



Interact IV Strategic Implementation Document (SID)

Version 2.0, May 2024

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Author(s) Petra Masáčová, Szabolcs Csahok, Polona Frumen, Kevin Fulcher, Satu Hietanen, Ivana Lazic, Evasen Naidoo, and Tomasz Petrykowski.

Interact



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1. Background

The Interact IV strategic implementation document (SID) is the main Interact IV strategic document, accompanied by series of standalone living documents, such as:

- a) MC Rules of procedures
- b) Rules on eligibility of expenditure
- c) Evaluation plan
- d) Communication plan
- e) Budget principles for service delivery
- f) Performance monitoring.

The desired outcome is to have a concise, easy to read document, which will focus on the main aspects of WHAT Interact is supposed to deliver, HOW and TO WHOM.

The content of this document was approved by the Interact IV Monitoring Committee at the first meeting (MC01) held on 20 September 2022. The style of the document was updated in January 2023 to reflect the new Interact IV brand.

The MC approved version 2.0 in June 2024 (MC05, 11-12 June 2024, Valencia, Spain), which includes significant changes to Chapter 5, bringing the document up to date with the new terminology of the Academy, updating the terminology and description of the Communities and Networks, and more. Additionally, there were minor updates to Chapter 4, as well as small text enhancements throughout.

2. Introduction

As mentioned above, the Strategic Implementation Document fits in a puzzle of several Interact IV programme-level documents. Its main goal is to link the fundamental – and inherently more theoretical and general – level with the operational level. This concept builds on the Interact III experience, including the strategy document, the Multi Annual Work Programme.

This document is meant to be used as a handbook for both the external reader (Monitoring Committee representatives, hosting institution colleagues) as well as for Interact team members, especially newcomers.

In order to serve that purpose, it guides the reader through Interact's *raison d'être*, its values, quality objectives, the types of services it shall deliver, its target groups, service delivery principles and modes, ways of knowledge management as well as the organisational aspect.

3. Why Interact?

*We are an experienced international team
who are passionate about cooperation.*

Cooperation can be complex; our job is to make it easier.

Interact's renewed mission statement

3.1. Introduction

Across Europe and beyond, through more than 80 cooperation programmes, Interreg is making a better Europe for its citizens and residents one cooperation project at a time. Cooperation is evolving, building on its past experiences. It is also innovating, finding new ways to work and identify needs, within and beyond Interreg. The intangible effect of cooperation is new partnerships and new approaches working across borders and creating long term changes. Border regions represent 40% of the EU territory, but accounts for just over a quarter of Europe's GDP, reflecting the potential of the border regions. In the short term, the projects themselves improve the lives of European citizens, and those of our residents and neighbours.

All these cooperation projects and actions take place in a complex environment, Interact's niche is to act as a facilitator, a connector, a guide and, when appropriate, a change agent.

By enabling those implementing cooperation, by identifying best practice and enabling those implementing cooperation to share knowledge with each other, we can build a better cooperation governance. With a better cooperation governance, we help make a future for Europe.

3.2. What is Interact's niche? Why do we exist?

Since the creation of INTERACT I in 2002, the successive Interact programmes have developed and occupied a unique position. Interact is a part of the Interreg community, and also slightly outside it. Interact is able to connect the ideals of the regulation with the people implementing on the ground. It brings knowledge together, using its knowledge of Interreg programmes and community members as well as its own expertise.

The Interreg regulation challenges Interact to ensure the exchange of experiences, innovative approaches and capacity building in order to make it easier for cooperation actions and activities to occur. Whether through Interreg programmes, wider cooperation actions or EGTCs.

In our programme document, Interact develops this point further. The core business of the programme is to support Interreg programmes and other cooperation stakeholders. These are the primary consumers of Interact products and services. Interact also supports wider cooperation actors, in particular macro-regional strategy actors and in seeking pioneering cooperation actions under the Investment for Jobs and Growth (IJG) goal (Article 22 CPR).

Interact shall find ways to make cooperation easier for these audiences, to support them in their challenges and help them disseminate best practice as well as capitalise on their results. Interact shall both build on existing tools and find new approaches to interventions, whether via new or improved methodologies, on evolving subjects or through technology, to make cooperation easier. Only Interact offers this support to those seeking to implement cooperation, and only Interact has this mission, to make that cooperation easier.

Key to how Interact will achieve its objectives in the next period is its staff. Over its 20 years the expertise, the professionalism and personal drive of the Interact team has been central to its success. Through the enhancement of Interact's culture of innovation, the collaboration of individuals and expertise, as well as proactive approach to finding new ways to serve the community, Interact will continue to bring tangible benefits to the Interreg community and beyond, and find new ways to make cooperation stronger, and easier.

3.3. Our values

*Through **Cooperation**, and with **Integrity**,
we deliver **Service Excellence** for Interreg and beyond.*

The above value statement reflects the programmes core values. In seeking cooperation, in acting with integrity and in striving to deliver service excellence. Interact will continue to reflect on these values and ways to ensure they are consistently adopted by the programme and those acting as agents of the programme.

Cooperation is (How we work together, and with Interreg)

- Being transparent and involving colleagues in my work
- Listening, taking on feedback and working together for best solutions
- Working as one-team, across offices and groups, and as a community

Integrity is (How I behave, to my colleagues, to Interreg)

- Being worthy of the trust put in me, and following agreements
- Offering critical opinions, respectfully, whilst being solution orientated
- Investing my time in building cooperation, so we speak with one voice

Service excellence is (How we deliver for our users)

- Ensuring we always address the needs of our users
- Keeping up with the latest information and relevant technology
- Inspiring those we work with, bringing forward changes and improvements.

3.4. Our quality objectives

Interact will remain a valued contributor in Interreg by providing services of a high standard of quality. Our stakeholders have become accustomed to expecting services that are:

- **Bespoke** – Tailor-made to our users' existing/emerging needs so that they gain the maximum benefit possible from our services.
- **Relevant** – Developed with a thorough knowledge of the working environment in which our users operate.
- **Timely** – Delivered when needed.

4. What do we need to deliver in the programming period 2021-2027?

4.1. Introduction

This chapter should serve as an implementation framework of Interact IV Programme. The main approach is to create a link between the Interact programme's intervention logic and concrete activities to serve as a guiding document for short-, mid- and long-term planning.

It is expected to give Interact team the necessary structure, expressed in time, the main themes, possible approaches and relevant milestones linked to the three perspectives (please see section 3.3 below) where the most results are expected at a given time. It should also serve as a guide for the prioritisation of services and resources for the annual planning.

4.2. What Interact should do?

During the seven years financial perspective, many policies and programmes follow either their own cycles or are running in sequence of themes. There are themes that are recurring, or new topics can emerge. Following these cycles or themes in a structured way, we can ensure more stable and timely delivery of Interact services, or preparing services in advance, which is a known strength of Interact.

We identified the four following areas of work:

1) Policies area: strategic level (for Interreg and other cooperation actions)

EU policies and initiatives have their own cycles – from negotiations on new sets of regulations over links to overarching policies, innovative approaches, emerging trends or efficient use of results across funds and programmes. All of this influences the strategic direction and should be systematically followed.

2) Interreg Programme cycle: operational management of Interreg programmes

The programme's life cycle from programming over mid-term review and performance period to closure and ex-post evaluation. This group is approached from the pure programme management perspective.

3) Interreg project cycle: project management

The project cycle is a useful structure to develop tools, and methods for the successful daily management (from the start to the closure) of projects by programmes.

- 4) Apart from these three areas/cycles, very important aspect of the work of Interact should be liaising with other policies or actors that can be relevant for cooperation. This aspect should be observed from the strategic or visibility point of view.

It is important to understand that Interreg Programmes are not an island but a part of the EU Cohesion Policy which is part of the EU budget (the MFF) and subject to intervention and change. Different interests represented by different stakeholders compete for financial resources. A variety of initiatives is either ongoing or planned and many of these have an impact on cooperation and hence on Interreg. Thus, it is important to consider those when elaborating this document.

4.3. Why this approach to content development?

Proper structure and definition of activities following these cycles/sequences allows for 'translation' of the Interact 2021-2027 Interreg Programme document and intervention logic into delivery actions and results. Distribution of respective Interact perspectives per each theme over the seven years period will allow us, on one hand, to identify the intensity of work needed, where we expect to deliver the most of results and create impact in time (e.g. short-term, mid-term, long-term activity), directions or peaks of different topics (e.g. what will grow, what has a straight line, what will go up and down over seven years). This will furthermore create a framework for the annual planning, assigning the right priorities to the right themes at the right time, with enough resources and in the right scope.

This approach also recognizes that Interreg programmes will always be in different stages of implementation and will always require different levels of support. Interact's activities will be planned around these needs, but in a more stable, predictable way for Interact's team as well as for our users. This approach will also allow us not only to respond to the needs, but also to be one step ahead.

Not all stages of cycles will be relevant for all target groups. For example, policy areas can be relevant for the European Commission, Member States, advanced programme managers/Heads of Programmes (e.g. for exploring new, innovative ideas), and other stakeholders that are influencing the respective policy. Programme/project cycle will be more focused on the needs of the staff of various programme bodies (advanced, beginners, etc.), understanding of management processes and where changes are needed. Each of these target groups can be addressed under the relevant Interact perspective and at the relevant time.

This way Interact will develop the knowledge base, either with desk research or conscious knowledge scoping from events. In simple terms this means right information to be provided at the right time, right knowledge to be collected and shared at the right time.

Each of these steps will be elaborated in concrete details in annual work plans.

It is important to mention that, beside these themes and areas of work, grouped under below presented matrices, there are Interact's activities that will be of cross-cutting nature.

For example, capitalisation work will be relevant for all areas, even though it is mentioned specifically only under matrix no. 1.: "Policy area" below. This is because ultimately the

capitalisation work has the biggest impact. But to reach this goal, capitalisation will be present through different Interact perspectives also in programme and project cycles: e.g. strategies and capacity building in programmes and projects. Similarly, Interact's work on territoriality will be very relevant across the field (e.g. embedding this concept also in programme and project cycles or active collaboration with relevant organisations). In this field stronger links will be made with other programmes/actors, such as ESPON, URBACT, Interreg Europe or CoR, AEBR and similar.

Harmonisation and simplification is Interact's trademark, but it is much more than just HIT tools. On one hand the work in the future will be dedicated to the promotion of the concepts of harmonised and simplified Interreg and ultimately Cohesion policy and why this is the way forward. On the other hand, we will be developing further existing tools (HIT, Jems, SCOs), and new ones in preparation of harmonised procedures.

Collection of data or information is required to serve all perspectives. Interact will continue to support programmes through different tools, with improved functions (such as Jems, keep.eu, etc.).

Matrices are based on the following guiding approach: The themes are cross-linked with Interact perspectives throughout different years. Presented perspectives are identified based on its preserved dominance in a given year, where the focus of the Interact work will be allocated. This does not exclude that some aspects of other perspectives will be taken into account, only that prioritisation of the activities during the planning will be based on this approach.

Interact IV perspectives

The above-mentioned perspectives are identified in the Interact IV programme document:

- **P1: Increasing efficiency:**
Strengthening the management capacity of Interreg programmes and other cooperation actors
- **P2: Enabling individuals:**
Strengthening the capacity to work in cooperation programmes and context
- **P3: Interreg visibility:**
Strengthening the capacity to capture and communicate programme and project results and to increase visibility.

4.4. Policy area: strategic level (Interreg and cooperation actions)

Table 1: Policy area matrix

Theme	2024	2025	2026	2027	2028	2029
New regulation 1. first consultations with programmes, collection of inputs 2. following negotiation process on behalf of Interreg programmes (after the draft is published) 3. After adoption of the legal framework: “translating” it with Programmes into the new period requirements and programming	P1	P1	P1, P2	P2, P3	P2, P3	P3
New programming				P2	P2, P1	P1
Facilitation of coordination and synergies actions		P1	P2	P1		
Macro-regional strategies (collaboration processes within MRS, governance, role of Interreg)	P1, P2	P3	P2	P2, P3	P1	P1, P2, P3
Investment in Jobs and Growth	P2	P3	P1, P2	P1	P1, P3	
External cooperation (Interreg IPA, Interreg NEXT, OMR)	P1, P2	P1, P2	P1, P3	P1, P2	P1	P1
Use of cross-border obstacles studies: internal and external borders (input for policy change or programmes' implementation)		P2, P3	P3	P3	P1	P3
Strategic visibility (Interreg to Cohesion)	P3	P3	P3	P3	P3	P3
Programme Evaluation and use of results	P2	P2, P3	P2, P3	P2, P3	P3	P3
Capitalisation	P2, P3	P3	P3	P3	P3, P1	P2, P3
Actions for harmonisation and simplification take-up by programmes (HIT, SCOs, etc.) – why harmonise and simplify	P1					
Territorial Agenda 2030	P1	P2, P3	P1	P1, P2	P1, P3	

Illustrative examples:

- Next regulatory framework: first consultations can start as early as possible by organising working groups on different themes, with stakeholders. For example, working groups can be organized at the very start with programmes and Member States to discuss what change is needed for the new legal framework. Timely start will give us

proper reflection and preparation for possible joint paper collecting inputs from different stakeholders. At the later stages, after the initial inputs, groups would continue following the process of the preparation for the new regulatory framework targeted to their specific needs or expectations with Member States and European actors (European Commission, European Council, European Parliament) as the main stakeholders.

- Cooperation beyond Interreg: This is an overarching theme that will include different aspects of Interact's activities. Some of the examples under this theme are:
 - Interact's work with IJG: In the beginning, this will require more resources. We will need to build up our expertise and identify the needs, as well as increase our reach and recognition to this relatively new target group for Interact. The development of pilot actions will establish the basis for the services in later years.
 - Macro-regional strategies: Interact has been supporting the whole portfolio of services for macro-regional strategies for many years. Continuation of this work will be one of the prominent aspects within this policy area and across different Interact's perspectives. (e.g. collaboration processes within MRS, governance, role of Interreg).

4.5. Interreg Programme cycle: operational management of Interreg programmes

Table 2: Programme cycle matrix

Theme	2024	2025	2026	2027	2028	2029
Support in Programme implementation documents (rules, procedures, eligibility, etc.)	P1, P2	P1, P2	P1, P2	P1, P2	P1	P1
Roles and responsibilities	P2	P2		P1, P2		P1
TA management		P1		P2		
Staff management/Internal communication flows		P1, P2		P1, P2		P1, P2
Audit	P1	P1				
Programme partnerships (MCs, etc.)					P2	
e-monitoring systems	P1				P1	P1
Payment flows/accounting function	P2					
Closure/annual accounts		P1		P1		
Management verification (control, risk management, anti-fraud)	P1	P2	P1			
Programme promotion/ communication capacity building)	P2, P3		P3		P2, P3	P3
Harmonisation and simplification (HIT, SCOs, etc.) – further developments, new tools, methods, procedures	P1	P1	P1	P1	P1	P1, P2

Illustrative examples:

- Next regulatory framework: first consultations can start as early as possible by organising working groups on different themes, with stakeholders. For example, working groups can be organised at the very start with programmes and Member States to discuss what change is needed for the new legal framework. Timely start will give us proper reflection and preparation for possible joint paper collecting inputs from different stakeholders. At the later stages, after the initial inputs, groups would continue following the process of the preparation for the new regulatory framework targeted to their specific needs or expectations with Member States and European actors (European Commission, European Council, European Parliament) as the main stakeholders.
- Cooperation beyond Interreg: This is an overarching theme that will include different aspects of Interact's activities. Some of the examples under this theme are:
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4.6. Interreg project cycle: project management by Interreg programmes

Table 3: Project cycle matrix

Theme	2024	2025	2026	2027	2028	2029
Calls (set up, launch, promotion), project quality, partnerships (with added value, new, right partners)	P1	P2, P3	P2	P1	P1, P2, P3	P1
Selection procedures (assessment process, selection criteria, decision process)	P1, P2	P2	P2	P1	P1, P2	
Contracting; Project monitoring and reporting (content, finance), project closure	P1	P2	P1	P1, P2	P1	P1
Project visibility (communication and capitalisation: links with Policy areas (capitalisation) and Interreg programmes cycle (communication))	P3	P2, P3		P2, P3		
SPF, PO5 (methods, experiences of implementation)	P2	P1, P2		P1, P2		

4.7. Policies, actors relevant for cooperation: Strategy, visibility level

Table 4: Policies and actors' matrix

Theme	2024	2025	2026	2027	2028	2029
European Commission DG REGIO incl. border focal point (continuous work across 3 perspectives)	P2, P3					
European Commission, other relevant DGs	P3	P3		P2, P3	P3	P2
Cross-border institutions (AEBR, MOT, CPMR, etc.)	P2	P3		P2	P3	
External EU cooperation policies in general (that could influence cooperation programmes)	P1	P1	P1	P3, P1	P1	
Committee of Regions (EGTC platform, CB alliance, SPF: relevant for Interreg)	P3, P2	P1	P3	P1, P2	P1, P3	
Recovery and Resilience Facility		P3		P3		
Links to 6 European Commission Priorities (Green deal, etc.)		P3, P2	P3	P2, P1	P3	
Interregional Innovation Investments		P1		P1		

Liaising with other policies or actors in cooperation is essential. Policy development is quite dynamic and well-working relations and ties to other institutions are key for:

- Anticipation of new requirements or new approaches
- New interesting perspectives to anchor the future for Interreg
- Quick response when needed to emerging new topics, policies, and similar (for example, new themes that were not considered during the programming but may become important for implementation e.g. in the past migration, currently New European Bauhaus).

In order for Interact to fulfil its aspirations in effectively working with programmes through the policy, programme and project life cycle, a robust approach to communication is vital.

Communication remains everyone's business, and it is a requirement for all Interact team members to communicate their work. In particular, to ensure the production of content within their competences which enables new and returning service users to quickly understand key topics under discussion and development, as well as what resources are available to support their work within a particular competence.

5. How do we manage knowledge and what are the methods of delivery in Interact IV?

In Chapter 4 the focus was “What do we want to achieve in Interact IV?” In this chapter the focus is on “How are we going to achieve it?”

One of the key questions is how Interact manages the knowledge, and is able to create, identify and capture, store, share and use the knowledge it has. This includes not only explicit but also the implicit knowledge we have captured in the programme, capitalised within the Team. We are facing the challenge and the big opportunity at the same time, to build a strategic frame for Interact knowledge management and embed these principles to our routines and daily work. The work has already started during Interact III when we have created a joint platform and space(s) for knowledge sharing, but there is still room for further developments to create a strategic joint framework applied by the whole programme and the Interact Team.

The Interact IV intervention logic defines the three perspectives with the description of the main target groups, main areas of intervention, Interact’s activities and indicator information connected to the perspectives. The selected three output indicators allow tracking and quantifying all main deliverables of the Interact IV actions:

- **Participations in joint actions across borders;** Joint actions include Targeted events (conferences, seminars, workshops); Meetings to network/exchange experiences/harmonise approaches; On-demand advisory meetings and/or other events organised by Interact (e.g., peer-to-peer exchange visits). Joint actions may be organised in-person or online.
- **Participations in joint training schemes:** In Interact we refer to training schemes as Certified Trainings to distinguish them from our other training services. Certified trainings include training events (organised in-person or online) and self-paced online learning. Compared to joint actions (above), trainings focus on teaching of specific knowledge and skills, and they include practicing, i.e. exercises and simulations to promote application of the content to practical job tasks.
- **Jointly developed solutions:** Harmonised templates for programme implementation and management; Guidance documents, clarification fiches; Repositories of practices/results; Web tools supporting programme management, communication and visibility; Targeted promotional campaigns and/or other solutions offered by Interact

This matrix is the basis for “how” discussion as it gives various examples how the target groups’ needs will be addressed in the Interact IV programme.

5.1. Fields of Work

The basis of Interact’s work, set out in 4.4 to 4.8 above, can also be expressed as the ‘Fields of Work’ of the Interact programme. The adoption of fields of work in Interact seeks to provide a consistent basis for planning, monitoring, reporting, and publishing activities.

They shall be the singular reference point for Interact’s outputs and enable them to be consistently used in the planning, implementation and publishing phase. While in planning use, a singular, or dominant, field of work will need to be specific, for publishing and promotion on

Interact's website, the inter-dependent and interrelated nature of Interreg's work will be respected.

The fields of work are expected to evolve over the period, with small changes to reflect the evolving nature of work in cooperation. However, the overall structure should be consistently applied.

5.2. Principles of service delivery

Interact delivers the services based on expressed and perceived needs by programme's core target groups. According to the Interact principles, the services are delivered 1) timely responding to the actual need, 2) efficiently working with the most accurate and efficient methods and 3) having the services tailor-made according to the request.

Timely response to the needs is ensured with the flexible work planning and possibility for ad-hoc services, extensive annual or bi-annual needs assessment but also with the constant dialogue with the core target groups. Knowing our target groups well, enables the **tailor-made services**. Interact experts have the knowledge on the programme life cycle which enables the accurate planning. Investing in the internal capacity building regarding the facilitation skills and learning methods, Interact Team aims to be able to use **methods that are most efficient and suitable** for the target group. The aim is to transfer and deliver the knowledge for and between the target groups, in line with adult learning principles using a variety of different delivery methods. The focus is on efficiency and training ROI (return on investment) and for each service Interact decides which method to use to achieve the maximum long lasting result driving for change.

By investing in virtual facilitation skills and online delivery methods, Interact is able to design flexible and adjustable Interact services, which are **respecting the green deal**.

5.3. Selecting the most efficient and suitable service mix: Online and offline mode

Interact has successfully built capacities and skills required for the efficient virtual facilitation and delivery of online services. At the same time, we need to acknowledge that in certain services in-person delivery mode is bringing best results and the most added value. Whether the service will be run online or in-person, this should and will be addressed as one of the routine questions during the service design.

The decision has an impact on resources required for service delivery. It is important to find the most efficient and suitable methods for delivering the services, as some of the services has the biggest value and impact when implemented in-person (e.g. networking events), and some are most efficiently designed for online delivery (e.g. standard services or information events). These considerations need to be reflected internally among the Interact experts, but also having the dialogue with the target groups.

Interact's mixed approach with online and in person service delivery will continue, and this will maximise the future. Digitalisation of the content of part of Interact's services, will support efficient use of resources and continue to broaden the stakeholder base, allowing for more

participation. At the same time, carefully planned and selected in person events will serve their value in the service mix and allow for participants in person interaction and exchange which is also highly valued by the target groups.

5.4. Interact's modes of implementation

This chapter briefly describes the main categories for Interact modes of implementation (events, certified trainings, supporting tools, networks and working groups) and introduces some considerations for the Interact service mix and added value of regional approach to service delivery.

5.4.1. Events

Interact service delivery is tailor-made for the target groups and their needs, using the mode which best serves the purpose and aim for the action. The concept of the Interact service mix (variety of delivery modes and methods) requires careful Interact internal considerations and solid expertise to design service packages serving target groups' needs and delivering at the most suitable and efficient manner, will it be then in person, online or event in hybrid mode. To be able to serve the target groups and address their needs in the most efficient way, requires further competence building and necessary trainings for Interact staff members as well.

One innovation in Interact's approach to events in the conference style Knowledge Fair concept. Modelled on the United Nations Knowledge Fair concept, where participants bring and share their knowledge in a participatory manner. The Interreg Knowledge Fair's shall be organised on an as needed basis, with an approximate plan to offer such a format between every 12 and 24 months during the programme period. The scheduling shall be dependent on the needs of Interreg programmes, and the suitability of a number of discussion points. It is particularly noteworthy that the event offers a large-scale opportunity to for engagement on a vast number of diverse topics, as well as extensive networking opportunities. It is not a suitable replacement for more detailed topics, which require a longer and more in-depth format.

Under the events Interact has several implementation modes in its portfolio: Workshops, Advisories, Conferences, Webinars, Seminars, information sessions and/or question & answer sessions.

5.4.2. Certified Trainings

Certified trainings are a new service offered in this programming period. It is based on the successful 'camps' concept of providing more intensive training on a particular topic specifically designed for those working in Interreg. These learning interventions aim to quickly equip Interreg programme officers with enhanced skills and knowledge, enabling them to be more confident and efficient in their roles within the Interreg community.

Certified trainings are a combination of different training modules or sessions, collectively aimed at achieving an overall learning outcome. Learning objectives within each module contribute to the overall learning outcome. Participants acquire measurable skills and knowledge through completion of linked modules (e.g., events or short courses). The majority

of modules are offered online, and some certified trainings may include mandatory in-person components. These face-to-face sessions enhance the learning experience and provide practical insights.

Key characteristics of certified trainings:

- These trainings are tailored to address specific issues or challenges faced by Interreg programme staff.
- Participants learn together in cohorts of around 25 people, fostering networking opportunities among professionals with similar needs.
- Adult-learning techniques are employed to ensure that programme staff are well-equipped to tackle challenges in their own programmes.
- Certified trainings cover a wide range of Interreg-specific topics and utilise a cohort-based approach.
- Completion of these trainings involves approximately 12-20 hours of work, followed by a knowledge recognition activity (such as a test or quiz), leading to the award of a certificate.
- The training schedule is planned and published over relevant time frames (e.g., SCO course every April-May), allowing effective staff training planning.

Certified trainings are managed through the Interact Academy learning platform.

Refer to annex A for description of the certified training (Joint training schemes) indicators and explore the [Interact Academy website](#) and browse the course catalogue for an updated list of services.

5.4.3. Communities, Networks and Working Groups

Interact is using communities, networks and working groups as a method for service delivery and knowledge transfer. Communities are a method for capacity building and for pooling knowledge, by collecting people with a similar profile, those working in a similar capacity in different programmes, into one online environment.

Depending on the volume, type and degree of specialism, slightly different approaches need to be taken in order to best serve Interreg programmes. The orientation of the following description follows the basis of the IBM platform still in use. Its replacement may require an adjustment of terminology to follow the platform approach, rather than cause even more confusion about broadly similar activities. It is also worth noting, that while we distinguish between networks and communities, it is important that activities to promote networking take place at every practical opportunity, to promote the exchange of ideas, innovations and best practice.

Knowledge communities exist to collect both the existing knowledge on a given subject or in a specific field, as well as the people who work in them. These Communities can be either based on specialisation (communication, financial management) or geography/region. These communities are open to new members, and there is no contribution threshold or expectation for participation. These communities may impose some restrictions to ensure the basis is applied, i.e. where there is a geographic or specialised basis for such a network and where alternative more appropriate spaces exist.

The purpose of these communities is to offer a knowledge hub on a given subject or a geographical area, and to provide exchange opportunities for participating programmes. The exact nature of such exchanges shall vary, and depend on the specific needs of the participating, and potentially participating, audiences.

Thematic communities gather and cumulate valuable programme and project results in Interreg within specific fields. Thematic networks are open policy orientated networks, focusing on thematic capitalisation and building management capacities in these field. The orientation of these communities is established in the Thematic capitalisation strategy outline.

Working groups, many of them also called 'core groups', are specialist groups of experts that are gathered to develop new solutions, harmonise and simplify, or to create an Interreg perspective on a topic. They have an active participation threshold and as such are closed to new members. The purpose of these groups is to create a specific output, such as a harmonised, simplified view or to develop an Interreg perspective on a given subject.

When such groups are created, the membership (at programme level), remit and estimated duration shall be published on the Interact website, both in a list of networks on interact.eu/about-interact/our-service/networks, as well as on the page of the website corresponding to the most relevant field(s) of work.

Complementarities/overlaps: To the extent possible the overlaps between communities will be avoided even though, due to complexity of topics tackled, this cannot be fully eliminated. Setting clear objectives and output expectation for their work is one of the ways to create better clarity of purpose. At the same time, one needs to accept that, while working groups will do excellently here, the open knowledge networks will have more fluid purpose of (continuous) learning, exchanging or even creating a repository of current views on the topic. Any legal change may create a new reality.

Inclusive or exclusive participation: There are certain parameters for the management of communities and working groups, for example the inclusive or exclusive participation and the duration for the operations. The latter means simply that there should be a start and end for the activities where the networks will have a certain life cycle coming to an end at some point.

Interact operates open and closed communities. In general, knowledge networks are largely open communities. Limitations on membership should be those required to maintain coherence of the community, with a clear basis on geography, strand, specialisation or similar. The opposite of open communities are specialist working groups where membership is conditional on both expertise and effort. In these working groups specialist exchange enables co-creation and expert opinions. Membership is therefore limited to those with in-depth expertise on the specific topic, and ability to actively participate in the meetings.

Role of Interact: Interact experts may have different roles in the communities and working groups. Mostly the Interact experts leading the communities have the role of being process experts and facilitators and/or experts in management and implementation issues of programme management. This is where the internal capacity building is investing most of the resources. Sometimes, the role can also include thematic expertise on the topics, most often this is related to thematic communities.

Communication of results and transparency: Since the ultimate objective of all networks is knowledge sharing, the outputs of the networks are in principle publicly available (in principle, on Interact website). For the working groups, transparent process and criteria for participation will be developed on case-by-case basis (e.g. expert knowledge in the given area, time commitment, etc.).

5.5. Supporting tools for service delivery

Interact developed several online tools during the previous periods, which still continue to serve their purpose in Interact IV. This is 1) to connect service users and our services, and 2) to make visible and communicate the achievements of Interreg within the wider cohesion policy framework.

Interact offers a range of practical tools to facilitate various aspects of programme management and implementation (as of April 2024):

- [Jems](#) (Joint electronic monitoring system)
- [HIT tools](#) (Harmonised Implementation Tools)
- [Online publications](#)
- [Interact Academy](#)
- [Interreg.eu](#)
- [keep.eu](#) database
- [Index](#)
- [Interreg Cooperation Day](#).

The chapters below describe further the learning and visibility tools in the wider context.

5.5.1. Collaboration tools

The contracted IBM platform forms the basis of Interact's wider infrastructure which is designed to guide service users to knowledge. Interact III delivered a website, online learning platform and 12 individual tools within the IBM infrastructure.

While interoperability was ensured within the core of the infrastructure (all IBM/HCL based tools) the interaction with the external platforms created by Interact outside of it has been difficult and sometimes not possible leading to duplication of file systems and databases and increased difficulties for users (internal and external) in interacting with the tools and platforms delivered by the Programme. Additionally, the current setting presents difficulties in aggregating data concerning activities and usage of the tools by its users.

A plan has been established to tackle the limitations of the current setting with the realisation of a new set of tools (new Interact IV IT Tools) that will interact with the external platforms in a more integrated way. The new programme website has a two stages implementation plan that sees an independent platform (current stage) developing into an integrated one once the new IT Tools will be fully developed allowing more flexibility in content development and a unified logical structure (via hierarchical tags and shared content forms uploads). The new setting will strongly improve links and interaction across tools and platforms.

The new Interact website, developed independently of the platform, in its final implementation should work as a centralised hub listing content and knowledge across all tools linking it with the new IT Tools instruments as well as the other external platforms (e.g. courses in the Interact Academy).

Consistent use of single sign on, a transparent and consistent knowledge structure and flexibility to respond to evolving topics shall offer Interact service users and easier time following relevant topics.

5.5.2. Interact Academy

The Interact Academy is a customised learning management system developed on a Moodle platform. This tool replaces the previous Online Learning Platform and caters for the specific needs of Certified Trainings. The platform is designed to manage participants, facilitate the creation of online modules, control the certified training process, facilitate forums for cohorts, and for reporting.

Participants use a single sign on based on their profiles created in the Interact contact database. They will be able to manage and access their learning history or record as well as view online self-paced, and certified training options. Once they are enrolled in a training, the platform is the source of all relevant information such as timelines, content descriptions, assignments, quizzes and evaluations.

In addition, the platform will serve as the source for reporting on participations and completions from certified trainings. The platform has the functionality to track participants progress including the issuing of certificates.

5.5.3. Visibility tools

Interact developed three sites whose primary function is to make visible the actions and achievements of Interreg, interreg.eu, InterregCooperationDay.eu, Index and keep.eu. Feedback from the Streamlining focus group showed that service users do not and should not follow multiple sites to keep up with information, and that Interact needs to make a more rational offer on where to get information.

Interact conducted a large consultation that confirmed the relevance of the Interreg.eu **website**, but also the need to rebuild it from scratch in order to achieve its goals. The new interreg.eu website should clearly establish the Interreg brand, the value of Interreg as such, its relevance and how programmes and projects create impact for EU citizens – and do so in a way that is easily understood, with simplicity and through storytelling. Furthermore, the site should fulfil a specific task under perspective 3, to increase the visibility of Interreg, as well as to capture and communicate programme and project results on an EU-level. This site, which aims to be a one-stop-shop for Interreg would make a natural home for the ongoing Interreg Cooperation Day campaign, as well as a logical home for the outputs of the capitalization communities which aim to promote the results of Interreg – and not the management practice aspects which are more relevant on Interact.eu.

Index (Interact Data Exchange) is a tool developed by Interact to facilitate automated data exchange between Interreg programmes already from the application stage. This collaborative initiative supports enhanced synergy and cooperation among programmes, reducing redundant efforts and fostering joint actions. By tracking partner involvement in applications and projects financed by different programmes, as well as having an overview of applications and projects tackling certain topics, Index promotes strategic approach to work with partners. It allows to spot potentials for positive synergies and reducing negative overlaps. Its visualisation capabilities further aid in pinpointing areas of high partner concentration but also showing where additional efforts are needed to attract partners. With pilots already launched in various regions, Index is integral to Interact's efforts to support synergies and complementarities between programmes, as well as streamline data sharing and amplify the impact of cooperation projects across Europe.

keep.eu is a comprehensive and searchable database on territorial cooperation projects, project partners and programmes, covering all the financing periods starting in 2000, and including NEXT and IPA countries excluded in the current Kohesio database.

In addition to housing comprehensive data on projects, partners, and programmes, keep.eu has expanded its scope since the 2014-2020 programming period to include output documents generated by projects. This enhancement additionally transforms keep.eu into an invaluable repository of aggregated thematic documentation, easily navigable through its search functionality. By incorporating these output documents, keep.eu delivers a significant added value by further facilitating the capitalisation of Interreg activities.

In the future keep.eu will continue to function as a searchable database, offering programmes the ability to produce lists of operation in compliance with the regulations and make use of automatic data transfer processes as much as possible to ensure timely and accurate data.

Interreg Cooperation Day, formerly EC Day, is an ongoing campaign to celebrate Interreg on or around 20 September. In order to search for efficiencies and indeed provide one stop-shop on Interreg visibility, the Interreg Cooperation Day campaign website will be integrated into the interreg.eu portal. It will continue serving as a promotional hub for the campaign collecting all events and their success stories.

Interact IV will further investigate the possibility to build the synergies and increase the impact between these supporting tools, with the aim to serve users' various needs.

5.6. Interact is a knowledge hub

There is a good justification to further develop the knowledge management within the whole Interact Team and commit ourselves to include certain knowledge management principles for our implementation plan. First of all, one can with good reason consider Interact team to be an extensive knowledge hub for the information in Interreg, but also in European cooperation in its wider meaning.

Interact has the strong intention to move away from delivering individual events and tools and instead design the activities into service packages, with defined objectives and with variety of delivery methods. Acknowledging that the methods are not always the same but need to be tailor-made against the expected results. Interact is already capitalising the knowledge from

our stakeholders (e.g. through Interact networks and learning events) but there is always room for improvement and building on the knowledge and skills gained from previous Interact periods, we can improve and enable the knowledge transfer in a more efficient way. One tool aiming for this development, is for example the more efficient follow-up on Interact activities and internal skills to analyse the issues influencing the learning process.

5.7. Regional approach and knowledge

We acknowledge that the work portfolio of the four Interact offices within the 2021-2027 period will represent a mixture of horizontal work (covering the whole of Europe) and work displaying and targeting regional specificities. The geographical closeness to our target groups enables the reflection on the specific needs and characteristics in the different European regions, It also contributes to the embedding of regional orientation within our strategy and service portfolio.

In team management the regional skills and competences needs to be taken into account in the local teams/Offices, including certain experience and knowledge regarding the cultural differences not only in the administration but for example regarding the preferences regarding the service delivery methods. English is the official programme language but sometimes the linguistic plays also a role when approaching the target groups.

The expected results of the service delivery determine the approach, and whether the service will be delivered with geographical focus or with EU wide approach. The majority of Interact activities has an EU wide approach as this is very much appreciated giving the wider perspectives and offering the target groups with more extended peer-to-peer learning experience. Good examples of that are the expert or thematic communities building on the capitalisation of knowledge. Sometimes, the geographical proximity is giving the most added value, especially regarding the synergies and coordination discussions within a limited geographic area.

Interact is supporting the target audiences with the structural approach to have certain topics mirrored in all Offices. For example, the generic programme and project management or financial management expertise is in the core competence in all Offices, even though the further specialisation may occur for efficiency. After all the Offices are designing and implementing services in cooperation, pooling the expert resources from all offices. For some topics the most efficient way to deliver the services is to focus the competences and skills in one Office only (Office specialisation). Some examples of this are for example Jems, Interreg portal, keep.eu database or EC coordination where the majority of the required resources are allocated to one Office.

Jointly with the relevant stakeholders, each office will develop a customised approach to services specific needs of their geographical area. For example, and where it is needed, there will be closer coordination with national structures and a formal Interact interface for each Member State/regional area. Without prejudice to the EU wide approach, each office will develop their own dynamics with their regional network.

6. Joint service delivery across offices – managing flexible teams

6.1. Organisational Context

The coordination framework and implementation structure of Interact programme is based on a decentralized model consisting of a Managing Authority/Interact Secretariat based in Bratislava (Slovakia) and four Interact Offices: Valencia (Spain), Viborg (Denmark), Vienna (Austria) and Turku (Finland).

The organisational structure in Interact is very adhocratic one, having Interact experts working towards the joint goal and with the joint annual work plans, but employed by different organisations in different countries.

The hosting institutions provide the legal framework to support the operational management of each office. The organisations listed as hosting/housing institutions are providing the administrative support structure for the employers of the relevant Office teams. In providing the legal basis for the Office's operations, the hosting institutions empower the Heads of Interact Offices so that they can manage their teams and carry out the work plans independently.

6.2. Joint Service delivery

Interact service delivery is based on joint preparation, implementation and follow up of the activities. In practice this means that Interact Team divides into the small implementation teams consisting of experts from different Interact Offices, who work together to deliver the service. One Interact Office is always in a lead, and other Offices contribute. The cross-office team can be composed from team members from two, three but also all four Offices, depending on the needs of the specific service delivery.

The team prepares the annual work plan that is submitted for the Interact Monitoring Committee for their approval. The plan is elaborated based on the ongoing needs assessment and core target groups' requests (website, surveys, events, interviews, etc.). When inputs from the programmes are presented, they will be analysed bearing in mind the seniority/position of the staff providing the input.

In addition, the input from our stakeholders (e.g. Monitoring Committee members and European Commission) will contribute to the design of the plan. The inputs will be collected in one document and presented to the MC as part of the approval process. Interact experts design the service proposals and after that the overall coordination, finalization and submission to the Monitoring Committee is on the shoulders of the Heads of Interact Offices supervised by Interact MA/IS.

The annual work plan needs to have certain flexibility, as we in Interact want to deliver the right services timely, and this leads to the need to adjust the scheduled plan throughout the year. In addition to that, the needs might arise throughout the year and Interact need to respond to them, even if they could not be foreseen for the work plan. Therefore, we update our workplan at least once a year and even then, keep the flexible approach.

There are two different types of project teams:

- a) Cross-office project teams – the most common way of service delivery in Interact. The project team is led by one Office, but team members from other Offices contribute to the joint services. The formation of mixed teams is supported by the fact that expertise on the various key areas of Interact is split among the Interact Offices. This approach supports the pooling of resources and competences across Offices.
- b) Project teams inside one Office – certain topics are very specific in their nature, do not require cross-office coordination and their implementation is solely performed by one office, e.g. Joint electronic monitoring system (Jems), keep.eu, regional support to certain geographical area.

The decision which project shall be implemented with the support of several Offices, and which will be implemented by one Office only, lies with the Coordination Board, and ultimately, via the approval of the work plan, with the Monitoring Committee.

Each project team can be formed bottom-up (suggestion coming from the respective team members) or top down (team put together by Heads of Interact Offices).

The monitoring of the annual work plan implementation is performed on ongoing basis, at offices and at Interact MA/IS. Interact MA/IS regularly collects the data from Interact Offices and conducts the analysis of how much of the activities were planned or delivered outside of the plan (ad-hoc). Interact Monitoring Committee is informed about the progress during its bi-yearly meetings.

6.3. Our service delivery structure

6.3.1. Heads of Interact Offices

Every Interact Office is led by its Head. Head of the Office deal mainly with the overall management and leadership of the Office. They also assure effective cooperation and coordination between Offices. The workload can be shared with deputy head. The split of responsibilities is Office based, depending on the specific needs of the respective Office. Head of the Office is a member of Coordination Board.

6.3.2. Team members (experts)

Interact team consists of highly experienced staff with a wide range of relevant expertise. Colleagues, who are long-term members of Interact have built up experience, expertise and trusted reputations in the Interreg, and wider community. New colleagues bring their unique expertise and fresh ideas to Interact.

The main areas of competence within Interact are in Interreg programme management, finance management and communication. With the broadening of the scope of Interact's work, specific competences mainly related to the overall Cohesion Policy Objectives and knowledge of the Investment for Jobs and Growth programmes.

6.3.3. Horizontal managers

To assure smooth implementation of the programme and overall, there are five horizontal functions within Interact: Communication Management, Quality and Evaluation Management, Programme and Financial Management, Information Management as well as a Liaison with key stakeholders in Brussels. Each function is filled by a named manager who has their specific tasks and may have officers to support them in implementing them. They shall exchange and coordinate on regular basis between themselves, with the team, and with the Coordination Board. The five Horizontal managers are members of the Coordination Board.

6.3.4. Administration officers

Colleagues who are responsible for administration in Interact offices perform a wide range of tasks which fall into two main categories: supporting their team colleagues and cooperating with their hosting institution. They provide help and support with everyday practical matters, with finance tasks and they are the main administrative link to the hosting institution, in terms of the responsibilities the office and hosting institution have towards one another.

6.3.5. Coordination board

The Managing Authority supported by the Interact Secretariat is responsible for managing the Programme. Interact Offices are beneficiaries acting as Programme implementation bodies. A coordination board ('Coordination Board'), composed of the Heads of the Interact Offices / representatives of hosting institutions, horizontal managers, MA and IS representative, chaired by the Interact Offices on rotational basis, serves as the means to coordinate the service delivery and to assure the fulfilment of the joint activities and responsibilities.

6.4. Joint team development

We have certain objectives for the joint team development in Interact IV:

- To provide an environment for our staff which is conducive for their long-term motivation, dedication, and appreciation for their work, and thus creates ownership for the implementation of the Interact Programme
- To ensure the tool to adequately plan and to ensure that the workload requirements and Interact human resources are balanced and correspond, to ensure the team motivation and commitment to deliver the services in the shared virtual work environment within a geographically dispersed team
- To have a coherent approach regarding the most relevant HR related issues, such as working conditions and acknowledgement of the work
- To support the systematic analysis of development needs regarding the requests by our stakeholders
- To ensure the active dialogue and transparent forum for discussion between Interact IV actors and the hosting institutions regarding the HR issues with the aim to ensure similar working conditions in each Interact Office to the extent possible

- To ensure that the competencies and expertise regarding the positions within Interact are mapped and described transparently, to ensure the effective service delivery of the Interact Programme
- To ensure the multi-cultural coverage in a way which benefits the service provision for the territorial cooperation and ensures the deep understanding of the essence of cooperation.

6.5. Competence building

Main objective is to understand what kind of competences are needed in Interact in order to deliver high quality services to our stakeholders. We need to identify, understand and address gaps of competences in the team, support staff development opportunities, understand risks (i.e. if we lose unique competence) and consider contingences.

To align Interact mission and values, organizational objectives and culture with the requirements for individual job positions, a Competency framework has been created. The goal is to specify expectations at knowledge, skill, attitude and behavioural performance level, as well as personality predispositions which enable the person holding a type of position in Interact to contribute best.

We will assess on ongoing basis, if we possess the competences required for high quality service delivery in Interact. The required competencies can be acquired via recruitment, but also via personal development of the existing team members.

It is important, that we manage, and pool key staff skill sets and competencies across Interact Offices. Mapping of the competencies required on programme-level will as well facilitate and harmonise recruitment processes, carried out in each Interact Office and by hosting institutions according to the local requirements.

6.6. Recruitment policy

Due to the Interact de-centralised service delivery structure, the MA/IS and four Interact Offices are operating in different administrative, legal and cultural environments. This evidently affects the recruitment processes concerning the administrative procedures and practicalities regarding the recruitment process as such.

However, the four Interact Offices will closely coordinate and carefully consider before each new recruitment the current status of competencies in Interact and if necessary, adjust the profile of the vacant position. This shall ensure that the needed competence and knowledge will be available within Interact.

6.7. Learning and development

It is of utmost importance that the Interact team members are constantly developing their competencies further to be able to respond to the needs of the environment Interact is operating in, and targeting its services for the extremely interesting, innovative but challenging area of cooperation and territorial development.

The development of competencies will be tackled with various processes and tools, e.g. trainings organised by external organisations, participation in Interact internal working groups (for peer-to-peer learning) and annual appraisals held between each individual team member and respective Head of Interact Office. In addition, the tutoring/mentoring practice will be supported within Interact.

6.8. Employer brand

We are aiming to build Interact as an attractive Employer Brand to be competitive among other Programmes and organisations. The main aim is to build the Interact team, which can actively contribute to the successful implementation of the Interact Programme. We aim for that by offering interesting and stimulating working environment, within the team of highly skilled and experienced colleagues in the field of territorial cooperation.

7. List of acronyms and abbreviations

AEBR	Association of European Border Regions
CB	Cross Border
CoR	Committee of the Regions
CPMR	Conference of Peripheral Maritime Regions
CPR	Common provisions regulation (Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021)
DG	European Commission Directorate-General
DG REGIO	European Commission Directorate-General for Regional and Urban Policy
EC	European Commission
EGTC	European Grouping of Territorial Cooperation
EU	European Union
GDP	Gross Domestic Product
HIT	Harmonised Implementation Tools
HR	Human resources
IJG	Investment in Jobs and Growth
IPA	Instrument for Pre-ascension Assistance
IS	Interact Secretariat
IT	Information Technology
Jems	Joint electronic monitoring system
MA	Managing Authority
MC	Monitoring Committee
MFF	Multiannual Financial Framework
MOT	Mission Opérationnelle Transfrontalière
MRS	Macro-regional strategy
NEXT	Neighbourhood External
OMR	Outermost regions
PO5	Policy Objective 5
RCO	Common output indicator
RCR	Common result indicator
ROI	Return on Investment
SCO	Simplified Cost Option
SID	Strategic implementation document
SPF	Small Project Fund
TA	Technical Assistance

8. List of annexes

Annexes

- 1) Summary of Interact IV indicators and targets
- 2) Interact IV intervention logic matrix

Annex 1: Summary of Interact IV indicators and targets

The overall goal of the Interact IV programme is to support better cooperation governance by means of enhancing the institutional capacity of public authorities and stakeholders for effective implementation of Interreg programmes and other cooperation actions.

The below three output indicators have been selected for tracking and quantifying all main deliverables of the Interact IV actions.

- 1) Participations in joint actions across borders (RCO81): Count of the number of persons attending a joint action.
- 2) Participations in joint training schemes (RCO85): Count of the number of registered participants who started a training event, online learning course or other training programme.
- 3) Jointly developed solutions (RCO116): Count of the number of tools as a means of solving a problem, dealing with a challenge, facilitating management of programmes/cooperation actions or communication on cooperation results, etc.

The below three result indicators have been selected to measure our progress in strengthening the institutional capacities of actors using Interact IV services.

- 1) Completion of joint training schemes (RCR81): Count of the number of certificates of training completion issued to participants of training events, online learning courses or other training programmes offered by Interact IV.
- 2) Institutions using knowledge/skills acquired through Interact services (Interact-specific): Percentage of recipients of Interact IV services that report they directly applied or used for inspiration knowledge/skills acquired thanks to Interact that resulted in changes to working practice or changes of perception/thinking in the work.
- 3) Institutions using solutions developed through Interact services (Interact-specific): Percentage of recipients of Interact IV services that report they adopted or used for inspiration solutions provided by Interact that resulted in changes to working practice or changes of perception/interpretation/thinking in the work.

Table 5 below summaries the objectives and indicators and includes the measurement units and targets.

Table 5: Interact IV indicator summary with targets

Policy objective	Specific objective	Indicator		Measurement unit	Milestone 2024	Target 2029
		Type	Name			
Interreg-specific objective: A better cooperation governance	Institutional capacity of public authorities	Output	Participations in joint actions across borders	No. of participants	4 590	17 850
		Output	Participations in joint training schemes	No or participants	612	2 380
		Output	Jointly developed solutions	No. of solutions	90	350
		Result	Completion of joint training schemes	No. of certificates of completion	N/a	2 009
		Interact-specific result	Institutions using knowledge/skills acquired through Interact services	% of institutions	N/a	70%
		Interact-specific result	Institutions using solutions developed through Interact services	% of institutions	N/a	70%

Annex 2: Interact IV intervention logic matrix

Perspectives	Main areas of Interact interventions/types of actions, enabling factors Key factors that determine the approach Interact will take to contribute to the change to happen	Target groups Direct addressees of Interact interventions Target group involvement will be reviewed and where necessary further specified in accordance with emerging needs of programme implementation.	Interact activities/deliverables Examples of activities supporting the enabling factors	Output indicators Measures specific deliverables of Interact interventions; specific characteristics of the implementation process are also considered outputs, i.e. number of participants	Result indicators Measures short term effects of Interact interventions with reference to the direct addressees, i.e. target groups. Proxy for the selected specific objective of "Institutional capacity of public authorities"
<p>1. Increasing efficiency: Strengthening the management capacity of Interreg programmes and other cooperation actors</p>	<p>Integration of harmonised approaches</p> <ul style="list-style-type: none"> • harmonisation of rules (including between funds, strands, programmes) • harmonisation of interpretations of rules and regulations, incl. vocabulary • harmonisation of information flows • harmonisation of Interreg procedures related to programme and project management, including programme/project implementation tools • harmonisation pilots of processes supporting cooperation actions referred in point d (vi) of paragraph 3 of Art. 22 CPR. <p>Integration of simplified approaches</p> <ul style="list-style-type: none"> • simplification of management structures governing Interreg programmes, incl. workflows, roles and responsibilities • simplification of Interreg procedures related to programme and project management, including programme/project implementation tools • simplification of programme rules • simplification of information flows • simplification pilots of processes supporting cooperation actions referred in point [d (vi) of paragraph 3 of Art. 22 CPR. <p>Efficient programme management at all stages</p> <ul style="list-style-type: none"> • options for more efficient use of capacities and for lean management of the programmes • delineation of roles and responsibilities, transparency of functions, internal communication flows • shift to "quality" vs "administration and control" • programme-project information flows • addressing gold-plating in the management of programmes, both preventing and mitigating the effects • shared and consistent approach to risk management in the programme and project management cycles <ul style="list-style-type: none"> • capacity building for anticipating risks in programmes and projects on strategic and operational levels 	<p>A. Interreg programme bodies</p> <ul style="list-style-type: none"> • Managing Authorities - core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner • Joint Secretariats (Interreg, IPA CBC, Interreg NEXT) – core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner • National controllers – receiver of services, as well as significant role as sparring partners • Bodies responsible for Accounting function – receiver of services, as well as significant role as sparring partners • Audit Authorities – receiver of services, as well as significant role as sparring partners • Representatives of Monitoring Committees (Interreg, IPA CBC, NEXT) – receivers and ambassadors of Interact services, limited direct involvement under this perspective. <p>B. National/Regional co-operation stakeholders</p> <ul style="list-style-type: none"> • IJG actors (national and regional programmes) – limited involvement, receiver of Interact services to a limited extent on the basis of pilot activities related to harmonisation/ simplification as referred in Art. 22 CPR • National/regional coordination bodies, National contact persons/points – influencers and ambassadors of Interact service, to a lesser extent as core receivers • Macro-regional/Sea basin strategies' actors and other actors involved in cooperation instruments – limited involvement, receivers and influencers • European Groupings of Territorial Co-operation (EGTCs) – limited involvement mainly in sharing practices. <p>C. Wider policy actors</p> <ul style="list-style-type: none"> • European Commission DG REGIO Cooperation and other units (e.g. Audit, Evaluation, Better Implementation) – influencers and ambassadors, key stakeholder for delivering Interact's services • European Commission, other DGs – influencers and ambassadors with an important competence in specific thematic areas • Other EU institutions – limited involvement under this perspective • European Committee of the Regions - influencers of Interact services • European-wide associations, cross-border organisations – limited involvement under this perspective • EU-wide financing institutions and programmes, EU-wide financial engineering stakeholders – limited involvement under this perspective • Interreg project partners, EGTCs managing projects – limited and often indirect involvement. 	<ul style="list-style-type: none"> • Events: conferences, seminars and workshops (in-situ, online) • Advisories/tailor made support services to programmes/ MSs • Peer-to-peer exchange visits • Meetings to exchange experiences/ harmonise approaches • Exchange networks (experts, thematic) facilitated through online communities and/or meetings • Training schemes: in-situ/online events, courses in the online learning platform, blended learning • Harmonised templates, guidance documents, clarification fiches, repositories of practices/ results • Web tools for management and implementation (e.g. modules of the Interact online monitoring system) • Liaison with European Commission 	<ul style="list-style-type: none"> • RCO81: Participations in joint actions across borders • RCO85: Participations in joint training schemes • RCO116: Jointly developed solutions. <p>Examples of Interact internal monitoring measures:</p> <ul style="list-style-type: none"> • Number of joint actions (incl. per type of joint action) • Number of training schemes (incl. per type of training scheme) • Number of solutions per type • Number of Interreg programmes participating in joint actions • Number of programmes participating in training schemes. 	<ul style="list-style-type: none"> • RCR81: Completion of joint training schemes • Interact-specific indicator: Institutions using knowledge/ skills acquired through Interact services • Interact-specific indicator: Institutions using solutions developed through Interact services.

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Perspectives	Main areas of Interact interventions/types of actions, enabling factors Key factors that determine the approach Interact will take to contribute to the change to happen	Target groups Direct addressees of Interact interventions Target group involvement will be reviewed and where necessary further specified in accordance with emerging needs of programme implementation.	Interact activities/ deliverables Examples of activities supporting the enabling factors	Output indicators Measures specific deliverables of Interact interventions; specific characteristics of the implementation process are also considered outputs, i.e. number of participants	Result indicators Measures short term effects of Interact interventions with reference to the direct addressees, i.e. target groups. Proxy for the selected specific objective of "Institutional capacity of public authorities"
<p>2. Enabling individuals: Strengthening the capacity to work in cooperation programmes and context</p>	<p>Institutional knowledge and competence</p> <ul style="list-style-type: none"> Experienced staff in cooperation programmes needs for on-going learning and development in the context of cooperation programmes and actions Introduction of new staff to cooperation and cooperation programmes Integration of learning and evaluation in the management cycle of the programmes MA/JS staff open-to-new ideas, and skills and expertise to manage cooperation resources allocated for developing the ways managing the cooperation between the programmes/funding instruments Strategic ownership of key actors – from vision to implementation (including being advocates for the territory) Support to programme staff to bring them "closer" to beneficiaries/increase attractiveness of programmes to new target groups Capacity of programme staff to be better communication professionals Knowledge and skills of MRS/SBS key implementing stakeholders – i.e. in strategic communication. <p>Cooperation and coordination</p> <ul style="list-style-type: none"> Cooperation and coordination skills and knowledge for actors involved in the management and implementation of Interreg programmes and cooperation actions Dialogue between Interreg and Investment for Jobs and Growth (IJG) programmes operating within existing strategic policy (territorial) frameworks (e.g. MRS/SBS and other territorial strategies/instruments) Cooperation and coordination skills and knowledge for actors involved in cooperation actions to support embedding of cooperation in territorial frameworks Awareness, knowledge and skills of programmes and stakeholders of the IJG goal to engage in cooperation actions (pilots). <p>New and innovative approaches supporting cooperation</p> <ul style="list-style-type: none"> Functional areas and territorial aspects of cooperation Financial instruments and other innovative tools used for cooperation purposes. 	<p>A. Interreg programme bodies</p> <ul style="list-style-type: none"> Managing Authorities - core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner Joint Secretariats (Interreg, IPA CBC, Interreg NEXT) – core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner National Controllers – receiver of services, sparring partners especially under "Institutional knowledge and competence" Bodies responsible for Accounting function – receiver of services, sparring partners especially under "Institutional knowledge and competence" Audit Authorities – receiver of services, sparring partners especially under "Institutional knowledge and competence" Representatives of Monitoring Committees (Interreg, IPA CBC, NEXT) – receivers and ambassadors of Interact services, more limited direct involvement under this perspective. <p>B. National/ Regional co-operation stakeholders</p> <ul style="list-style-type: none"> IJG actors (national and regional programmes) – limited involvement, receiver of Interact services on the basis of pilot activities related to as referred in Art. 22, CPR mainly under "Cooperation and Coordination" National/Regional Coordination bodies, National contact persons/points – influencers and ambassadors of Interact service, to a lesser extent as core receivers Macro-regional/Sea basin strategies' actors and other actors involved in cooperation instruments – receivers and influencers especially under "Cooperation and Coordination" European Grouping of Territorial Co-operation (EGTCs) – limited involvement mainly in sharing practices. <p>C. Wider policy actors</p> <ul style="list-style-type: none"> European Commission DG REGIO Cooperation and other units (e.g. Audit, Evaluation, Better Implementation) – influencers and ambassadors, key stakeholder for delivering Interact's services mainly as experts European Commission, other DGs – influencers and ambassadors with and important competence is specific thematic areas mainly as experts European Committee of the Regions - influencers of Interact services Other EU institutions – limited involvement under this perspective European-wide associations, cross-border organisations – limited involvement under this perspective EU-wide financing institutions and programmes, EU-wide financial engineering stakeholders – limited involvement under this perspective Interreg project partners, EGTCs managing projects – limited and often indirect involvement. 	<ul style="list-style-type: none"> Events: conferences, seminars, and workshops (in-situ, online) Advisories/tailor made support services to programmes/MSs, including trainings Peer-to-peer exchange visits Exchange networks (experts, thematic) facilitated through online communities and/or meetings Training schemes: in-situ/online events, courses in the online learning platform; blended learning Guidance/training documents, clarification fiches, repositories of practices/ results, Web training tools Liaison with European Commission Establishing links/ nurturing connections with actors involved in the management and implementation of cooperation frameworks/ instruments Testing innovative concepts for management and implementation/set-up of programmes 	<p>Same as above</p>	<p>Same as above</p>

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Perspectives	Main areas of Interact interventions/types of actions, enabling factors Key factors that determine the approach Interact will take to contribute to the change to happen	Target groups Direct addressees of Interact interventions Target group involvement will be reviewed and where necessary further specified in accordance with emerging needs of programme implementation.	Interact activities/deliverables Examples of activities supporting the enabling factors	Output indicators Measures specific deliverables of Interact interventions; specific characteristics of the implementation process are also considered outputs, i.e. number of participants	Result indicators Measures short term effects of Interact interventions with reference to the direct addressees, i.e. target groups. Proxy for the selected specific objective of "Institutional capacity of public authorities"
<p>3. Interreg visibility: Strengthening the capacity to capture and communicate programme and project results and to increase visibility</p>	<p>Thematic awareness and capturing of Interreg results</p> <ul style="list-style-type: none"> • Thematic knowledge development to support programming, project generation/selection/implementation, aggregation of results, communication and promotion of Interreg achievements in the thematic fields (contribution to objectives of the cohesion policy) • Capitalisation as a management tool (incl. resources set) – addresses procedural issues • -Systematic data collection on Interreg achievements and results in a long-term and short-term perspective (from projects to programme results, to policy impacts), including data on Interreg effectiveness and efficiency. <p>Communication on Interreg results</p> <ul style="list-style-type: none"> • Integration of communication in the programme life cycle and the programme functions • Building common understanding between programmes of the essentials of Interreg to promote • Communication and dissemination of Interreg results from soft cooperation measures and activities • Support on technical aspects of communication, e.g. working with social media. <p>Visibility and recognition of Interreg in the Cohesion Policy</p> <ul style="list-style-type: none"> • Strategic communication aligned with programme objectives • Interreg joint initiatives to reach out to various sectoral and local actors • Interreg joint promotion at large/public events • Systematic use of different social media channels in a complementary way • Common agreement about added value of cooperation in policy implementation • Conceptualisation of the cooperation process (incl. academic research). 	<p>A. Interreg programme bodies</p> <ul style="list-style-type: none"> • Managing Authorities – core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner • Joint Secretariats (Interreg, IPA CBC, Interreg NEXT) – core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner • Representatives of Monitoring Committees (Interreg, IPA CBC, NEXT) – limited involvement, receivers and ambassadors of Interact services. <p>B. National/Regional co-operation stakeholders</p> <ul style="list-style-type: none"> • IJG actors (national and regional programmes) – limited involvement, receiver of Interact services to limited extent, on the basis of pilot activities and targeted promotion as referred in Art. 22, CPR • National Coordination bodies, National contact persons/points – influencers and ambassadors of Interact service, to a lesser extent as core receivers. • Macro-regional/Sea basin strategies' actors and other actors involved in cooperation instruments – limited involvement as receivers and influencers, mainly in sharing practices horizontally • EGTCs – limited involvement mainly in sharing practices and promoting achievements of cooperation • Key cooperation partners on specific themes, CLLDs, ITIs and other territorial tools (Art. 22 CPR)– limited involvement mainly in sharing practices and promoting achievements of cooperation. <p>C. Wider policy actors</p> <ul style="list-style-type: none"> • European Commission DG REGIO Cooperation and other units (e.g. Audit, Evaluation, Better Implementation) – influencers and ambassadors, key stakeholder for delivering Interact's services • European Commission, other DGs – influencers and ambassadors with relevant competence in specific thematic areas • European Committee of the Regions - influencers of Interact services • Other EU institutions – limited involvement, influencers and ambassadors contributing to wider policy discussions • European-wide associations, cross-border organisations – limited involvement, influencers within a scope of specific project • Interreg project partners, EGTCs managing projects – limited involvement mainly in sharing practices and promoting achievements of cooperation • Target groups of cooperation promotion (e.g. local authorities, citizens, wider public, media, universities) – limited involvement, receiver regarding promotion and awareness raising of cooperation results. 	<ul style="list-style-type: none"> • Events: conferences, seminars and workshops (in-situ, online) • Advisories/tailor made support services to programmes/MSs • Peer-to-peer exchange visits • Exchange networks (experts, thematic) facilitated through online communities and/or meetings • Training schemes: in-situ/online events, courses in the online learning platform, blended learning • Guidance documents, clarification fiches, repositories of practices/ results • Web tools • Targeted promotional campaigns/participation (online, in situ) • Facilitation of Interreg joint promotional campaigns • Tools for data collection and information on achievements on overall Interreg level • Liaison with European Commission (DG REGIO and other sectoral DGs). 	<p>Same as above</p>	<p>Same as above</p>