

ACTION LAB II LET'S DISCUSS OPTIONS FOR COMPLEMENTARITY

FLAGSHIP 1.1

WORKING GROUP

INTRODUCTION

In the introductory presentation It has been shown a quick recap of the main contents of the Flagship 1.1 dedicated to FOSTERING QUADRUPLE HELIX TIES IN THE FIELDS OF MARINE TECHNOLOGIES AND BLUE BIO-TECHNOLOGIES. It has also been underlined what we intend for marine and blue-biotechnologies. **Marine technologies** may be considered as "technologies for the safe use, exploitation, protection of, and intervention in, the marine environment; marine engineering; ship building; oil and gas exploration, exploitation, and production; marine resources (including both renewable and non-renewable marine resources); transport and logistics. **Blue/bio-technologies** are the application of science and technology to living aquatic organisms for the production of knowledge, goods and services (OECD, 2016), especially in the fields of food, pharmaceuticals, cosmetics, energy, packaging, and much more.

The European Commission Communication no 240 of this year on a new approach for a sustainable blue economy recalls on the need to move from the blue growth towards a sustainable blue growth as one of the cornerstones of the green deal. It also mentions EUSAIR as one of effective means for the blue growth stakeholder's cooperation.

The Flagship 1.1 is focused on one hand on innovation and blue/bio technologies and on the other hand on blue skills/careers. Specific actions concern:

- Encouragement & creation of clustering, especially adopting quadruple helix approach, also in line with Smart specialization strategies
- Research and innovation transfer on blue technologies
- Enhancement of competitiveness and sustainability of enterprises in the areas of blue economy
- development of eco-friendly end products serving circular economy -
- SMEs support
- Development of solutions to decarbonize fishing fleets
- Promotion of blue skills - knowledge sharing & creation of databanks, networking between researchers.

It has been presented **the mind-map** that has been built taking into account MAs' answers about the existing links between the Flagship 1.1 and the types of actions of each drafting Program. Five clusters have been identified:

- blue/biotechnologies
- digitalization
- competitiveness of SMEs in blue economy sectors
- blue skills/careers
- circular economy

For each cluster It has been reported the matching with the relevant types of actions, indicating the concerned Programs. The green flag shows the actions for which the link with the flagship is stronger. The light orange boxes specify the actions involving at least 4 Programs. The green arrows put the attention on the different actions that could be in synergy. On a methodological point of view, the types of actions have been summarized with a short description, also merging different actions among the Programs. The actions may refer to different clusters, one single action for example could be included in more clusters.

Question No 1: Which are the complementarities emerging among the Programs?

The Programs generally confirm the design of the map. Many of them state that they are in the drafting phase of the fine-tuning of the types of actions and this is shared as an opportunity for the embedding work. Adrion Program, in particular, refers that it is currently on going the refining of the actions aiming at ensuring a closer link with Flagships also including specific keywords and creating a clearer intervention logic.

Going deeply into the content of the map, it has been noted that the only Flagship 1.1 action not included in the analysed draft Programs is **decarbonization of mobility**, also because it is a typical ERDF and EMFAF intervention. Adrion Programme specifies that instead, within PO 2, it is foreseen an action concerning this aspect: Support the environmental performance and energy efficiency for low carbon ports system and related infrastructures – such as noise reduction, air quality, decrease of CO₂ emissions – through the adoption of innovative technology and energy sustainability measures. Also Greece-Italy Program affirms that for transport sector it has been foreseen a cross-cutting project mixing blue Economy, transport and climate change.

Discussing about complementarities, it is noted that the core activities (Blue technologies, SMEs support and skills) related to the Flagship involve a large number of Programs, also compared to other Flagships. There is a wide range of actions and all of them show a strong link to the Flagship.

It is very interesting the action of IT HR and IT SI promoting **synergies among ETC Programs** and with Horizon. IT-AL-ME would like to create synergies with other ETC Programs and COSME with regards to the digitalization, as a cross-cutting issue instead of defining a specific dedicated action.

Many Programs mention **quadruple helix approach**, while S3 is mentioned much more with reference to S3 skills.

With reference to **digitalization** there are much more Programs promoting ICT access for public administrations, citizens and enterprises and less Programs investing in interoperability and big data.

Reading third group of actions it can be noted how **support to competitiveness of SMEs** has a strong relevance into the new Programs and the majority of them make clear reference to blue economy sectors or sustainable sectors.

A very interesting experience that emerged was the action of IPA HR-BA-ME concerning SPF and sub-granting for SMEs.

With reference to blue skills/careers, only two cross-border maritime Programs (IT-GR and IT-HR) specifically mention **blue skills**, the other ones mention green, general, entrepreneurial or digital **skills**. Many Programs make specific reference to **S3 skills** that could be an important link between Programs and actions. Some Programs pay due attention to **young people**, especially IPA SR-BA and SR-ME. Few of them consider recognition of qualifications and mobility of students and researchers. A specific action is foreseen by Adrion to close the gap between EU and IPA ADRION Countries by raising competencies/skills.

Few Programs have considered specific actions for **circular economy** mainly facing technologies serving circular economy. On this aspect, the Programs specify they are defining actions related to green technologies, circular economy and green skills within PO 2 specific objectives.

Question No 2: What is the role ADRION programme could play?

Adrion could play an important role as unique transnational Program of the area. Adrion representatives inform that there is under discussion MA's proposal to adopt quicker approaches for the launch of new calls, in order to speed up projects selection and approval processes. In this way approved projects can be considered the engine for further calls of the CBC and mainstream programs. These approaches include



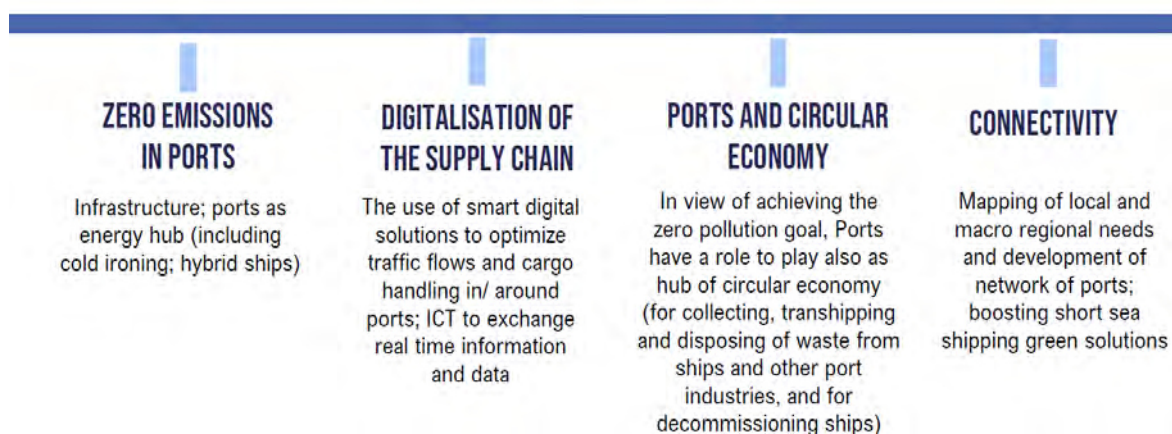
the one offered by the capitalisation call for thematic clusters. It is also important to work at national level to build the partnerships participating to different Programs.

II ACTIONLAB–REPORT ON THE RESULTS OF THE WORKING GROUP ON SMART/GREEN PORTS HUB CONCEPT

1–Synthesis of the flagship

PILLAR 2 – FLAGSHIP 2.1: SMART/GREEN PORTS HUB CONCEPT

Port network crossing along all EUSAIR countries and including all the ports belonging to the core and comprehensive network of the TEN-T Corridors involved



2 –Outcomes of an analysis of the ETC programmes'planned actions: The analysis of the actions revealed that ETC programmes are going to support all the sub-topics of the flagships. Clearly, maritime ETC programmes (ADRION; IT-HR; GR-IT; IPA South Adriatic) are the most interested by this flagship. Despite the fact that Italy Slovenia*, a terrestrial CBC programme with a maritime dimension, has planned several actions in line with the flagship, the task force has not decided whether ports will be focused on those actions or not.

The main actions for the different sub-topics are the following:

- 1) **ZeroemissionsinPorts**aregoingto be tackled with different type of actions devoted mainly to:
 - **Environmentalperformancein ports** by improving the efficiency of transports infrastructure, ensuring environmental sustainability of the related investments (ADRION; IT-HR); promoting the use of innovative solutions for eco-friendly transports through the quadruple helix approach (IT-GR; IT-SLO); through the adoption of innovative technology and energy sustainability measures (ADRION); introducing and reinforcing green procurement initiatives (ADRION); making ports more sustainable and resilient to risks (IPA South Adriatic).
 - **Alternativefuel:** Promote use of alternative low carbon and natural fuels (IT-HR) through harmonised regulatory standards for maritime transport (ADRION); fostering the diffusion of new ecological transport modes based on low carbon footprint transport modes (IT-HR).
- 2) **Digitalisation:**Strengthen the role of Adriatic-Ionian transport sector within the upcoming TEN-T policy with a focus on virtualization of transport procedures, especially in port areas (ADRION); Improving environmental performance of ports through the development and use of ICT tools (IT-HR; GR-IT); ports security (IPA South Adriatic; IT-HR); digitalisation management / monitoring of transport (IPA South Adriatic; IT-HR); exploiting ICT technologies to pilot sustainable, seamless

passenger and freight transport solutions and to develop new joint models of multi-modal approach (IT-HR).

- 3) **Circulareconomy:** all maritime ETC programmes foresee actions for an integrated and systemic approaches in waste management and recycling to achieve circularity (ADRION); enhance the capacity of key stakeholders (GR-IT); support the design and implementation of new facilities (GR-IT); adoption of innovative solutions for the conversion of production activities from a linear model towards a circular economy model (IT-HR; IT-SLO).
- 4) **Connectivity:** ETC programmes will tackle issues related to the indicative type of actions foreseen by the TSG2 in this flagship, with specific reference to Short sea shipping (ADRION; IT-HR). ETC programmes will significantly contribute to the other strategic topic of the Pillar 2 – Transport, such as Motorway of the sea and Inter-modality, in terms of connection between Ports and other transport networks and nodes.

The analysis on the actions identified the following nodes in terms of complementarity between ETC programmes:

- ADRION actions that have a higher potential for synergies with CBCs:
 - o Promote use of alternative low carbon and natural fuels through harmonised regulatory standards for maritime transport;
 - o Strengthen the role of Adriatic-Ionian transport sector within the upcoming TEN-T policy with a focus on virtualization of transport procedures, especially in port areas;
 - o Integrated and systemic approaches in waste management and recycling to achieve circularity.
- Digitalisation is one of the flagship sub-topics with the highest complementarities between CBCs (IT-HR; IT-SLO*; IPA South Adriatic; GR-IT): Improving environmental performance of ports through the development and use of ICT tools (IT-HR; GR-IT); ports security (IPA South Adriatic; IT-HR); digitalisation management / monitoring of transport (IPA South Adriatic; IT-HR; IT-SLO*).
- Circular economy and alternative fuels present interesting opportunities for complementarities also between CBCs: innovation solutions in circular economy (IT-HR; GR-IT; IT-SLO*); alternative fuels (IT-HR; IT-SLO*).

3 – RESULTS OF THE DISCUSSION

Which are the complementarities emerging among the Programmes?

Programmes emphasized the importance of distinguishing between different types of complementarities. Depending on the topic, a higher or lower degree of complementarity may emerge. Only in some cases may a higher level of synergies be required.

Furthermore, they emphasized the importance of involving beneficiaries in the embedding process. Since the definition of the project proposal, a sense of ownership should be sought. Furthermore, once the projects approved, project collaboration on the overall implementation of a specific flagship should be ensured. Only in this way will beneficiaries feel as if they are a part of a larger framework, as represented by the flagship.

What is the role ADRION programme could play?

The programmes recognized that ADRION should play a coordination role in some topics by using a "cascade approach," which means that ADRION could play a pivotal role for CBCs, which can build on the

results achieved by the transnational programme for future CBC projects (e.g. pilot actions). This role should be considered only for topics that require to define the policy framework by involving key actors. CBC Programmes identified two topics in which this role of coordination could be pursued based on the complementarities that emerged: port digitalization and intermodality. Some programmes acknowledged ADRION's role also as a link between the CBCs and EUSAIR.

Which actions can support complementarity in embedding?

Time is important in establishing complementarities, according to the programmes. They will be finalised soon, and the first call will be issued in the first half of the year. Platforms for programme exchanges are regarded as extremely valuable, particularly because they allow for exchanges between CBCs and between ADRION and CBCs. More work is required on action complementarity and the alignment of the call's calendars. Programmes specifically expressed the need to form ad hoc working group to work on the chain of calls, which necessitates the use of a standardized approach in defining the terms of reference.

The possibility of involving key stakeholders (e.g. ports authorities) of specific strategic fields in the process of project chain definition was deemed particularly important by participants. Furthermore, they emphasize the importance of involving TSG coordinators, who are expected to provide concrete input on actions and calls to be launched. Joint capitalisation activities were also identified as important, not only at the end but from the beginning of project implementation.

4 -Participants

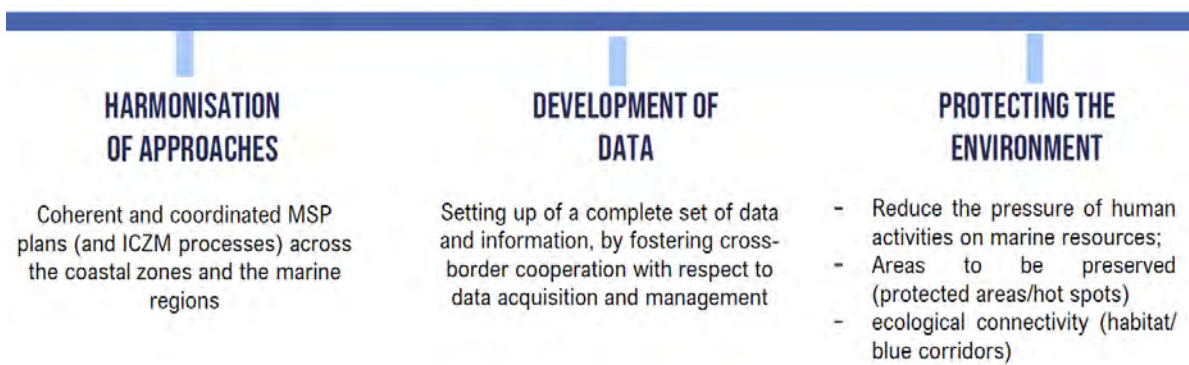
FLAGSHIP	Programme	Representative	
PILLAR 2	ADRION	Lucia	Calliari
	Italy - Croazia	Silvia	Comiati
FLAGSHIP 2.1 THE ADRIATIC-IONIAN GREEN/SMART PORT HUBS CONCEPT	Italy - Albania - Montenegro	Aurora Maria	Losacco
	Greece - Italy	Tina	Ranieri
	Italy-Slovenia	Wania	Moschetta

II ACTIONLAB—REPORT ON THE RESULTS OF THE WORKING GROUP ON SMART/GREEN PORTS HUB CONCEPT

1–Synthesis of the flagship

PILLAR 3 – FLAGSHIP 3.3: PROMOTION OF SUSTAINABLE GROWTH OF THE AI REGION BY IMPLEMENTING ICZM AND MSP

“Maritime spatial planning plays a central role in delivering Europe's decarbonisation and biodiversity protection objectives”(COM 2021 240 final)



2–Results from the analysis of the actions foresee by the ETCprogrammes

The analysis of the actions revealed that ETC programmes are going to support all the sub-topics of the flagships. Clearly, maritime ETC programmes (ADRION; IT-HR; GR-IT; IPA South Adriatic) are the most interested by this flagship. Italy Slovenia*, a terrestrial CBC programme with a maritime dimension, has planned several actions in line with the flagship.

The main actions for the different sub-topics are the following:

- **Harmonisation of approaches:** 3 CBCs (IT-HR; Greece-Italy; IPA South Adriatic) foresee actions related to MSP, by promoting maritime spatial plans for integrated management of sea, coast and river environment and of cross-border natural resources (IT-HR); by elaborating MSP in areas of common interest to address the balance between conflicting uses of the sea (GR-IT) or on specific issues such as marine litter (GR-IT). Moreover, IT-HR foresees to design integrated policies aimed at limiting the anthropogenic pressure on coastal and inner regions with a specific focus on the promotion of green ports and sustainable fisheries and aquaculture models. In addition, ADRION has foreseen the following action: Improve governance of the maritime space as well as management and monitoring of marine protected areas for a sustainable and transparent use of marine and maritime resources (ADRION).
- **Development of data:** this sub-topic is addressed mainly by Adrion and IT-HR. ADRION has included an action “to promote the collection of data and big data, including cross border maritime data in all key actors in order to achieve evidence-based policy making”. IT-HR includes actions for developing indicators to harmonize data collection and monitoring systems (IT-HR); tools to assess and monitor vulnerability and ecosystem, such as for example the setting-up cross-border monitoring systems and shared platforms and pilot studies (IT-HR); the use of digital solutions to evaluate ecosystem services especially in the sea basins (IT-HR).

- **Environmental quality:** in this sub-topic, ETC programmes will focus in particular on Ecological connectivity: by promoting blue/green infrastructure (IT-SLO; IT-HR; GR-IT; IPA South Adriatic); protection and restoration of coastal and marine biodiversity and Natura 2000 sites (IT-SLO). It is worth stressing that both ADRIAN and IT-HR foresee to support the setting up of transnational/CBC MPAs: Supporting feasibility studies for setting up cross-border protected marine areas and other effective area-based conservation measures (OECMs) (IT-HR); Support the creation of transnational natural protected areas and the rehabilitation of degraded habitats (ADRIAN); Improve governance of the maritime space as well as management and monitoring of marine protected areas for a sustainable and transparent use of marine and maritime resources (ADRIAN).

The analysis on the actions identified the following nodes in terms of complementarity between ETC programmes:

- ADRIAN actions that have a higher potential for synergies with CBCs:
 - o to promote the collection of data and big data, including cross border maritime data in all key actors in order to achieve evidence-based policy making;
 - o Improve governance of the maritime space as well as management and monitoring of marine protected areas for a sustainable and transparent use of marine and maritime resources.
- Ecological connectivity is one of the flagship sub-topics with the highest complementarities between CBCs (IT-HR; IT-SLO*; IPA South Adriatic; GR-IT).

3 – RESULTS OF THE DISCUSSION

Which are the complementarities emerging among the Programmes?

Programmes emphasized the importance of distinguishing between different levels of complementarities and interactions among programmes. The participating programmes expressed the need of a clear definition of the roles among different strands (cross-border vs. transnational), where the TN programme ADRIAN could play a relevant role at policy-making level. Depending on the topic, a higher or lower degree of complementarity may emerge and only in some cases a higher level of synergies may be required.

This flagship is very detailed and actions to be supported are clear, especially in terms of soft activities (such as training, networking, agreements, definition of joint models / practices, etc.)

What is the role ADRIAN programme could play?

The programmes recognized that ADRIAN should play a coordination role especially at policy-making level, by means of the definition of the main policy needs throughout the interaction with the relevant policy makers, which means that ADRIAN could play a pivotal role for CBCs, which can build on the results achieved by the transnational programme for future CBC projects (e.g. pilot actions). This role should be considered only for topics that require to define the policy framework by involving key actors. CBC Programmes identified several topics in which this role of coordination could be pursued based on the complementarities that emerged: green/blue investments, transition towards circular economy, climate change mitigation and adaptation, environmental risks prevention and management. Some programmes acknowledged ADRIAN's role also as a link between the CBCs and EUSAIR.

Which actions can support complementarity in embedding?

Time is important in establishing complementarities, according to the programmes. They will be finalised soon, and the first call will be issued in the first half of the year. Platforms for programme exchanges are regarded as extremely valuable, particularly because they allow for exchanges between CBCs and between ADRION and CBCs. A network of Mas (see the Baltic example) would serve as a relevant discussion forum for the coordination and the alignment of the call's calendars. Programmes specifically expressed the relevance of common calls or common elements (topics, type of actions etc.) as well as the need for “capitalising” on results and common resources, linked to the coordination role of ADRION. For this point, the suggestion is that ADRION might provide the framework for specific calls on the topics of the flagship whilst CBC programmes can implement specific actions at their level.

Programmes also suggested the involvement of pillar's coordinators by providing inputs to the calls and actions to be supported and financed, as well as input to concrete proposals.

In this sense, joint thematic clusters/platforms/groups of projects (including all strands) as well as the involvement of TSG members as well as the link with TSG's annual work plan.

Based on the ADRION's experience, the thematic clusters already implemented could be used as informal platforms for exchange and integration, as well as a discussion forum for projects' coordination and integration of actions and alignment with TSG inputs and members.

4 -Participants

FLAGSHIP	PROGRAMMA	NOME	COGNOME
3.3 PROMOTION OF SUSTAINABLE GROWTH OF THEAI REGION BY IMPLEMENTING ICZM AND MSP ALSO TO CONTRIBUTE CRF ON ICZM OF BARCELONA CONVENTION AND THE MONITORING AND MANAGEMENT OF MARINE PROTECTED AREAS	Italia - Albania - Montenegro	Mauro	Novello
	Italia - Albania - Montenegro	Davide	Marcianò
	Grecia - Italia	Chrysoula	Pierrri
	Croazia - Serbia	Davor	Skocibusic
	Italia - Croazia	Francesca	Bonesso
	ADRION	Giulia	Frattini
	Serbia - Montenegro	Emil	Kocan

II ACTIONLAB–REPORT ON THE RESULTS OF THE WORKING GROUP ON AIR CULTURAL ROUTES

1–Synthesis of the flagship



2–Results from the analysis of the actions foreseen by the ETC programmes

The analysis of the actions revealed that ETC programmes are going to support all the sub-topics of the flagships. Considering the transversal dimension of the topic, the flagship is perceived as extremely important to support the EUSAIR embedding also because it allows a common platform to support the integration of actions both to terrestrial and to maritime programmes.

A snapshot of the overall results of the discussion in the working group can be found at the following link https://jamboard.google.com/d/1caLb-t3IZqXW81HN_JI9j4YbDT6V5dgKV74RLZ7LdK4/edit?usp=sharing

The main actions for the different sub-topics are the following:

- 1) **Governance Models for Cultural Routes** are going to be tackled with different type of actions devoted mainly to:
 - Common branding and positioning by improving the ESG approach and the connection to the CoE cultural routes in the Adriatic Ionian Region
 - Capacity building for policy makers and professionals: by promoting knowledge sharing and common standards to support both the certification of new culture routes and the consolidation/enlargement of the existing ones (i.e. ATRIUM – Adrion + ITA-SLO) but also by defining CB governance solutions (i.e. ITA-SLO and the ITI for Gorizia/Nova Gorica European Capital of Culture 2025)
 - Community engagement
- 2) **Enhancement of tourism related activities**: all programmes will include tourism-related activities in OP1 (innovation and tourism 4.0). IPA ETC CBC Programmes will all include also dedicated action to focus on rural/agricultural cultural tourism.

- 3) **Development and support to CCIs and SMEs:** Tourism 4.0 and cultural cross-overs as listed in the NEAC (New European Agenda for Culture) are the basis to which connect and orient CCIs and SMEs supporting actions (foreseen by all the programmes). Creative clusters, also when it comes to the results of 2014-2020 programme (i.e. ITA-SLO) will be enlarged and fostered. Cultural routes are seen as a tool to support creative clusters excellence, consolidation and scale-up.
- 4) **Creation of synergies between tourism and hospitality:** ETC programmes will focus on the creation of new business models and new enterprises as well as on the support to recovery after the COVID crisis. Some topics (i.e. gastronomy) are frequently mentioned also to drive such a type of dialogue. Physical regeneration of sites and spaces is foreseen by the most part of the CBC programmes and needs to be implemented in a more coordinated way. Cultural routes may play an important role in this direction.
- 5) **Sustainable tourism for the valorisation of coastal and underwater heritage:** This aspect is on a second line. The biggest emphasis is on how to link inland and coastal tourism/heritage valorisation strategies through cultural routes.

The analysis on the actions identified the following nodes in terms of complementarity between ETC programmes:

- ADRIAN actions that have a higher potential for synergies with CBCs:
 - o E-services and common marketplace for AIR cultural routes
 - o Joint branding and positioning strategy
 - o Capacity building and upskilling for tourism and culture professionals in the perspective of AIR Cultural Routes
 - o Common standards and protocols for Cultural Routes
 - o Umbrella strategy to avoid overtourism and rethink sustainable tourism in the post-pandemic scenario
- Smart tourism and transversal themes (like gastronomy) can pave the way for stronger complementarity between ETC programmes

3 – RESULTS OF THE DISCUSSION

Which are the complementarities emerging among the Programmes?

Programmes emphasized the importance of distinguishing between different types of complementarities. Depending on the topic, a higher or lower degree of complementarity may emerge. Only in some cases may a higher level of synergies be required.

Furthermore, they emphasized the importance of involving beneficiaries in the embedding process. Since the definition of the project proposal, a sense of ownership should be sought. Furthermore, once the projects approved, project collaboration on the overall implementation of a specific flagship should be ensured. Only in this way will beneficiaries feel as if they are a part of a larger framework, as represented by the flagship.

What is the role ADRIAN programme could play?

The programmes recognized that ADRIAN should play a coordination role in some topics by using a "cascade approach," which means that ADRIAN could play a pivotal role for CBCs, which can build on the results achieved by the transnational programme for future CBC projects (e.g. pilot actions). This role

should be considered only for topics that require to define the policy framework by involving key actors. CBC Programmes identified two topics in which this role of coordination could be pursued based on the complementarities that emerged: certification standards for cultural routes and joint e-service and tourism marketing.

All the programmes acknowledged ADRION's role also as a link between the CBCs and EUSAIR (the “voice of donors in the EUSAIR Governing Board”)

Which actions can support complementarity in embedding?

Time is important in establishing complementarities, according to the programmes. They will be finalised soon, and the first call will be issued in the first half of the year. Platforms for programme exchanges are regarded as extremely valuable, particularly because they allow for exchanges between CBCs and between ADRION and CBCs. More work is required on action complementarity and the alignment of the call's calendars. Programmes specifically expressed the need to form ad hoc working group to work on the chain of calls, which necessitates the use of a standardized approach in defining the terms of reference.

The possibility of involving beneficiaries of specific strategic fields in the process of project chain definition was deemed particularly important by participants. Furthermore, they emphasize the importance of involving TSG coordinators, who are expected to provide concrete input on actions and calls to be launched. Joint capitalisation activities were also identified as important, not only at the end but from the beginning of project implementation.

ADRION's role was asked also to define joint template and common procedures (i.e. TOR specifications for the calls) but also to address with “umbrella events” the beneficiaries.

Considered the focus of the flagship and the type of beneficiaries, also common schemes and integrated actions to support the implementation of SPFs and cascade funding was perceived as extremely useful

4 -Participants

FLAGSHIP	PROGRAMMA	NOME	COGNOME
PILLAR 4 FLAGSHIP 4.5 AIR CULTURAL ROUTES – DEVELOPMENT OF SUSTAINABLE AND THEMATIC CULTURAL ROUTES/CONNECTING CULTURAL ROUTES IN EUSAIR	Croazia - Bosnia - Montenegro	Marko	Peric
	Serbia - Bosnia; Serbia - Montenegro	Zivko	Kolasinac
	Serbia - Bosnia	Irena	Markovic Vilotijevic
	Italia - Slovenia	Francesca	Sibilla
	Italia - Albania - Montenegro	Aferdita	Mezini
	Italia-Croazia	Angelo	Mason
	ADRION	Lodovico	Gherardi
	ADRION	Jelena	Kolic
	ADRION	Evangelia	Karpodini
	Serbia - Montenegro	Mithat	Bahovic
Serbia - Montenegro	Milijana	Matovic	