, MED GREENHOUSES, PEFMED, REINWASTE) were to address the inefficiencies, intensive resource use, and environmental degradation associated with a linear "Take-Make-Waste" economic model. Through confronting these issues, the projects demonstrated the benefits of resource efficiency for both the environment and the economy through the minimization in demand for resources such as water and energy, promotion of the use of local agro-food products, and the creation of new and sustainable competitive advantages for the European Union.

The key success factors of the modular projects under this TWG include a focus on user needs, the activation of clusters, a high level of interest and engagement from stakeholders, and the close collaboration among many different partners in the implementation of the projects.

The Modular Projects partnered with over 430 companies to implement 59 pilot applications specifically aimed at addressing the value chain of the agro-food industry and public city infrastructure.

The second Thematic Working Group was tasked with promoting **green public procurement** in the framework of **Sustainable Consumption and Production** by which public authorities seek to procure goods and services with reduced environmental impact throughout their life cycles (see White Paper No. 2 "Towards Circular Towns and Cities. Promoting Green and Smart Public Services within Mediterranean Municipalities to move towards a Circular Economy"). The goal of this Working Group and the associated Modular Projects (ESMARTCITY, GRASPINNO, GREENMIND) was to examine public procurement in the context of long term impacts, with specific attention paid to the role of public authorities in purchasing goods and services that attempt to close energy and material loops, while also minimising or eliminating negative environmental impacts. The results from the modular projects indicate that calculating the costs of goods and services throughout their life cycle enables both economic and environmental criteria to work cooperatively so that procurement leads to the best value-to-cost ratio. Accordingly, the European Commission promotes the principle of the Most Economically Advantageous Tender (MEAT), into which the aforementioned criteria can be integrated.

Key success factors for the projects within this TWG are a focus on user needs, the activation of clusters, a high level of interest and engagement from stakeholders, and the close collaboration among many different partners in the implementation of the projects.

The Modular Projects partnered with over 240 companies to implement 23 pilot applications and case studies specifically aimed at addressing green and smart public services as they pertain to public buildings, public lighting and urban mobility.

11. European Commission (2018). European Innovation Scoreboard 2018 – Executive summary.
12. GE (2018). Global Innovation Barometer 2018 Summary Report.
13. European Commission (2017). Regional Innovation Scoreboard.
14. European Commission (2016). European Regional Competitiveness Index.



The third thematic working group addressed **waste reduction, prevention and management** solutions (see White Paper No. 3 “Zero Waste: Problems Become Opportunities. Waste Prevention and Management”). The objectives within this theme stress the importance of the full utilisation of resources throughout their life cycle to realise a Circular Economy. The goals of this Working Group and the associated Modular Projects (REINWASTE and RE-LIVE WASTE) were, not only to promote solutions leading to the reduction of both organic (livestock) and inorganic waste, but also to map out technologies, systems, and strategies for proper waste management. Throughout the project durations, multiple priority materials were identified with regards to waste, including: agricultural products and bio-waste, wood and paper, plastics, metals and phosphorus.

The key success factors for the projects within this TWG focus on facing waste generation problems: inorganic and organic (livestock) waste with specific success through the engagement of stakeholders that cover the entire Agro-food value chain and the demonstration of innovative circular waste solutions that provides evidence that the transition towards a circular economy makes sense from both an ecological and economic perspective.

Other important implications, however, include economic benefits such as resource efficiency and new business, marketing and innovation opportunities related to the technology and systems involved in waste reduction and management. The featured Modular Projects partnered with 90 Small and Medium Sized Enterprises (SMEs) to test and implement solutions through 4 pilot applications and case studies focused on organic and inorganic waste.

The fourth Thematic Working Group implemented and assessed solutions for promoting **competitiveness and innovation** within the Mediterranean region as they pertain to Green Growth and Circular Economy (see White Paper No. 4 “Fit for a Circular Future. Promoting Competitiveness and Innovation of Mediterranean SMEs for a Circular Economy”). The goal of this Working Group and the associated Modular Projects (finMED, REINWASTE, ARISTOIL, GREENOMED, GREEN MIND, CrealInnovation, and EMBRACE) was to emphasise the environmental and economic benefits of new and innovative business models, technologies, and changes in production systems. On one hand, innovation is necessary to support the transition to a circular economic model. On the other, implementing a Circular Economy would drive competitiveness and open up more opportunities for innovation in efficient systems of production and consumption that reduce negative environmental impacts. In addition to promoting eco-innovation as a driver for competitiveness, the Modular Projects under the theme of competitiveness and innovation also emphasized the importance of multi-stakeholder clusters that stand to foster education, communication, and collaboration.

Key success factors of the modular projects within this TWG was to apply, test and validate solutions in sectors and regions, and thus provide evidence for what works best in terms of promoting green growth in the Mediterranean region with a particular focus on innovation with enhanced competitiveness through more effective industry clusters.

The projects partnered with over 2000 companies to implement at least 100 pilot applications in the manufacturing, agro-food and mobility industries.

Figure 4 gives a graphical representation of the 4 Thematic Working Groups, the associated modular projects, the relevant CE indicators and the main targets of each TWG.



THE FOUR THEMATIC WORKING GROUPS

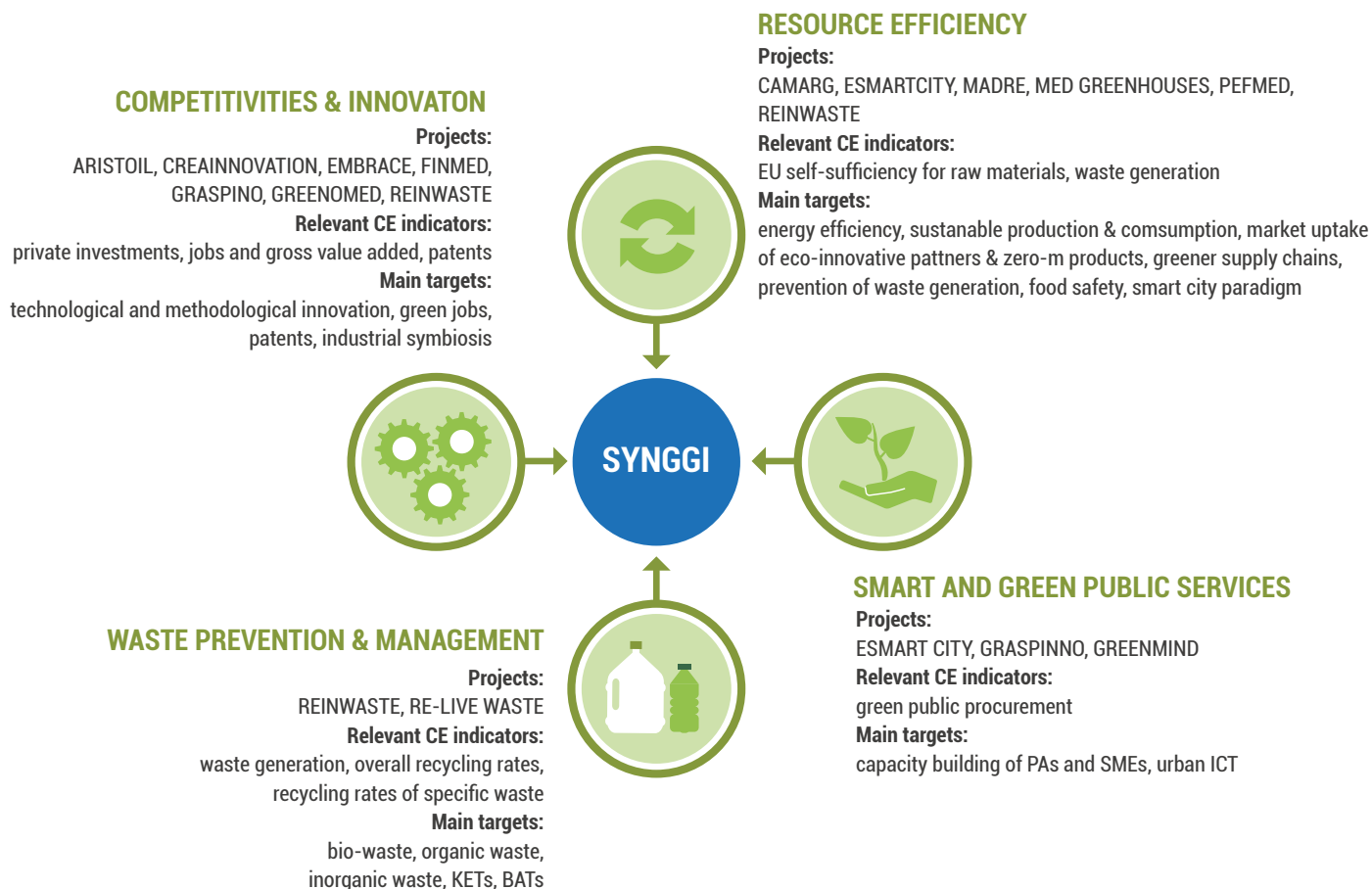


Figure 4: The 4 Thematic Working Groups.



Challenges of an Interdisciplinary Project

As would be the case with any project as complex and comprehensive as SYNGGI, some challenges arose during the project's implementation, which are important to mention so they can be addressed and prevented for future similar initiatives.

Organisation

- A key challenge for an interdisciplinary project like SYNGGI is to match the variety of expertise that exists amongst the partners to the distribution and requirements of the tasks.

Resources

- Timing and financial resources must be sufficient to cover the entire work plan especially considering that effective synergies and capitalisation actions related to Green Growth require a long-term perspective.

Communication and Collaboration

- Due to the large number of modular projects (14) and partners within the Interreg MED Green Growth community initiative, this led to difficulty in managing communication effectively amongst them, which can create risks associated with a loss of information and a duplication of results.
- Similarly, the diversity among the modular projects emphasizes the difficulty in synthesising the results and disseminating a common message.
- There was a challenge related to the lack of homogeneity in the communication resources and expertise for each modular project, which could limit the extent to which they complement each other and interact with one another.
- Good synergies rely on trust and willingness amongst the project partners.

Despite the challenges faced throughout the project's duration, SYNGGI was ultimately very successful in achieving its objectives, creating a sound network of actors for promoting Green Growth and showcasing real examples for the implementation of a Circular Economy in the Mediterranean. These successes are summarised below:

Success Factors

Quadruple Helix

- This structure engaged a wide range of consortium members including SMEs, academia, research institutes and governing authorities so as to create a vast community of partners that combine a very specific combination of expertise with technical as well as communication backgrounds, and with extensive experience in working towards innovation.

Regional Goals

- All of the involved partners have stated that the project has been successful in addressing specific regional needs within the Mediterranean region relative to Green Growth.
- The Interreg MED programme and its trans-national setup allowed common challenges to be successfully tackled beyond the national borders and to enhanced collaborations at regional level.
- The project has also been classified as "very high" in relevance to the MED area target strategies, EU policies, Green Growth priorities, and environmental policies.

Partnership Structure and Expertise

- The majority of partners have acknowledged the high capacity of the partner organisations to effectively motivate and engage key local organisations, academic communities, NGOs, stakeholders, business sectors, policy makers and the general public.
- Where and when necessary, the SYNGGI project identified and relied on the support of external experts in the field of Green Growth and Innovation.
- The new architecture of the Interreg MED programme including Horizontal Projects (thematic communities) and Modular Projects was found to provide a highly successful governance structure to coordinate the Green Growth initiatives.



Benefits of Participation

- Due to the high level of relevance of the project goals to the regional Mediterranean needs, the partners concur that their participation in the SYNGGI initiative brought them new opportunities. For instance, through enlarging their EU and transnational networks, improving their visibility and contacts, developing synergies with existing projects and institutional activities, opportunities to valorise competence and skills within their networks, capitalising on previous experiences and projects, and gaining experience on the topics related to Green Growth through a multi-level cooperation are just some of the examples given of their potential benefits.
- Other actors and stakeholders of the participating countries and regions stand to benefit from the SYNGGI project and the whole Interreg MED Green Growth community by establishing synergies and collaboration with organisations from other countries and regions previously not involved. These benefits are manifested mainly through being directly engaged and informed about the Green Growth Community's initiatives and objectives, participating in community activities to meet other stakeholders from the community, strengthening their innovation capacities, improving their public image, learning about the experiences and best practices of the Interreg MED programme and adopting Green Growth project outputs and results in their regional and/or national policies.
- Project partners from the Interreg MED Green Growth community obtained several new opportunities to interact with high-level institutions and actors such as the Union for the Mediterranean, several European Directorate-Generals, EU policy officers, etc.

Territorial Cooperation

- Through the implementation and results, the project has responded to the lack of thematic networking in the Mediterranean area and among European countries by developing synergies, promoting innovative policies, energising the innovation potential of networks, fostering dynamic collaboration and exchanging information between countries in a more dynamic way that previously was not the case.
- Through the project's territorial cooperation, the entire Mediterranean area, as well as the rest of Europe, stand to benefit from the ability of the horizontal projects approach to be transferred to other EU programs, such as: LIFE, Horizon 2020 / Horizon Europe, Interreg Europe, etc.
- The project achieves the ultimate goal of promoting sustainable development in the Mediterranean region and beyond.

Thematic Working Groups (TWG) on Circular Economy

- Setting up the TWGs from across the modular projects, countries and cultures brought various actors together to work on common Green Growth challenges in the Mediterranean.
- The TWGs also created the space for the modular projects to work together efficiently and with clear objectives that are aligned to the EU priorities.
- The co-creation of policy outcomes (including the white papers, policy and legal recommendations) was achieved by enlarge due to the common working format of the TWGs.



Lessons Learned

In addressing both the challenges and successes of the SYNGGI project, many key project aspects that stand to contribute towards its replicability in future Green Growth initiatives, as well as some areas, have been identified as follows:

- Regarding **communication**, the approach of implementing Horizontal projects is innovative for the Interreg MED programme and other European initiatives. Each Horizontal project, and SYNGGI as a whole, presents significant challenges in simultaneously monitoring the progress of many modular project activities in order to successfully approach, develop and disseminate its outputs and results. Common single messages as a community need to be developed considering the information provided by the different projects. Social media tools were required to be very informative in order to successfully promote project initiatives and disseminate results. Facebook, Twitter, Youtube and a website were created for communication purposes and to reach the widest possible stakeholder groups.
- Regarding **community building**, several activities (workshops, B2B meetings, events, interactive games, etc.) were created to create a strong network of partners within the community and to establish synergies amongst the projects. In the age of digital connections, face-to-face interactions cannot be understated and thus for any future horizontal interdisciplinary projects, financial and time allocations should be made for ample presentational interactions to build network connections and exchange experiences. Thematic Working Groups are also an excellent tool to reinforce the sense of being part of a community working towards similar objectives.
- **Capitalization of results**, establishes capitalisation conducive channels to secure effective transfer of prominent tools/measures and final uptake by local/regional policy makers.



Call to Action

The promotion of Green Growth and the switch to a Circular Economic model not only is necessary in preventing further economic and environmental decline, but also stands to spur innovation, competitiveness and accordingly, economic growth. With several projects, the Interreg MED Green Growth community makes an active contribution to the implementation of the EU Circular Economy Action Plan, as well as to the Agenda 2030, particularly to the Sustainable Development Goal (SDG) 12 (Ensure sustainable consumption and production patterns) and SDG 13 (Take urgent action to combat climate change and its impacts).

The Interreg MED Green Growth community's SYNGGI project has exemplified the benefits of applying an interdisciplinary, horizontal structure to Green Growth initiatives. As a result, the community is urging that the project be used as a model and a motivation for future cooperative efforts towards achieving Green Growth and implementing a Circular Economy, not just within Europe but also on a global scale.



In order to reach the full potential of the presented solutions throughout the Mediterranean region, the Interreg MED Green Growth community calls for action in the following aspects:

The European Commission and EU Member States

- To promote multifaceted and horizontal approaches in forthcoming projects as a key to achieve circularity systems in Green Growth projects.
- To promote the dissemination, exchange and uptake of the solutions and innovations through horizontal projects while including a long-term perspective.
- To promote the translation and adaptation of existing and emerging tools for the different regional contexts within the Mediterranean region.
- To support quadruple helix approaches within transversal projects in order to address multi-stakeholder levels.

Regional and local authorities in the Mediterranean

- To develop action plans and programmes that incentivize the uptake of demand-driven solutions from modular projects in the area of Circular Economy and Green Growth.
- To adopt and promote the Circularity paradigm shift.
- Considering the role of the public sector as a catalyst for change, the increased uptake by authorities at all levels is fundamental for the circular economy transition.
- To reinforce the role and relevance of individual actions in the complexity that Circular Economy approach requires.
- To promote the dissemination, transfer and uptake of the solutions for promoting innovation and competitiveness described in the provided White Papers.

SMEs

- To engage in innovation networks and clusters and share knowledge and experiences on best practices and solutions to adopt circular approaches.
- To participate in transversal and multidisciplinary projects to support public authorities and academia in their efforts towards a green and circular economy at local and regional levels.

Contacts

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Mediterranean



EUROPEAN UNION



GREEN GROWTH

Project co-financed by the European
Regional Development Fund

*“Technical Information
elaborated by WE&B
with the collaboration of
all modular projects
together with
the coordination of
CT BETA-UVic/UCC”*

