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RESULTS AMPLIFICATION STRATEGY OF THE INTERREG EURO-MED PROGRAMME 2021-2027 AND GUIDELINES FOR A JOINT WORK PLAN AMPLIFICATION- COMMUNICATION

Support strategy for the capitalisation of knowledge, experiences and results of projects
integrating the Programme approach to support better territorial governance

EDITION

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VERSION

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Interreg Euro-MED Programme RESULTS AMPLIFICATION STRATEGY Support strategy for the capitalisation of knowledge, experiences and results of projects integrating the Programme approach to support better territorial governance	Final	07/10/2021

ABBREVIATIONS

EC	European Commission
EU	European Union
IDP	Institutional Dialogue Project
MP	Modular Project
MC	Monitoring Committee
NCP	National Contact Point
TCP	Thematic Community Project
TP	Thematic Project
STP	Strategic Territorial Project

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INTRODUCTION

This document is one of the guiding documents for a better project implementation and expected results valorisation of the Interreg Euro-MED Transnational Cooperation Programme 2021-2027.

It is functional to the implementation of the intervention logic of the programme and accompanies the *Programme document*.

It takes into account the evaluations of the MED programmes 2007-2013 and 2014-2020.

It is complementary to the Communication Strategy 2021-2027 and is completed by a detailed work plan.

This document

- explains the concepts and provides definitions that reflect the programme's vision;
- takes stock of the previous periods, which is essential to understand the successive choices of the programme and to evolve the scheme by fully benefiting from the experience gained;
- proposes general objectives and a framework that identifies all the actors and defines what can be expected from each of them according to their roles in the implementation of the programme;
- proposes specific objectives and corresponding types of actions per actor to ensure complementarity of efforts and thus optimise resources according to the profiles and responsibilities pre-defined in the programme;
- proposes an overview of the action plan for the duration of the programme;
- lays the foundations for a joint work plan with the communication strategy;
- proposes a plan for the internal management of the strategy;
- outlines a plan for monitoring and evaluating the implementation.

This document will support the drafting of the terms of references for the calls. A simplified version will be published online.

WHAT IS THIS RESULTS AMPLIFICATION STRATEGY?

Since 2014, the programme has proposed an intervention logic that closely links a strategy to capitalise on project results and an approach to improve governance in order to increase its potential impact on the Programme area.

For the period 2021-2027, the programme proposes to formalise this interweaving in an overall strategy that integrates support mechanisms for capitalisation and governance as inseparable processes to promote the transfer and integration of project results into practices and policymaking at European, national, regional and local levels.

The choice of the word "amplification" comes from the programme's desire to multiply the effect of project results, to increase their reach and to make the most of the Common Funds.

SCOPE OF THE STRATEGY

The Results Amplification Strategy encompasses the programme's *strategy for supporting the capitalisation of knowledge, experience and project results* and its approach to *supporting improved governance of cooperation* and contains guidelines for a *joint Amplification-Communication* work plan.

Support strategy for the capitalisation of knowledge, experience and project results

The strategy aims to optimise the conditions for capitalising on the **"results generated by the projects"** in the programme and beyond. The strategy does not concern all capitalisation processes operating in the programme (e.g. management procedures).

The programme will encourage the capitalisation of results from previous MED projects and ongoing Euro-MED projects as well as the capitalisation of results from projects of other programmes and strategies, both within the programme and beyond, as long as it benefits the MED territory.

This is a **"support"** strategy because the Programme aims to put in place modalities to encourage, facilitate and support the processes of capitalisation of knowledge, experiences and results of the projects by the beneficiaries of the projects and not to implement them itself.

By **"knowledge, experiences and results"**, the Programme means evidence-based knowledge generated by projects; evaluated experiences that have achieved results; and valid and relevant results obtained to achieve its missions.

Capitalisation actions will be encouraged between projects, territories (local, regional, national, European) and Euro-MED actors on the one hand and with other Programmes, Initiatives and Strategies covering the Mediterranean on the other hand.

Programme approach to support better governance

The Programme is part of the objective of better governance of cooperation, which concerns both policy governance and multi-sectoral, multi-level and transnational territorial governance. The two strands are interrelated. As such, all thematic and governance projects will contribute to varying degrees, more or less directly and with varying intensity to the issue of policy and territorial governance.

When a project produces data or conducts experiments that can be used on an interregional scale, it contributes, even indirectly, to fostering the conditions for better governance. When it aims to bring together and/or involve multiple actors or multi-sectoral actors in solutions, to coordinate their actions, to support change through actions to develop their skills and to promote the integration of solutions into practices that impact on territories and policies, it contributes more directly to improving the governance of the territory.

The Programme will specifically address coordination between regional, national, cross-border and transnational programmes, and between strategies and initiatives that cover

the Mediterranean to create the synergies necessary to optimise resources and produce a multiplier effect beyond the geographical area of the Programme and the Interreg Funds.

Guidelines for a joint Amplification-Communication work plan

This strategy encompasses a general action plan for 7 years and will be completed with a detailed work plan approved by the Programme Monitoring Committee. The work plan will be revised annually according to the progress and evaluation of the Programme.

As Interact states: "Capitalisation needs a truly effective communication strategy to make the results known to the right people"¹.

Recognising the important role of communication in the success of capitalisation processes and in improving governance, the work plan will be developed in coordination with the Programme's communication strategy. Knowledge management and communication of results to targets requires close collaboration between communication-capitalisation-governance officers within the Joint Secretariat (JS), which is why we are proposing a unique framework for these types of activities.

DEFINITIONS

Capitalisation

Integrating the close link between capitalisation and governance in the Programme, Interreg Euro-MED capitalisation is strategically defined as a set of concomitant processes allowing to:

- consolidate knowledge;
- share, exploit and reuse knowledge;
- to have knowledge integrated by other actors and institutions

with a view to optimising the conditions for improving territorial and policy governance and thus increasing the Programme's contribution (impact) to a climate-neutral and resilient society in the Mediterranean (ensuring sustainable growth and citizens' well-being) through:

- the continuous feeding of a multilateral dialogue between actors, strategies, initiatives and programmes in the Mediterranean that share the same challenge, including those covering the Eastern and Southern shores of the Mediterranean;
- the adoption of joint solutions to coordinate the approaches and policies of different decision-makers at local, regional, national, transnational and European levels;
- the integration of transnational results in policy making.

Governance in Interreg Euro-MED

By its transnational nature, the Programme seeks above all to improve coordination between Mediterranean actors in order to apply harmonised approaches or policies for

¹ Interact capitalisation plan, July 2016

the well-being of citizens. It addresses simultaneously the issue of **territorial governance** and **policy governance** implicitly through all projects, and more explicitly through projects dedicated to the implementation of the Interreg ISO 1² policy objective for a better governance of cooperation.

Territorial governance, which cannot ignore political governance, is, according to the definition of ESPON "the formulation and implementation of public policies, programmes and projects for the development (improvement of efficiency, equality and quality) of a place/territory"³. It is characterised by 5 dimensions: the coordination of the actions of actors and institutions, the integration of policy sectors, the mobilisation of stakeholder participation, their adaptation to changing contexts, the realisation of territorial specificities and impacts.

Guiding principle

From these two definitions, the guiding principle is the need to **systematically adopt a collaborative and participatory approach** beyond the partnerships and actors of the Programme.

The successful transfer of results to other projects, actors and territories and their integration into policies, as well as a better coordination of actions between Mediterranean actors, requires a participatory and collaborative approach where the actors involved in cooperation, donors and receivers, dialogue and consult each other regularly in order to agree on the needs and solutions to be adopted.

Thus, the Programme will ensure that the conditions are in place for all stakeholders concerned by the results, both internal and external to the Programme, to be involved in the development of ongoing solutions.

REVIEW OF THE 2007-2013 AND 2014-2020 PROGRAMMES

Description and rationale

The Interreg Euro-MED Programme is preceded by 2 programming periods which both respectively proposed a capitalisation plan⁴.

The capitalisation plan of the 2007-2013 Programme was mainly based on the intervention of external experts to analyse the themes of the projects and propose groupings. The Programme then experimented with a type of transversal project COM-CAP to accompany the projects of the last call for "maritime" projects⁵. The MARINA MED⁶ project has pooled the communication of projects and produced studies combining their results. In terms of governance, the Programme financed 4 "classic" governance projects.

The evaluation of the 2007-2013 experience highlighted the importance of stimulating the production of solid results, the need to use thematic experts in a flexible and continuous

² Articles 14(4), 15(2) and (5) of the ETC Regulation, COM (2018)

³ ESPON TANGO, 2013

⁴ Capitalisation plan MED Programme 2007-2013 and Capitalisation Plan Abstract, February 2019

⁵ 8th Call for proposals on Integrated Maritime approach, October 2013

⁶ 8th Call for proposals on Integrated Maritime approach, COM-CAP Projects, October 2013

way to process project data, the need to ensure access to results and the imperative to give more weight to results and facilitate their transfer and integration.

In response to these needs, the 2014-2020 Programme has broadly:

- **modularised** the "classic" type of projects and launched specific **calls for transfer**;
- created the typology of **horizontal projects**;
- proposed a **governance platform project** that defined the terms of reference for **strategic projects**;
- linked all these projects through **mutual benefit relationships**, defining the Programme architecture, supported by **coordination mechanisms** led by the JS;
- set up a **web platform** for the project sites.

The "classic" projects were modularised into "modular" "-study", "-test" and "-capitalisation" projects to allow more specifically qualified beneficiaries to produce high quality targeted results. Some projects were able to propose the implementation of successive modules. For these multi-modular projects, the Programme set up module validation processes to ensure the progress of the projects and to offer beneficiaries the possibility to adjust their activities, budget and partnership according to similar knowledge produced by other projects, emerging synergies or to better adapt to the changing context. The objective was threefold: to increase the quality of outputs by better matching partnerships with objectives, to stimulate output by concentrating projects over a limited time period and to increase the relevance of final results by allowing projects to adapt in real time.

In addition to this scheme, the Programme also proposed **"transfer and mainstream" calls** for projects allowing partners of completed modular projects, selected for the relevance of their results, to participate in a restricted "transfer" call. The objective was to capitalise more quickly and in a more targeted manner on relevant results.

The result of the modularisation risked seeing a multitude of scattered and unproductive targeted projects. Following the experimentation of the MARINA MED project in 2007/13, **the Programme proposed a new typology of projects, called "horizontal"**, implemented by thematic experts, in order to process the data from the modular projects in real time and in a continuous manner thanks to a long implementation period, and to integrate them into a capitalisation process. The objective of the horizontal projects was both to animate exchanges between the partnerships, to create dynamic communities around common themes and to generate synergies in order to make the most of the collective efforts deployed around the same issues and to amplify the dissemination of the results of the modular projects through joint dissemination, transfer and integration activities, in particular in collaboration with the governance projects (platform and strategic detailed hereinafter). These collective initiatives have been extended to the communities between them, decompartmentalising the Programme's themes to adapt to European issues. In addition to creating synergies, the inclusion and cross-fertilisation of results in the thematic communities and peer review was intended to encourage the quality of outputs.

In order to increase the outreach of the capitalisable results, **the Programme finally devised a governance project-platform (PANORAMED)** that brought together the national authorities of 12 partner states of the Programme. Its objective was to improve the dialogue necessary for a better coordination of efforts and to increase the potential impact of the results. The project has multiplied exchanges and consultations with the

major actors of the Mediterranean, including the Eastern and Southern shores, drawing on the results of MED thematic projects and other programmes. On this basis, they agreed on the gaps, opportunities and priorities and defined the terms of reference for the strategic projects.

The **strategic projects**, deriving from the work of the platform project, were built in response to collectively identified needs and built on the achievements and results of the thematic modular projects (and to some extent projects from the previous programming period), benefiting from data consolidated by the peer communities and providing the corresponding modular and horizontal projects with increased impact potential.

All the **mutual benefit relationships** described in the background:

- between modular projects in the same community;
- between a modular project and its horizontal one;
- between horizontal projects;
- between horizontal projects and the platform project;
- between the platform project and the strategic projects;
- and between the strategic projects and the modular projects (via the horizontal projects);

defined the "**Programme architecture**" which the Joint Secretariat supported through **coordination mechanisms**⁷ (identifying 4 areas of cooperation: Sharing experiences, Thematic contributions, Scope of results, Mediterranean Dialogue) and the **setting up of a joint platform to host the projects' websites** including a library of Programme deliverables to increase the visibility of the projects and facilitate the consultation and reuse of the results. In order to allow the exploitation and technical reuse of the outputs, the Programme has defined in parallel formats for data delivery.

In terms of governance, the Programme has ensured that the selected thematic projects contribute to the improvement of multi-sectoral, multi-level and transnational territorial governance, both through the production of data to improve decision-making in a multi-sectoral approach and through the direct mobilisation of all stakeholders. Only projects with the potential to produce replicable, integrable or transferable data have been proposed for programming. In terms of national and supranational coordination, the Programme has entrusted the platform project with the task of developing strong transnational working relationships (Liaising) between the participating national authorities and the programmes, initiatives and strategies working in the Mediterranean and the conduct of an experiment to integrate results (Mainstream) into regional programmes co-financed by the EU (ERDF, ESF, ...).

Evaluation and lessons learnt

The ongoing evaluation⁸ and formal and informal feedback of this scheme have already highlighted benefits that the Interreg Euro-MED Programme will capitalise on as well as *points for improvement*, the main features of which are presented below.

In terms of support for the production and consolidation of quality data, their reuse, their valorisation and the development of synergies between projects, we note in particular:

⁷ Coordination Mechanisms Framework (JS Document), March 2020

⁸ Interreg MED Programme 2014-2020 Operational evaluation Final report 2020 and Impact Evaluation of the Interreg Mediterranean Programme 2014-2020 Final Report April 2021

- the continuation of "modular" type projects, *but only simple modules*;
- the processing of the results of thematic projects by partnerships of experts constituted by horizontal projects to create synergies;
- the grouping of all modular projects into thematic communities, *taking care to better integrate moments of exchange into the projects' specifications (budget forecasts, work plan) in order to integrate coordination mechanisms into the heart of the projects*;
- the continuation of the mutualisation of the hosting of sites *with an improvement in functionality*;
- the consolidation of a Programme library collecting key projects deliverables whose consultation is monitored with statistical tools and whose usefulness is assessed with satisfactory surveys;
- the establishment of rules for the delivery of usable data to continue to support the replicability and reuse of knowledge (regarding rough data, but adaptability of more structured productions);
- encouraging the pooling of certain dissemination activities.

In terms of support for the transfer and integration of results into policies, the following should be noted

- the continuation of joint work to disseminate and increase impact through horizontal projects and governance projects, *with better correspondence between the thematic issues, which will involve aligning governance projects with the themes addressed by the modular projects*;
- the organisation of methodological support by the Joint Secretariat and between projects (such as the coordination of the share of mainstream experience from PANORAMED to Horizontal projects and Strategic projects), *which will be better included in the project terms of references with collaboration and coordination mechanisms included in the project work plan*;
- the collective mobilisation of thematic networks *which will benefit from a greater capacity of projects to coordinate their efforts through integrated coordination mechanisms*.

In terms of coordination of actors covering the Mediterranean, emphasis will be put on

- the involvement of national institutions in governance projects *with an increased participation of National Contact Points to support networking activities and mobilisation of targets*;
- the development of working relations and processes and cooperation with initiatives, programmes and strategies covering the Mediterranean, and even with European institutions *in a more structured way and with the reinforced participation of the Joint Secretariat thanks to roadmaps developed with major Mediterranean actors*;
- the implementation of structured consultative and participatory processes *reinforced by the intervention of the Joint Secretariat*.

The Programme document and the Communication Strategy⁹ that complements this document detail the 2021-2027 provisions in the overall Programme strategy that take into account the above-mentioned points of improvement, such as the evolvement of

⁹ Programme Interreg Euro-MED 2021/27 and The Interreg Euro-MED 2021-27 Communication strategy

governance projects, the improvement of the platform's ergonomic features, etc. The present strategy will define an action plan without systematically linking it to these evaluation points, which it nevertheless incorporates.

Euro-MED circuit and value of the results

The 2014-2020 experience and the definition of the architecture of MED projects based on mutual benefit relationships has led to the emergence of a framework for the production and validation of thematic knowledge specific to MED which starts from the modularisation of projects.

Modularisation strengthens the quality of the results by increasing the correspondence between the partners' qualifications and the objectives pursued.

No project or result is isolated or assessed in isolation. Horizontal projects strengthen the validity of outputs by allowing for a systematic review of outputs by the community of peers and increase the reach of projects by combining results in a collective dissemination that can benefit from the networks of partners involved in the community (virtuous circle).

If it is above all a circuit that processes, consolidates and collectively enhances the knowledge produced by individual projects, it is also a systematic participatory approach initiated by and with the governance projects that characterise what could be described as the "MED quality guarantee" that this programming period must reinforce. By privileging the consultative and participative approach, the results gain in relevance and adaptability.

The value of MED results is thus characterised by 2 main criteria

- reliability consolidated by the focus offered by the modularisation of projects combined with peer review (thanks to thematic community of projects);
- a capacity to adapt more quickly to changing contexts thanks to regular stakeholder consultations during the development of solutions.

OBJECTIVES AND GENERAL SCHEME 2021-2027

General objectives

Capitalising on the experience of the two periods covering 2007-2020, the Results Amplification Strategy of the Interreg Euro-MED Programme 2021-2027 is structured around 3 general objectives integrating the dimensions of capitalisation of results and improvement of governance:

- Facilitate the **exploitation, sharing and reuse** of knowledge, experiences and project results by other Euro-MED projects or other programmes and foster the production of relevant work
- Encourage **the transfer** of practices and results to other actors and territories and their **integration** in the development of local, regional, national and European (mainstream) policies and strategies
- Increase **coordination between actors** acting on the Mediterranean (multi-level, transnational) on the basis of this acquired knowledge, experience and results

General scheme

The 2021-2027 strategy is globally based on the modular approach of the projects, the grouping in thematic communities and the implementation of Institutional Dialogue Projects (new typology of governance projects coming from the experience of the 2014-2020 Axis 4) in order to reinforce transnational and supranational coordination¹⁰ in the whole Mediterranean area.

Thus the Programme foresees 4 types of projects: 2 focussing on thematic issues (implementing thematic priorities selected from the EC list) that contribute to the 4 Programme's missions, 2 aiming at improving governance issues that contribute to better cooperation governance in the 4 Programme's missions. All 4 types of projects are complementary to one another.

- ✓ Single modular projects will be of 3 different types according to the types of implemented actions in the selected priority 1 or 2 (thematic issues) - Studying, Testing or Transferring modular projects- and will contribute to building, testing and transferring knowledge related to the 4 Programme's missions;
- ✓ Strategic territorial projects will implement all 3 modules and will address relevant transnational topics identified for some MED key territories in the selected priority 1 or 2 (thematic issues);
- ✓ Thematic community projects (TCP), under priority 3 (governance) will favour the conditions for synergy and coordination between projects tackling thematic issues under Priorities 1 and 2 and contributing to the 4 Programmes' missions (endogenous activities). They will also implement mainstreaming strategies in local, regional, national and European policies in partnership with relevant institutions (exogenous activities). Only 1 project per Programme's mission is planned;
- ✓ Institutional Dialogue Projects (IDP), under the priority 3 (governance) will support institutional coordination between regional, national and European authorities, initiatives and strategies in the Mediterranean (1 project per Programme's mission).

Programme missions and related specific objectives:

¹⁰ See Typology of Projects in Programme Interreg Euro-MED 2021/27



The first 2 types of projects above can be grouped as thematically focused projects. For simplicity they can be referred to as "thematic projects" (TP). The last 2 can be grouped as "governance projects" even if they are organised around a Programme theme/mission, their focus being on a better governance.

The general mechanism will be implemented in synergy by the Programme Monitoring Committee (MC), the National Contact Points (NCPs), the Joint Secretariat (JS) and the governance projects (ISO 1 priority).

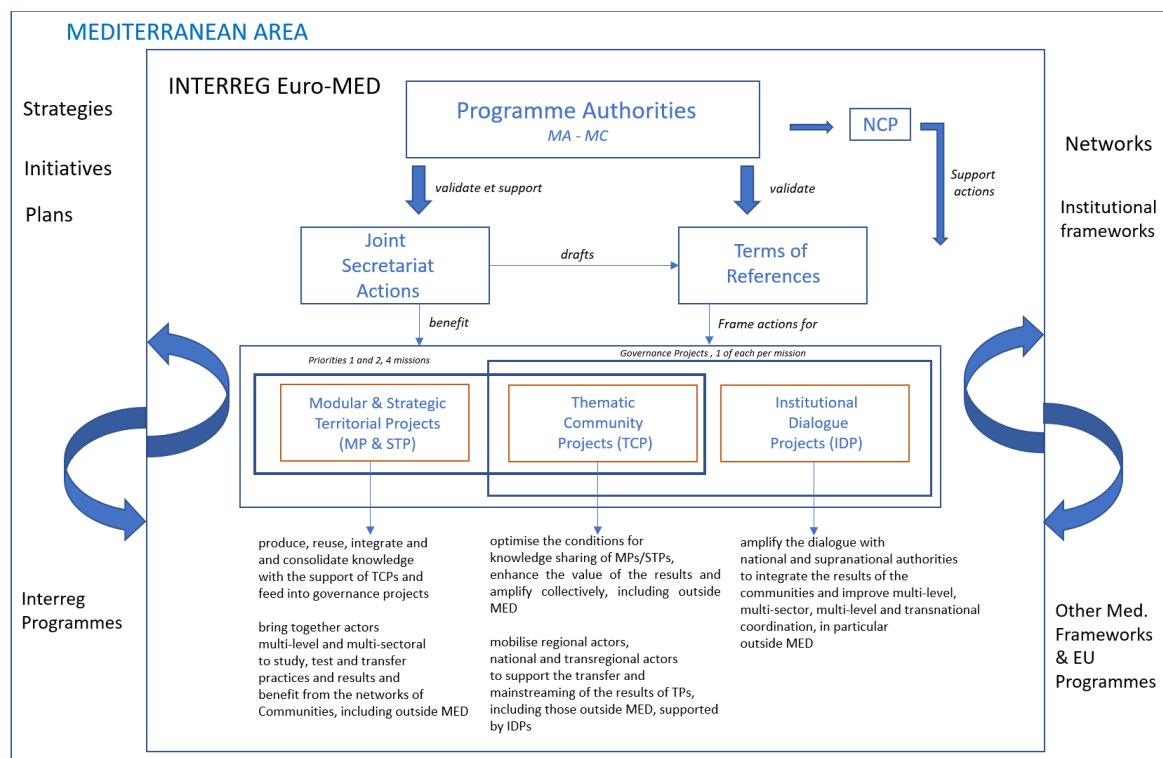
The Monitoring Committee will validate more precisely the terms of reference for the calls for projects which will frame the support tasks required from the projects (governance projects) and the requirements in terms of direct capitalisation of results (thematic projects). It will play an important role in ensuring that the technical content is consistent with national guidelines, alongside the National Contact Points, which will be able to help develop networks of relevant actors for the integration of results into national policy-making processes. Indeed, National Contact Points shall be mobilised to identify regional and national relevant institutional stakeholders. The Monitoring Committee will ensure as well the perfect balance between the Programme transnational ambitions and national expectations in the area.

The Joint Secretariat, with the validation of the Monitoring Committee and under the responsibility of the Managing Authority, will directly implement and coordinate technical support activities that will benefit all projects, such as updating a Programme library or developing working relationships with other programmes and initiatives.

The governance projects will optimise the conditions for sharing knowledge from the thematic projects, valorise the results and amplify their outreach, while mobilising the

relevant actors for the transfer and integration of the results of the modular projects into policymaking.

The general scheme and the relations of mutual benefit that define the Euro-MED architecture can be summarised as follows:



SPECIFIC OBJECTIVES AND ACTION PLAN 2021-2027

The strategy includes 3 general objectives defined above for Interreg Euro-MED around which specific objectives and corresponding actions will be structured (non-exhaustive list).

To facilitate the understanding of the whole scheme, the information is presented in two tables. One organises the information by specific objectives/actors/activities, and the other by actors/general objectives/activities.

The support actions are concentrated on the Programme Authorities (MC and NCP), the Thematic Community Projects and the Institutional Dialogue Projects (governance projects), while the Thematic Projects will benefit from these supports to maximise the weight of their results.

However, in order to visualise the complementarity of all types of Euro-MED projects, the second table briefly includes the thematic projects.

Facilitate the exploitation, sharing and reuse of results

Objective 1: Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by other Interreg Euro-MED projects or other programmes and promote the production of relevant work

The Programme will propose processes for managing knowledge, which include two complementary lines of action: document management (identify and save) and content management (enhance, share, update). It will thus facilitate the collection, organisation and dissemination of the knowledge accumulated by the projects to the targets, but also put in place mechanisms to ensure the analysis and evaluation of the potential of the data to support their reuse (relevance, efficiency, replicability, adaptability, transferability, etc.) and updating.

However, the exploitation and reuse of knowledge is only worthwhile based on good quality data, experiences and results. Therefore, the activities will contribute to encouraging and consolidating the quality of productions. The capitalisation scheme will constitute a virtuous Euro-MED value chain that will support the relevance of results and strongly support evidence-based interactions to improve governance.

The following table presents the specific objectives and types of actions that refer to this general objective 1. The actions have been divided according to the role of the actors involved:

General Objective 1: Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by other Interreg Euro-MED projects or other programmes and promote the production of relevant work	
Targets: potential project beneficiaries (TP, TCP, IDP), project beneficiaries (TP, TCP, IDP), other programmes, strategies, initiatives	
Actors: MC, JS, TP, TCP, IDP, National Contacts Points with the collaboration of other programmes, strategies and initiatives	
Specific Objectives	Types of actions
Actively encourage the use of existing knowledge	MC
	✓ Integrating the obligation to exploit the existing knowledge in the terms of references of all project calls and link it to a project selection criterion
	NCP
	✓ Publishing information on national websites about the Programme's Results Amplification Strategy
	✓ Raising applicant's awareness of the need to exploit existing knowledge
Facilitating the exploration of the existing knowledge - Interreg MED and Euro-MED projects	JS
	✓ Raising awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls
	✓ Explaining the Results Amplification Strategy through tutorials, FAQs, etc. to all potential beneficiaries
	JS
	✓ Organising the physical evidence of project results (deliverables/outputs) in a variable input library
	Governance Projects
	✓ Organising thematic data from past, current and shared projects via Thematic Community Projects
	JS

Facilitate the exploration of the existing knowledge non-MED	✓ Monitoring past and ongoing projects and initiatives and publicise them to partners and potential partners ✓ Making available results/info from other programmes/initiatives on the Programme website (from the monitoring) ✓ Participating in the Interact pilot initiative to facilitate the sharing of relevant project data
	NCP ✓ Monitoring past and ongoing projects and initiatives and publicise them to partners and potential partners ✓
Encourage the production of data in usable formats	JS
	✓ Creating a guide (or video tutorial) containing criteria for producing physical evidence of project achievements
Stimulate the consolidation of knowledge generated by the Thematic Projects	Governance Projects
	✓ Establish a system of continuous and systematic peer review via the Thematic Community Projects (sharing of results and peer review)
Facilitate the identification of relevant knowledge generated by projects (exploitable, integrable, transferable) and inspire synergies between projects	JS
	✓ Creating "flashcards" for the analysis and validation of project results by the SC (<i>flashcards linked to the Programme indicators - with the possibility of integrating them into the monitoring system</i>)
	Governance Projects ✓ Carrying out analyses according to criteria of reusability and adaptability via the Thematic Communities projects ✓ Organising knowledge via Thematic Communities projects ✓ Inspiring linkages between thematic projects via Thematic Communities projects
Establish conditions to develop synergies between projects, facilitate the production and updating of relevant knowledge	JS
	✓ Organising the sharing of administrative and technical data (contacts, locations, application forms) of past and current projects with the necessary authorisations ✓ Providing project partners with the necessary tools to ease the coordination between them ✓ Promoting project stories on the Programme website
	Governance Projects ✓ Organising exchanges between thematic projects by exploiting the administrative and technical data made available by the Programme via the Thematic Community Projects ✓ Creating and maintaining partner networks via the Thematic Community Projects in collaboration with the Institutional Dialogue Projects ✓ Organising the sharing of information on the implementation of projects via the Thematic Community Projects ✓ Establishing a system of continuous and systematic peer review through the Thematic Community Projects ✓ Establishing a mechanism for constructive exchange between project partners addressing similar and complementary issues through the Thematic Community Projects

	✓ Producing analysis matrices to identify potential synergies through the Thematic Community Projects
Increasing the visibility and dissemination of Euro-MED knowledge	JS
	✓ Developing a common platform for project sites where the knowledge generated is published in relation to a community of projects addressing the same issues ✓ Organising joint communication campaigns targeted at the Programme level (publications, joint events)
	NCP
	✓ Disseminating information on project results via national networks
	Governance Projects ✓ Integrating/aggregating results for collective dissemination to support communication and valorisation of results via Thematic Community Projects (collective or individual valorisation) ✓ Developing a joint map/database of targets at Programme level via the Thematic Community Projects in collaboration with the Institutional Dialogue Projects

Encourage the transfer and integration of results

Objective 2: Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies (mainstream)

Transfer is about accompanying another actor to use a resource, adopt a practice or apply a methodology or approach produced by a project, whereas mainstreaming is about feeding results into policy making or influencing policy through results.

The following table presents the specific objectives and actions that refer to this general objective 2. The actions have been divided according to the role of the actors involved:

General Objective 2: Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	
Targets: Potential project beneficiaries (TP, TCP, IDP), Project beneficiaries (TP, TCP, IDP)	
Actors: MC, JS, NCP, TCP et IDP with the collaboration of other programmes, strategies, initiatives	
Specific Objectives	Types of actions
Encourage adaptation, transfer and integration of results into policies	MC
	✓ Integrating the obligation of transfer and integration activities in the specifications of calls for TP (Transfer, Territorial), TCP, IDP projects and link it to a project selection criterion ✓ Launching "fast lane - transfer" calls for projects to promote the transfer and integration of identified Euro-MED solutions

	✓ Launching calls for "transfer" projects to promote the transfer and integration of Euro-MED solutions and other programmes
	NCP
	✓ Publishing information on national websites about the Programme's Results Amplification Strategy ✓ Raising awareness of the Results Amplification Strategy among applicants and mainstream programmes
	JS
	✓ Raising awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls ✓ Explaining the Results Amplification Strategy through tutorials, FAQs, etc.
	Governance Projects ✓ Actively promoting the replication of successful activities to local, regional and national authorities via the Institutional Dialogue Projects
Facilitate the identification of relevant transferable knowledge and policy-oriented outcomes for integration	JS
	✓ Creating summary analysis sheets for each result generated (correspondence with Programme expectations in regard to Programme's documents) and make them available to project communities
	Governance Projects ✓ Carrying out analyses according to criteria of replicability, adaptability, transferability and integration via the Thematic Community Projects
Increase the capacity of the partners to valorise Euro-MED productions	JS
	✓ Organising targeted training ✓ Creating a charter of Euro-MED results that derives from the "Euro-MED" value chain (relevance, robustness, exploitable, adaptable, transferable, transformative policy orientation)
Increasing the outreach of the results	JS
	✓ Promoting Euro-MED results via pan-European communication channels ✓ Organising promotional events ✓ Raise and maintain project partners awareness about the importance of making their results visible
	NCP
	✓ Promoting Euro-MED results
	Governance Projects
	✓ Setting up activities to assemble, integrate and amplify the evaluated and proven results via the Thematic Community Projects ✓ Consolidating or creating networks for dissemination and participation of actors beyond the partnership via the Thematic Community Projects in collaboration with the Institutional Dialogue Projects ✓ Disseminating aggregated or consolidated knowledge to targeted actors via Thematic Community Projects in collaboration with Institutional Dialogue Projects

Facilitate the identification of local, regional, national and European target actors for the transfer and integration of results into policies	Governance Projects
	✓ Establishing national institutional networks to identify local and regional target actors to facilitate transfer and mainstreaming via Thematic Community Projects ✓ Establishing national institutional networks to identify national and transnational target actors to facilitate transfer and mainstreaming via Institutional Dialogue Projects
Promote the conditions for transferring and integrating results into policies between actors and donor and recipient institutions	JS
	✓ Activating the NCP network to identify and mobilise regional and national target actors
	NCP
	✓ Supporting the setup of national institutional networks to identify and mobilise regional and national target actors ✓ Disseminating information among the networks
	Governance Projects
	✓ Develop and facilitate networks beyond the partners networks, bringing together multi-level and multi-sectoral potential donors and recipients in collaboration via Thematic Community Projects in collaboration with Institutional Dialogue Projects ✓ Contribute to the establishment of working relationships and a roadmap with relevant decision makers Thematic Community Projects in collaboration with Institutional Dialogue Projects – Liaising strategy ✓ Deploying collective advocacy activities (including networking) with decision-makers for amplifying and integration of results with Institutional Dialogue Projects ✓ Pre-identifying tailor-made capitalisation actions for each level of governance via Institutional Dialogue Projects / Establishing coordinated capitalisation mechanisms/bodies at micro, meso and macro levels via Institutional Dialogue Projects ✓ Identifying and promoting complementarity with ongoing activities in mentoring cities (donors or recipients) via Institutional Dialogue Projects ✓ Favouring legislative agenda that affects the thematic communities via the Institutional Dialogue Projects
Increase partners' capacity to design and implement transfer and policy integration plans	JS
	✓ Organising targeted transfer and integration training in partnership with the Institutional Dialogue Projects ✓ Organising advocacy training in partnership with COM ✓ Making available transfer plans and existing methodologies (notably developed in the framework of Interreg MED)
	Governance Projects
	✓ Organising seminars to share previous experiences and transfer and mainstream methodologies via the Thematic Community Projects in collaboration with the Institutional Dialogue Projects ✓ Organising complementary transfer activities to reinforce the projects' approaches through the Thematic Community Projects in collaboration with the Institutional Dialogue Projects

Increase the capacity of recipient institutions identified by the governance projects to integrate results into policies	Governance Projects
	✓ Supporting capacity building of public institutions in the regions to design, implement and evaluate transformative policies necessary to achieve the objectives of the thematic missions via the Institutional Dialogue Projects

Increase coordination between actors working on the Mediterranean

Objective 3: Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results

Coordination between actors implies the development of strong relationships, a solid commitment and continuous dialogue to foster harmonious approaches. In order to increase coordination and support better governance of policies and territories, the Programme will support all consultative and participatory approaches at all stages of project development.

In terms of coordination with programmes, initiatives and strategies, the Programme will specifically aim at coordinating activities with ADRION, Alpine Space, SouthWest Europe, Next MED, Interreg Europe, EUSAIR, EUSALP, WestMED, UfM, BLUEMED and cross-border programmes working in the Mediterranean.

Moreover, in order to comply with the Interreg Regulation's provisions under article 17 regarding complementarity and synergies with other programmes and, where appropriate, the contribution to macro-regional and sea-basin strategies, the Programme intends to experiment a multi-programme mechanism with the involvement of two or more (ideally all) Interreg Programmes in the Mediterranean. A possible, first application of the mechanism could be envisaged in a pilot flagship mechanism on sustainable tourism, being a very encompassing and inclusive thematic and a transversal mission of the Euro-MED Programme. The pilot would serve all the 3 general objectives of the results' amplification strategy as a tool to consolidate knowledge, to facilitate the transfer of practices, to strengthen coordination between actors.

The following table presents the specific objectives and related actions that refer to this general objective 3. The actions have been divided according to the role of the actors involved:

General Objective 3: Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	
Targets: Beneficiaries PT, PCT, PI	
Actors: MC, JS, NCP, TCP and IDP with the collaboration of other programmes, strategies, initiatives, EC.	
Specific Objective	Type of actions
Encourage coordination between local, regional, national and transnational multi-sector and multi-level Euro-MED actors	MC
	✓ Integrating the obligation of multi-level and multi-sector coordination activities in the terms of reference of all calls for projects and link it to a project selection criterion ✓ Integrating the obligation of coordination activities between beneficiaries to improve the governance of the strategy
	JS
	✓ Raising awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls ✓ Explaining the Results Amplification Strategy through tutorials, FAQs, etc.
	NCP

	✓ Raising awareness of regional and national network of actors ✓ Publishing information on national websites about the Programme's Results Amplification Strategy ✓ Raising awareness of the Results Amplification Strategy among applicants
	Governance Projects ✓ Implementing actions to actively engage target actors in networks (created, enriched, maintained) via Thematic Community Projects in collaboration with Institutional Dialogue Projects (MoU, Charter, etc) ✓ Identifying links between legislative processes at regional and local/ and regional and national levels via the Institutional Dialogue Projects ✓ Facilitating cooperation and complementarity between regions and local authorities via the Institutional Dialogue Projects
Facilitate the identification of coordination opportunities between Euro-MED and non-Euro-MED national policies (non-EU partners from the Eastern and Southern shores)	JS
	✓ Activating the NCP network to identify and mobilise regional and national target actors ✓ Participating in initiatives bringing together national experts "networks" such as the WestMED national hubs
	NCP
	✓ Participating in the identification of coordination opportunities ✓ Establish links between Euro-MED and NEXT MED NCPs
	Governance Projects ✓ Analysing and drawing up the state of the art of cooperation and capitalisation processes linked to the Programme's missions in the MED area beyond the Programme via the Institutional Dialogue Projects Exchanging regularly on opportunities with the network of National Contact Points, National Hubs (WestMED), Thematic Steering Groups (EUSAIR) via the Institutional Dialogue Projects ✓ To set up a mechanism for the analysis (national policies, conditions of evolution, etc.) of opportunities, favouring the matching between needs and projects orientation via the Institutional Dialogue Projects
	JS in collaboration with other programmes / EC / Networks
Promote coordination between European initiatives, strategies, authorities and other programmes in the Mediterranean	✓ Implementing a roadmap to formalise coordination mechanisms/working relations with programmes, initiatives and strategies covering the Mediterranean as well as with relevant EC thematic DGs (concertation, MoU, engagement, joint activities, seminars, workshops, joint inclusion of a line of actions in programmatic documents) in support of the Institutional Dialogue Projects ✓ Sharing existing results with other programmes/initiatives/Interact (data sharing, participation in events, bilateral meetings...) ✓ Organising consultations in the framework of calls for projects
	Governance Projects

	✓ Create / participate in cross-cutting working groups of Mediterranean actors via the Institutional Dialogue Projects ✓ Facilitating thematic exchanges with EU DGs via the Institutional Dialogue Projects ✓ Facilitating exchanges with EU Parliament committees and MEPs via the Institutional Dialogue Projects ✓ Establishing a communication and mainstreaming strategy according to the international and European agendas related to the Programme's mission and thematic priorities via the Institutional Dialogue Projects
Increase the effective coordination between cooperation and thematic programmes (LIFE, Horizon Europe...), initiatives and strategies	JS in collaboration with other programmes
	✓ Setting up coordinated, complementary or even joint calls ✓ Organising joint seminars and thematic events ✓ Joint participation in pan-European events
	Governance Projects
	✓ Promoting interfaces with other initiatives and projects of other programmes to increase the coordination of actors to address a common problem targeted on a type of geographical area through Thematic Projects or Institutional Dialogue Projects ✓ Offering common methodologies to approach ERDF managing authorities at national and sub-national level via the Institutional Dialogue Projects ✓ Coordinate events to take larger benefit from them via the Institutional Dialogue Projects
Increase effective coordination between national policies	JS
	✓ Activating the NCP network to participate in the development of transnational action plans
	NCP
	✓ Participating in the development of transnational action plans
	Governance Projects
	✓ Establishing a mechanism for the development of joint transnational action plans via Institutional Dialogue Projects
Promote coordination between Euro-MED and non-Euro-MED actors (non-EU partners from the Eastern and Southern shores)	NCP
	✓ Relaying information campaign to Next-MED NPC
	JS in collaboration with other programmes, initiatives, strategies
	✓ Organising targeted information campaigns (seminars, workshops, newsletters, etc.) to inform, motivate, mobilise and engage partners outside Euro-MED in the transfer of project results in collaboration with actors outside Euro-MED covering the Mediterranean ✓ Organising stakeholder consultations in the framework of calls for projects
	Governance Projects
	✓ Consolidating or creating networks in order to strengthen the presence of the MED space at transnational and European level as well as cooperation within the participating States and beyond the Programme, for example with non-EU countries of the Eastern and Southern shores via the Institutional Dialogue Projects

	✓ Liaising with administrative/political structures outside the Programme and with other Territorial Programmes to contribute to the shared objectives (with thematic and territorial programmes in the MED space and with strategies, notably the macro-regional strategies EUSAIR and EUSALP and the WESTMED initiative, and other initiatives in the Mediterranean) via the Institutional Dialogue Projects ✓ Including and capitalising on activities with Eastern and Southern neighbours via the Institutional Dialogue Projects
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The information can be synthesised in different ways, highlighting the tasks according to the Programme actors.

To...	The Monitoring Committee...
Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work	✓ Integrates the obligation to exploit the existing knowledge in the terms of references of all project calls and link it to a project selection criterion
Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Integrates the obligation of transfer and integration activities in the specifications of calls for TP (Transfer, Territorial), TCP, IDP projects and link it to a project selection criterion ✓ Launches "fast lane - transfer" calls for projects to promote the transfer and integration of identified Euro-MED solutions ✓ Launches calls for "transfer" projects to promote the transfer and integration of Euro-MED solutions and other programmes
Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	✓ Integrates the obligation of multi-level and multi-sector coordination activities in the terms of reference of all calls for projects and link it to a project selection criterion ✓ Integrates the obligation of coordination activities between beneficiaries to improve the governance of the strategy

To...	The NCPs...
Facilitate the exploitation, sharing and reuse of knowledge,	✓ Publish information on national websites about the Programme's Results Amplification Strategy ✓ Raise applicant's awareness of the need to exploit existing knowledge

experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work	✓ Disseminating information on project results via national networks
Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Publish information on national websites about the Programme's Results Amplification Strategy ✓ Raise awareness of the Results Amplification Strategy among applicants ✓ Support the setup of national institutional networks to identify and mobilise regional and national target actors ✓ Disseminating information among the networks
Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	✓ Raise awareness of regional and national network of actors ✓ Publish information on national websites about the Programme's Results Amplification Strategy ✓ Raise awareness of the Results Amplification Strategy among applicants ✓ Participate in the identification of coordination opportunities ✓ Establish links between Euro-MED and NEXT MED NCPs ✓ Relaying information campaign to Next-MED NPC ✓ Participate in the development of transnational action plans

To...	the JS... (under the responsibility of the Managing Authority)
Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work	✓ Raises awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls ✓ Explains the Results Amplification Strategy through tutorials, FAQs, etc. ✓ Organises the physical evidence of project results (deliverables/outputs) in a variable input library ✓ Monitors past and ongoing projects and initiatives and publicise them to partners and potential partners ✓ Makes available results/info from other programmes/initiatives on the Programme website (from the monitoring) ✓ Participates in the Interact pilot initiative to facilitate the sharing of relevant project ✓ Creates a guide (or video tutorial) containing criteria for producing physical evidence of project achievements ✓ Creates "flashcards" for the analysis and validation of project results by the SC (<i>flashcards linked to the Programme indicators - with the possibility of integrating them into the monitoring system</i>) ✓ Organises the sharing of administrative and technical data (contacts, locations, application forms) of past and current projects with the necessary authorisations

	✓ Promotes project stories on the Programme website ✓ Develops a common platform for project sites where the knowledge generated is published in relation to a community of projects addressing the same issues ✓ Organises joint communication campaigns targeted at the Programme level (publications, joint events)
Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Raises awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls ✓ Explains the Results Amplification Strategy through tutorials, FAQs, etc. ✓ Creates summary analysis sheets for each result generated (correspondence with Programme expectations in regard to Programme's documents) and make them available to project communities ✓ Organises targeted communication training ✓ Creates a charter of Euro-MED results that derives from the "Euro-MED" value chain (relevance, robustness, exploitable, adaptable, transferable, transformative policy orientation) ✓ Promotes Euro-MED results via pan-European communication channels ✓ Organises promotional events ✓ Activates the NCP network to identify and mobilise regional and national target actors ✓ Organises targeted transfer and integration training in partnership with the Institutional Dialogue Projects ✓ Organises advocacy training in partnership with COM ✓ Makes available transfer plans and existing methodologies (notably developed in the framework of Interreg MED)
Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	✓ Raises awareness among beneficiaries and potential beneficiaries during seminars organised at the launch of the calls ✓ Explains the Results Amplification Strategy through tutorials, FAQs, etc. ✓ Activates the NCP network to identify and mobilise regional and national target actors ✓ Participates in initiatives bringing together national expert "networks" such as the WestMED national hubs ✓ (in collaboration with other programmes / EC/ Networks/) Implements a roadmap to formalise coordination mechanisms/working relations with programmes, initiatives and strategies covering the Mediterranean as well as with relevant EC thematic DGs (concertation, MoU, engagement, joint activities, seminars, workshops, joint inclusion of a line of actions in programmatic documents) in support of the Institutional Dialogue Projects ✓ (in collaboration with other programmes / EC/ Networks) Shares existing results with other programmes/initiatives/Interact (data sharing, participation in events, bilateral meetings...) ✓ (in collaboration with other programmes / EC/ Networks) Organises consultations in the framework of calls for projects

	✓ (in collaboration with other programmes / EC/ Networks) Sets up coordinated, complementary or even joint calls ✓ (in collaboration with other programmes / EC/ Networks) Organises joint seminars and thematic events ✓ (in collaboration with other programmes / EC/ Networks) Jointly participates in pan-European events ✓ Activates the NCP network to participate in the development of transnational action plans ✓ (in collaboration with other programmes / Initiatives / strategies) Organises targeted information campaigns (seminars, workshops, newsletters, etc.) to inform, motivate, mobilise and engage partners outside Euro-MED in the transfer of project results in collaboration with actors outside Euro-MED covering the Mediterranean ✓ Organises stakeholder consultations in the framework of calls for projects
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To...	the Thematic Community Projects...
Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work	✓ Organise thematic data from past, current and shared projects ✓ Establish a system of continuous and systematic peer review (sharing of results and peer review) ✓ Carry out analyses according to criteria of reusability and adaptability ✓ Organise knowledge produced by modular and strategic territorial projects ✓ Inspire linkages between thematic projects ✓ Organise exchanges between thematic projects by exploiting the administrative and technical data made available by the Programme ✓ Create and maintain partner networks in collaboration with the Institutional Dialogue Projects ✓ Organise the sharing of information on the implementation of projects ✓ Establish a mechanism for constructive exchange between project partners addressing similar and complementary issues ✓ Produce analysis matrices to identify potential synergies ✓ Integrate/aggregate results for collective dissemination to support communication and valorisation of results (collective or individual valorisation) ✓ Develop a joint map/database of targets at Programme level in collaboration with the Institutional Dialogue Projects
Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Carry out analyses according to criteria of replicability, adaptability, transferability and integration ✓ Set up activities to assemble, integrate and amplify the evaluated and proven results ✓ Consolidate or creating networks for dissemination and participation of actors beyond the partnership in collaboration with the Institutional Dialogue Projects ✓ Disseminate aggregated or consolidated knowledge to targeted actors in collaboration with Institutional Dialogue Projects

	✓ Establish national institutional networks to identify local and regional target actors to facilitate transfer and mainstreaming ✓ Develop and facilitate networks beyond the partners networks, bringing together multi-level and multi-sectoral potential donors and recipients in collaboration with the Institutional Dialogue Projects ✓ Contribute to the establishment of working relationships and a roadmap with relevant decision makers in collaboration with the Institutional Dialogue Projects – Liaising strategy ✓ Organise seminars to share previous experiences and transfer and mainstream methodologies in collaboration with the Institutional Dialogue Projects ✓ Organise complementary transfer activities to reinforce the projects' approaches in collaboration with the Institutional Dialogue Projects
Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	✓ Implement actions to actively engage target actors in networks (created, enriched, maintained) in collaboration with Institutional Dialogue Projects (MoU, Charter, etc) ✓ Promote interfaces with other initiatives and projects of other programmes to increase the coordination of actors to address a common problem targeted on a type of geographical area through Thematic Projects or Institutional Dialogue Projects

To...	the Institutional Dialogue Projects...
Facilitate the exploitation, sharing and reuse of knowledge, experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work	✓ Create and maintain partner networks in collaboration with Thematic Community Projects ✓ Develop a joint map/database of targets at Programme level in collaboration with Thematic Community Projects
Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Actively promote the replication of successful activities to local, regional and national authorities ✓ Consolidate or create networks for dissemination and participation of actors beyond the partnership in collaboration with Thematic Community Projects ✓ Disseminate aggregated or consolidated knowledge to targeted actors in collaboration with Thematic Community Projects ✓ Develop and facilitate networks bringing together multi-level and multi-sectoral potential donors and recipients in the project in partnership in collaboration with Thematic Community Projects

	✓ Establish working relationships and a roadmap with relevant decision makers in collaboration with Thematic Community Projects– Liaising strategy ✓ Deploy collective advocacy activities (including networking) with decision-makers for amplification and integration of results ✓ Pre-identify tailor-made capitalisation actions for each level of governance ✓ Establishing coordinated capitalisation mechanisms/bodies at micro, meso and macro levels ✓ Identify and promote complementarity with ongoing activities in mentoring cities (donors or recipients) ✓ Favour legislative agenda that affects the thematic communities ✓ Organise seminars to share previous experiences and transfer and mainstream methodologies in collaboration with Thematic Community Projects ✓ Organise complementary transfer activities to reinforce the projects' approaches in collaboration with Thematic Community Projects ✓ Support capacity building of public institutions in the regions to design, implement and evaluate transformative policies necessary to achieve the objectives of the thematic missions
Increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results	✓ Implement actions to actively engage target actors in networks (created, enriched, maintained) - MoU, Charter, etc - in collaboration with Thematic Community Projects ✓ Identify links between legislative processes at regional and local/ and regional and national levels ✓ Facilitate cooperation and complementarity between regions and local authorities ✓ Analyse and draw up the state of the art of cooperation and capitalisation processes linked to the Programme's missions in the MED area beyond the Programme ✓ Exchange regularly on opportunities with the network of National Contact Points, National Hubs (WestMED), Thematic Steering Groups (EUSAIR) ✓ To set up a mechanism for the analysis (national policies, conditions of evolution, etc.) of opportunities, favouring the matching between needs and projects orientation ✓ Create / participate in cross-cutting working groups of Mediterranean actors ✓ Facilitate thematic exchanges with EU DGs ✓ Facilitate exchanges with EU Parliament committees and MEPs ✓ Establish a communication and mainstreaming strategy according to the international and European agendas related to the Programme's mission and thematic priorities ✓ Promote interfaces with other initiatives and projects of other programmes to increase the coordination of actors to address a common problem targeted on a type of geographical area through Thematic Projects or Institutional Dialogue Projects

	✓ Offer common methodologies to approach ERDF managing authorities at national and sub-national level ✓ Coordinate events to take larger benefit from them ✓ Establish a mechanism for the development of joint transnational action plans ✓ Consolidate or create networks in order to strengthen the presence of the MED space at transnational and European level as well as cooperation within the participating States and beyond the Programme, for example with non-EU countries of the Eastern and Southern shores ✓ Liaise with administrative/political structures outside the Programme and with other Territorial Programmes to contribute to the shared objectives (with thematic and territorial programmes in the MED space and with strategies, notably the macro-regional strategies EUSAIR and EUSALP and the WESTMED initiative, and other initiatives in the Mediterranean) ✓ Include and capitalise on activities with Eastern and Southern neighbours
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For the sake of completeness, here is how the modular and strategic territorial projects fit into this dynamic:

	The modular projects and strategic territorial projects...
Facilitated with the exploitation, sharing and reuse of knowledge, experiences and project results by Euro-MED projects or other programmes and promote the production of relevant work AND To facilitate the processes above	✓ Explore data published by projects and made available by the Programme (notably ToR and library) ✓ Implement JS instructions to ensure data reuse ✓ Carry out transfer feasibility studies ✓ Implement pilot transfer activities ✓ Design plans for transfer of results
In the framework of transferring practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)	✓ Consolidate the results of relevant projects ✓ Participate in the identification and mobilisation of potential targets for transfer and mainstreaming ✓ Consolidate or create networks for dissemination and participation of stakeholders beyond the partnership ✓ Disseminate knowledge to stakeholders through dissemination activities including training ✓ Participate in the actions of their thematic community, benefiting from the experience and support of governance projects ✓ Implement mainstreaming plans in collaboration with IDPs and with the support of TCPs
To increase coordination between actors acting on the	✓ Mobilise relevant multi-sectoral and multi-level decision-making actors ✓ Promote interfaces with other initiatives and projects of other programmes

Mediterranean (multi-level, transnational) based on this knowledge, experience and results	
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A number of types of actions are indicated as being to be carried out in collaboration with other Programme actors (in bold in the text).

In order to ensure coordination between projects and actors, the JS will continue to propose regular coordination meetings such as the ones organised around a "Permanent Coordination Group" gathering, for 2014-2020, representatives of the JS, delegated partners of horizontal projects, strategic projects and the PANORAMED project.

In order to optimise this coordination process, it is essential to integrate these mechanisms into the work plan of the projects from their conception. It is therefore proposed that the Thematic Community Projects and the Institutional Dialogue Projects, sensitised during the proposal drafting process, benefit from a period, after their selection and with the support of the JS, to update their work plan and optimise the coordination and collaboration between governance projects. These projects should have flexibility to adjust their actions throughout their implementation. A monitoring system adapted to these projects will also be necessary.

The SC will also propose to continue and increase the animation of a network of National Contact Points in order to better satisfy needs and expectations of transferring results into MED territories.

Part of the activities focus on improving the skills of actors for transferring results, whether they are project partners in the framework of experience sharing or non-partners in the framework of accompanying institutions in the analysis and implementation of transformative policies, for example.

At the end of the 2014/20, the horizontal projects with the direct contribution of the PANORAMED Innovation Working Group are setting up an Interreg MED "Academy" (as a result of their cooperation promoting shared activities) that deals with thematic and cross-cutting issues for all communities¹¹. This Academy is deployed with the prospect of being continued over the period 2021-27 for which it could constitute the pilot activity.

Academy could constitute an interesting framework for building and animating Communities of Interest around the missions of the Euro-MED 21-27 Programme and allow Communities of Practice to share their knowledge, both within the Programme space and beyond.

¹¹ This project started with the idea of a summer school that would collectively support the transfer of results, but due to the health crisis that has changed the strategies and relevance of the previously established plans, this idea has evolved into a more ambitious Academy project that has the will to demonstrate the capacity of MED projects to produce solutions adapted to changing contexts.

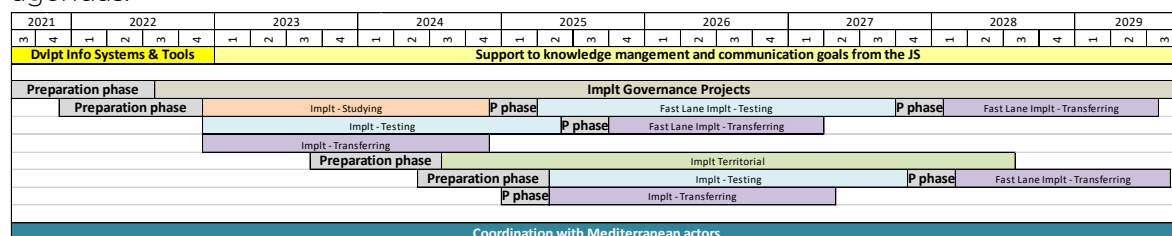
Overview of the 2021-2027 action plan

The action plan will follow the schedule of development and implementation of the Programme's information systems, the schedule of calls for projects and the agendas of the actors acting on the Mediterranean.

The development and implementation of information systems (linked more specifically to objective 1 of the strategy) will occupy a predominant place at the beginning of the Programme (2021 and 2022) with, in particular, the construction of tools and coordination mechanisms within the Secretariat and the governance projects; the tasks of the governance projects will intensify as of the second call for transfer projects (2025) with, in particular, the increase in the number of programmed projects and the first results to be transferred and integrated; and coordination activities with stakeholders will be governed by the respective agendas of the partner institutions, with periods of intensity during the preparation of calls for projects when the Secretariat envisages consultative processes and participatory means with other programmes, strategies and initiatives.

As the calendar of calls is not yet fixed and the agendas of the programmes not yet shared, the table below aims to give a general overview based on call forecasts to visualise moments of varying intensity of implementation of the objectives.

The adjustment will be done through the annual work plans built in collaboration with the Communication team to optimise the respective missions, with the Monitoring Committee according to the progress of the Programme and with the Authorities of the programmes, Strategies and Initiatives acting on the Mediterranean according to their agendas.



ORIENTATIONS TOWARDS A JOINT AMPLIFICATION-COMMUNICATION WORK PLAN

Communication is the most important transversal support task of the Programme as it is functional to all the objectives of the Programme.

The communication strategy will support all stages of the capitalisation and governance improvement processes of the projects through appropriate promotion and advice to beneficiaries by implementing activities corresponding to the 3 communication objectives of the Programme¹², closely linked to the objectives of the Results Amplification Strategy:

- Publicising the Programme in partner states and regions
- Promote communication and capitalisation of high-quality projects
- Contribute to promoting policy change in the Programme area

¹² The Interreg Euro-MED 2021-27 Communication strategy

The table below compares the 3 communication objectives with the 3 objectives of the leverage strategy and an overview of the respective types of activities to highlight the complementary activities that will be coordinated through a joint detailed work plan.

A detailed annual work plan completes this document¹³.

Communication objectives...	... are functional ...		... to the objectives of the Results Amplification Strategy
Raise awareness of the Programme in partner states and regions	CONTENT OF THE STRATEGIES		Facilitate the exploitation, sharing and reuse of knowledge, experience and project results in other projects, programmes and relevant work
	• Websites • Branding • Designing communication strategy templates for projects, focusing on capitalisation and advocacy • NCP support kit • Podcasts series • Technical content (video tutorials) • Policy interactive map	• Publish the strategy • Prepare materials • Organise info sessions • Create video tutorials and FAQs • Coaching NCPs • Identify/map targets • Highlighting the "MED circuit"	
Promote communication and capitalisation of high-quality projects	EVENTS		Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)
	Four major transnational events to launch the Programme, to boost the MED community effect, a capitalisation Mediterranean forum, a Programme and project Governance summit	• Disseminate results at events organised by the Programme • Organise and participate in bilateral and multilateral meetings	
Help promote policy change in the Programme area	COMPETENCE BUILDING		Increase coordination between actors acting on the Mediterranean (multi-level, transnational)
	• NCP support kit • Tutorials and coaching sessions • Support projects • Support potential beneficiaries • Working group for advocacy	• Produce guides and video tutorials • Create results analysis sheets • Organise training courses • Exploiting the value of the MED Circuit	
	TOOLS		
	WEB PLATFORM: Tool for coordination, data collection (content, target	WEB PLATFORM Set up a web platform linking clustered projects,	

¹³ Plan GANTT under development

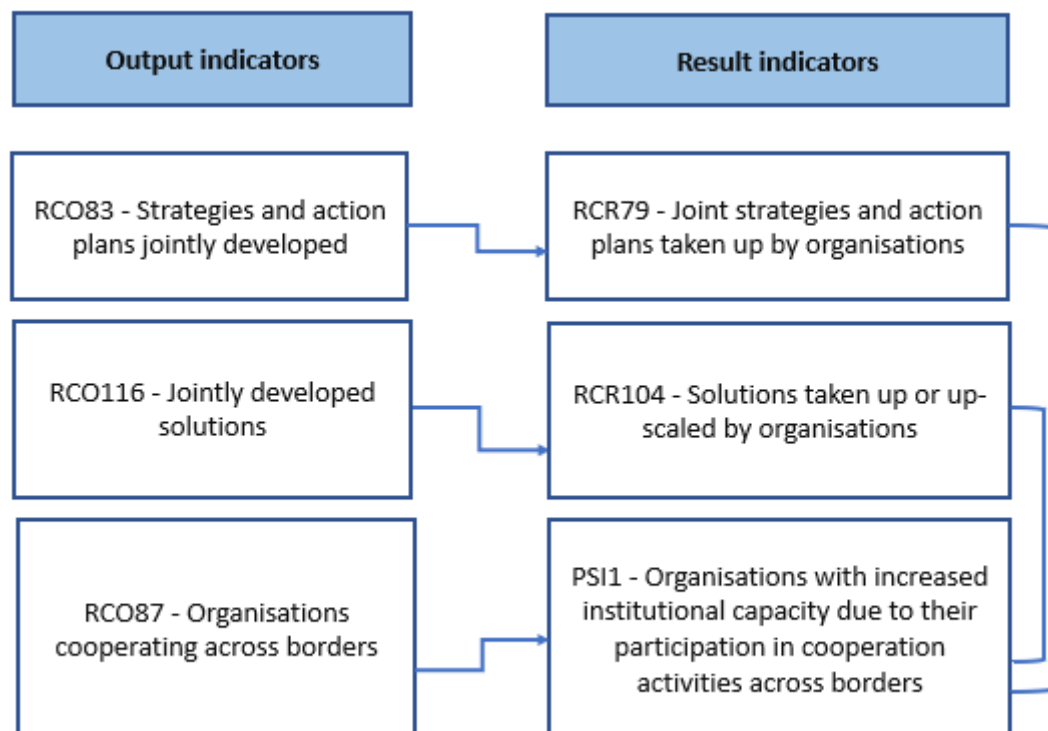
	groups) and management on project and Programme level. It will offer technical tools to facilitate transfer and analysis of data through common formats and technologies • Key deliverables templates • Promotion webpages template • Online forum for partner search and project idea generation • Online guidance and tutorials for diffusing policy key deliverables • Interactive tools for chatting with NCPs and project officers	offering tools for sharing calendars, information, etc. • Propose a template for websites • Organise the extraction and sharing of data/databases • Update the e-Programme library • Propose a space to gather the platforms developed by the projects • Propose examples of transfer plans and existing methodologies • Create materials for and with NCPs, projects • Tool the networks of actors	based on this knowledge, experience and results
	CAMPAIGNS		
	• Citizen's awareness • Mapping and promoting capitalisation success stories • Coordination with national coordinators and NCP to disseminate at national level information and results about the Interreg MED Programme • Full-fledge Social media strategy • Mobilize the Programme and projects participation in European campaigns and events;	• Publish project stories on the Programme website • Disseminate information via the Programme website, call specifications, newsletters, articles. • Disseminate, share results via pan-European communication channels • Disseminate results through participation in events • Organise or participate in meetings as part of the implementation of a roadmap to formalise coordination mechanisms/working relationships with programmes,	

	Relations with media, by organising media trainings about thematic issues of the Programme.	initiatives and strategies covering the Mediterranean	
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OVERVIEW OF MONITORING AND EVALUATION OF THE IMPLEMENTATION OF THE STRATEGY AND WORK PLAN

The Programme foresees the implementation of an evaluation plan that will include the evaluation of the implementation of the Result Amplification and Communication Strategy.

The Programme has also selected indicators of Programme achievement and results that apply to this strategy, especially as they reflect the Programme's intervention logic and focus on coordination between actors, transfer and adoption of solutions.



In order to have a more immediate follow-up of the relevance of the work plan in relation to the objectives set, the Programme will monitor specific data for the implementation of the activities in collaboration with the Communication which has defined its system of indicators. These data will allow for quicker adjustment of activities in the light of feedback and needs expressed by stakeholders.

Data will be collected through the JEMS and/or common platform information system (such as number of participants, number of events) and through surveys on needs and satisfaction.

The data will be statistical and textual (feedback). A cross-referencing and analysis of the data in their context will make it possible to complete the annual assessment of the implementation of the activities, to assess their relevance and to propose adjustments.

From the perspective of a joint Amplification-COM work plan, the Results Amplification Strategy indicator system is based on the typology of monitoring data proposed by the Communication Strategy in order to take full advantage of the coordination of resources. A majority of the data is functional to the monitoring of Amplification activities. The table below provides an overview of the data to be collected by objectives, types of actions, methods and frequency.

Monitoring data	Collection method	Frequency
General Objective 1: Facilitate the exploitation, sharing and re-use of knowledge, experience and project results to other Euro-MED projects or programmes and promote the production of relevant work		
✓ # of seminars, workshops, nature of workshops, objectives ✓ # of participants, profile of participants ✓ Quality of seminars	Concept note List of participants Satisfaction survey (including analysis of future needs) Follow-up of the work of the Thematic Communities projects	For each event organised by the JS When processing project progress reports
✓ # of entries in the library ✓ # of data processed and identified with High Potential for Replicability and Transfer	Statistical data from the library Follow-up of the work of the governance projects Additional analysis JS	During annual reviews When processing project progress reports When analysing the JS in the context of the preparation of calls
✓ # of synergies, federative actions between beneficiaries	Monitoring the work of the governance projects	When processing progress reports
✓ Quality of the platform, collaborative tools	Statistical data on use Satisfaction survey	During the annual reviews
✓ Quality of the guides	Satisfaction survey	During the annual reviews
General objective 2: Encourage the transfer of practices and results to other actors and territories and their integration into local, regional, national and European policies and strategies (mainstream)		
✓ # of seminars, workshops, nature of workshops, objectives ✓ # of participants, profile of participants ✓ Quality of seminars	Concept note List of participants Satisfaction survey (including analysis of future needs)	For each event organised by the JS When processing project progress reports
✓ # of formalised networks, types of networks ✓ # federating actions between potential recipients and donors, actor profiles ✓ # advocacy activities	Monitoring the work of the governance projects (including analysis of thematic projects)	When processing project progress reports

General objective 3: To increase coordination between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results		
✓ # of actions, types of actions, profile of participants ✓ Quality methodology to analyse opportunities ✓ Types of agreements, # of agreements, # of members, profiles of actors ✓ # of working groups, subjects of working groups, profiles of actors, geographical areas concerned ✓ # of joint actions, nature ✓ # of joint action plans ✓ Policies involved, # of countries involved	Monitoring of the work of the governance projects (including analysis of the thematic projects) Follow-up file of coordination activities with other Programmes, Strategies, Initiatives	When processing project progress reports On going

This table is indicative and may be enriched according to the details of the work plan which is the subject of a complementary document to this Strategy.

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