



Interreg



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Euro-MED

Terms of References

CALL FOR PROPOSALS: EURO-MED01

**PRIORITY: 3 MEDITERRANEAN
GOVERNANCE**

TYPE OF CALL: OPEN CALL
**TPOLOGY OF PROJECTS: THEMATIC
COMMUNITY AND INSTITUTIONAL
DIALOGUE PROJECTS**

May 2022 version

DISCLAIMER:

These terms of reference have been approved by the members appointed to the Task Force (TF) of the Interreg Euro-MED Programme 2021-2027. The document is based on the draft Interreg programme (IP), which has been set up in compliance with Article 17 of Regulation (EU) 2021/1059 on the specific provisions for Interreg, and according to the template annexed to the aforementioned regulation.

The Programme has not yet been approved by the European Commission (EC). Thus, neither have the Programme authorities been formally established or confirmed nor have the selection procedure and criteria been formally approved.

Please be aware that contents of the Programme document may change substantially following negotiations of the partner states with the EC and that the formally established Programme Monitoring Committee might take other decisions than the provisional one. And this may have effects on the content of the terms of reference and project selection process and criteria.

As long as the Programme is not approved by the EC, all decisions taken by the members appointed to the Task Force of the 2021-2027 Interreg Euro-MED Programme are under provisional effectiveness. Upon approval of the Programme, the decisions will become effective (in case the then formally established Monitoring Committee does not decide otherwise).

Nevertheless, in order to approve and implement first projects as soon as possible, we are pleased to open the first call for project proposals.

For further information on the programming process, please visit the [Programme website](#) or consult the network of Interreg Euro-MED national contact points (NCP) or the Joint Secretariat (JS).

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INTRODUCTION

The main goal of the Programme consists in contributing to the transition towards a climate-neutral and resilient society: fighting against global changes impact on Mediterranean resources, while ensuring a sustainable growth and the well-being of its citizens.

By pursuing this goal, the Programme intends to reinforce the role of the environment as a catalyst for the improvement of the quality of human life.

In order to do so, the Programme selected 3 priorities to work on: smarter, greener and better governed Mediterranean.

The 2 first priorities are directly linked to thematic issues and will therefore be tackled by thematic projects related to a particular issue while the third one focuses on the quality of the governance of the cooperation among actors and will be tackled by governance-type projects aiming more particularly at improving the coordination between actors.

Thematic projects are divided into 4 categories: Study Projects, Test Projects, Transfer Projects (so-called modular projects) and Strategic Territorial Projects.

Study projects will produce essential studies to better understand an issue and open the door to the development of common solutions for the Mediterranean.

Test projects will test these solutions, strategies and action plans developed jointly.

Transfer projects will organise the sharing, optimisation and adoption of these solutions to other actors.

Strategic territorial projects will focus on joint challenges of a specific, identified typology of territory and propose to carry out the actions of the above-mentioned modular projects (studying, testing and transferring).

Governance projects are divided into 2 categories: Thematic Community Projects and Institutional Dialogue Projects.

Thematic Community Projects will aim at animating a community of projects to enable exchanges and synergies between projects and at favouring the technical transfer and mainstream of thematic projects' results into the practices and policies of the Euro-MED territories.

Institutional Dialogue Projects will aim at supporting the work of transfer and mainstream of results into the practices and policies undertaken by the Thematic Community Projects on the Euro-MED territories by liaising activities and at improving the coordination with actors within and beyond the Euro-MED area¹.

Each thematic project will fall under one of the 4 specific objectives (SO) selected by the programme 1) Consolidating a competitive innovation ecosystem with 4helix stakeholders, 2) Supporting transition to a circular economy, 3) Improving the management of natural resources, 4) Preventing and mitigating risks, supporting energy transition and greener living areas

¹ The Euro-MED area refers to the Interreg Euro-MED Programme geographical coverage, meaning 69 regions in 14 countries (for further information, see Programme area description on the Programme website)

Each of the project working under these specific objectives will operate to fulfil one of 4 more global complementary programme missions federating projects working under different SOs:

- Strengthening an innovative sustainable economy,
- Protecting, restoring and valorising the natural environment and heritage,
- Promoting green living areas,
- Enhancing sustainable Tourism (addressed transversally).

Each mission and all the thematic projects operating under it will be supported by one Thematic community project and one Institutional Dialogue Project working in synergy to jointly favour the exploitation, benchmarking, adaptability, transfer and integration of relevant project results into policies within and beyond the programme area and improve the multilevel and transnational governance context for the 4 missions mentioned above.

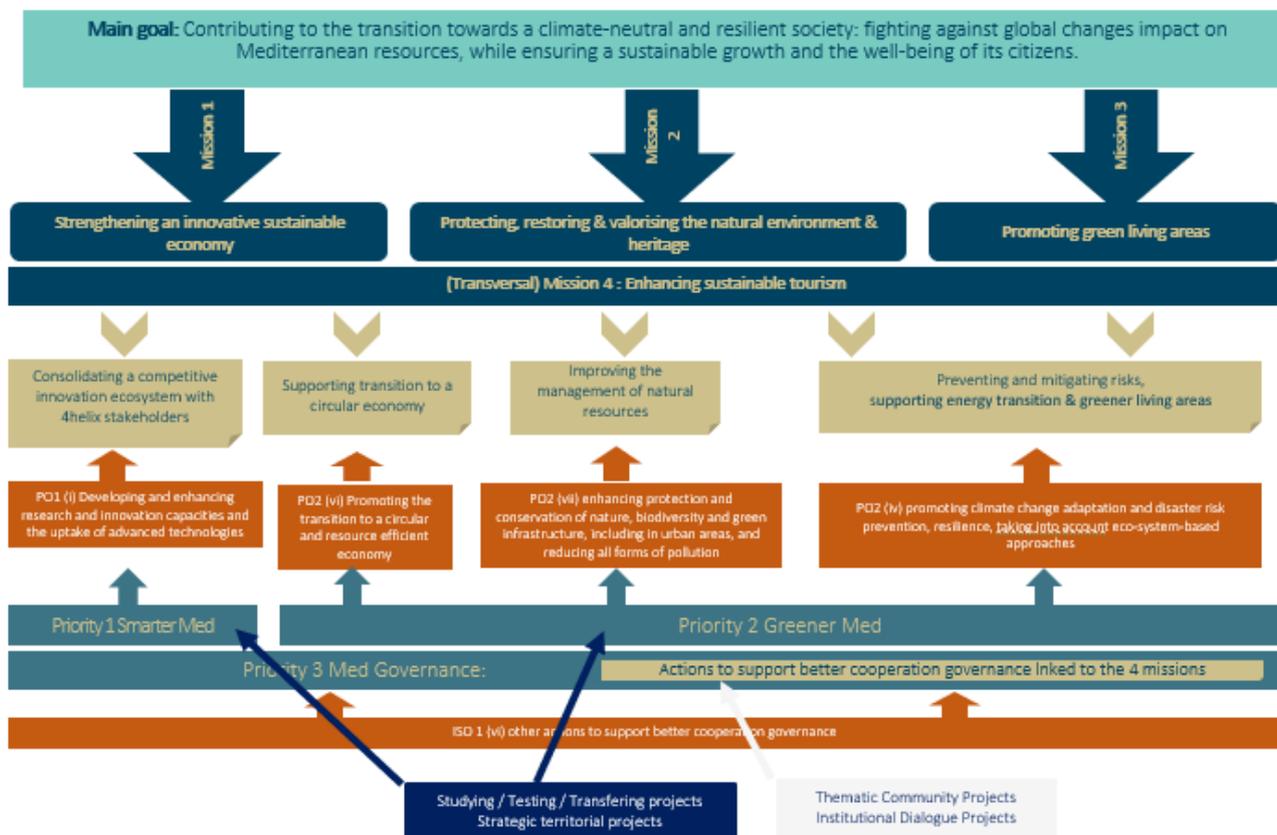


Illustration of the structure of the programmes and types of projects: Main goal, Priorities, Specific Objectives and Missions.

The general approach of the Programme is based on the assumption that the contribution of Interreg Programmes to improving governance is closely linked to the processes of capitalisation of the projects results that require the involvement of all the actors of the programme and the territories and not only project partners.

Therefore, the design of the different types of projects is based on the overall strategy of the programme so called "**Results Amplification Strategy**" (RAS) developed to amplify the results of the Thematic Projects and impact more sustainably the territories thanks to a better coordination and where possible integration of (inter)sectoral practices and policies.

This Strategy embeds all actors of the Programme, having different responsibilities including the Monitoring Committee (MC), the National Contact Points (NCP), the Managing Authority (MA) and the Joint Secretariat (JS) along with the project partnerships to streamline results visibility and added value, and details how their roles and tasks must be complementary to reach the overall ambition of the Programme on governance. It is therefore essential to take into account the Programme's Results Amplification Strategy before and during the design of the proposal (see also extract on pages 7 to 10 of these Terms of references) to fully understand the critical issue related to the implementation of the **Thematic Community Projects** and **Institutional Dialogue Projects** which are the targeted types of projects for this call for proposal.

[Link to the Results Amplification Strategy](#)

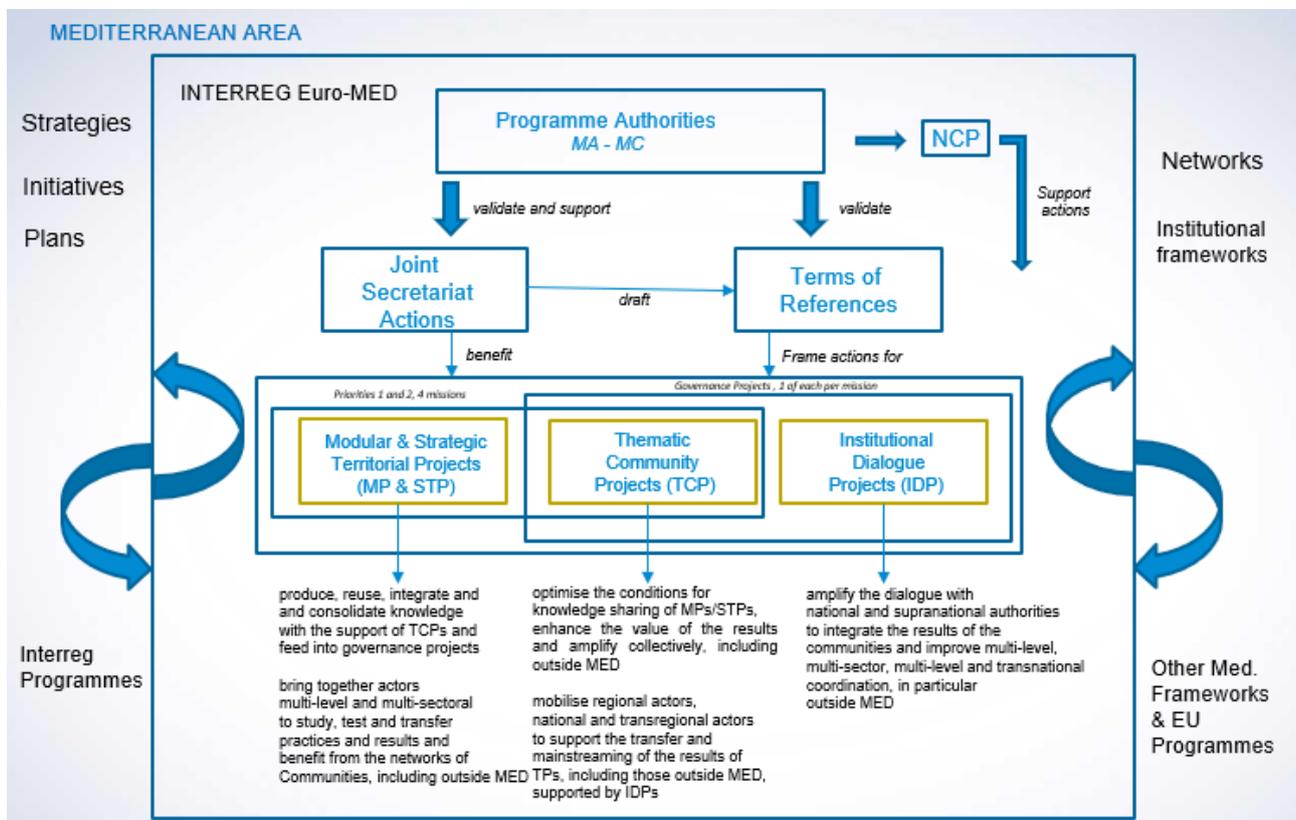


Illustration of the actors involved in the **Results Amplification Strategy** and network of relations

WHAT IS THE PROGRAMME OBJECTIVE TARGETED WITH THIS CALL?

These terms of reference concerns projects under the Priority 3 “Mediterranean Governance” of the Interreg Euro-MED Programme.

The Programme is calling for proposals to support a better coordination among different levels of policies to approach thematic issues and to increase the institutional capacity of

Mediterranean authorities in engaging in transformative public policy, governance and cooperation.

The proposals will have to contribute as well to enhance the coordination between multi-level bodies, Programmes, strategies and initiatives in the Mediterranean.

WHAT ARE THE TYPES OF PROJECTS AND SPECIFIC OBJECTIVES TARGETED UNDER THIS CALL?

Two types of projects are targeted under this call: **Thematic Community Projects (TCP)** and **Institutional Dialogue Projects (IDP)** that will contribute in a coordinated manner to the implementation of the “Results Amplification Strategy” aiming at:

- Facilitating the exploitation and re-use of knowledge, experiences and project results towards other stakeholders to contribute through synergies to the same mission of the programme (see the above 4 complementary missions)
- Facilitating the transfer of results to other stakeholders, Programmes and territories and their mainstreaming into local, regional, national and European policies
- Increasing coordination between stakeholders covering the Mediterranean (multi-level, transnational) based on shared knowledge, experiences and results

For each of its 4 defined missions, the Programme will select one project of each type to improve the governance of territories in a coordinated way. This means that 4 Thematic Community Projects and 4 Institutional Dialogue Projects **will work respectively in pairs on each mission** to enhance the results of the thematic projects² and amplify their scope in order to support a better coordination of the actions of the actors in charge of the decision-making process and governance of the territories.

The complementarity of the binominal TCP and IDP is of two kinds: types of activities and targeted areas.

Within the Programme area³, the Thematic Community Projects will provide the technical knowledge and synergies for an effective direct common identification and transfer of results in cooperation with the modular projects. The TCP will respond with the modular projects to short-term expectations/solutions and directly in and for the territories but not in an isolated way, i.e. not project by project but as Programme as well. Meanwhile the Institutional Dialogue Projects will identify and mobilise relevant actors to which the results could be transferred to support, improve and implement future policies, upscaling the action of the thematic community projects. The IDP will have a medium-term reflection to anticipate and support the design of new policies in a more strategic way.

Beyond the Programme area, the Institutional Dialogue Projects will seek to reach out to external actors responsible for implementing/improving policies in their respective mission and liaise sustainably with them. The exchanges will be based on the results of the projects for which the IDP will receive support from the Thematic Community Projects.

²Modular (MP) & strategic territorial projects (STP)

³ When referring to Programme area, it means the geographical coverage of the Euro-MED Programme 2021-27, when referring to Mediterranean area, it means all the Mediterranean territories.

Thus, the governance projects will amplify the results of the “study”, “test”, “transfer” (modulars) and “strategic territorial” thematic projects related to their respective 4 Programme missions in a complementary way: technical and political. On one hand, the TCP will analyse the results from the thematic projects and will have the technical expertise for transferring solutions. On the other hand, the IDP will analyse the political state of the art, identifying needs and opportunities in relation to the analysis made by the TCP, and will seek for potential matches to influence policies.

Thematic Community Projects will specifically aim at:

- 1) establishing conditions for the reuse of results, the development of synergies and the increase of coordination between thematic projects working towards the same mission by articulating a community of Interreg Euro-MED projects partners (Targeted area: Programme area / Targeted public: Programme partners of thematic projects),
- 2) implementing transfer and mainstreaming strategies of Euro-MED thematic projects results in practices of public and private actors at local, regional and national levels by providing the technical support to relevant institutions (Targeted area: Programme area / Targeted public: actors of local, regional and national territories).

Taking stock of the experience of the Horizontal Projects of the 2014-2020 Interreg MED Programme, Thematic Community projects will maximise the valorisation of individual “study”, “test”, “transfer” and “strategic territorial” projects’ results and their complementary impact in the Mediterranean area per each of the Programme’s mission.

Thematic Community Projects will basically work to create synergies, identify best solutions among individual projects (combine them when relevant) and answer Programme’s missions through enlarged thematic transferring actions into the Euro-Med territories and outside if possible.

Institutional Dialogue Projects will aim at:

- 1) contributing to the implementation of transfer and mainstreaming strategies by engaging with local, regional and national authorities in support to the activities and achievements of the Thematic Community Projects (Targeted area: Programme area / Targeted public: actors of local, regional and national authorities),
- 2) contributing to the implementation of transfer and mainstreaming strategies by engaging with European authorities/networks and with ETC managing authorities, initiatives and strategies in the Mediterranean, (Targeted area: Mediterranean area / Targeted public: transnational networks and institutions),
- 3) setting up long-lasting conditions for a permanent institutional and social dialogue to bridge the transnational dimension with the local solutions, in order to contribute to territorial cohesion at the transnational Mediterranean level regarding each thematic mission (Targeted area: Mediterranean area / Targeted public: main actors including both institutions and representatives of civil society)

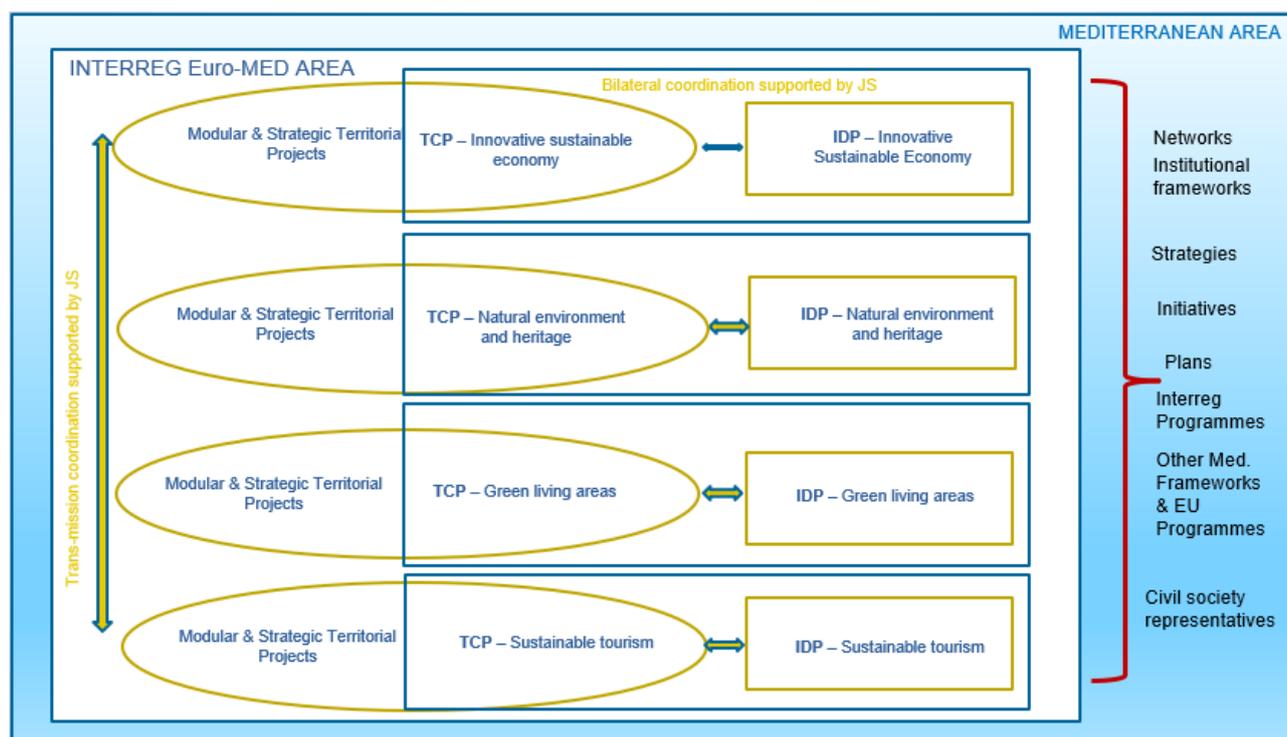
Institutional Dialogue Projects will basically work to create a permanent dialogue with European authorities/networks including civil society representatives, other European Programmes, Strategies and Initiatives outside the territorial Euro-MED partnerships and favour exchanges and transfer of solutions (i.e highlighted by Thematic Community Projects) towards institutional stakeholders outside the Programme.

Given the features of the projects already explained, complementarity of actions will be sought between the Thematic Community Projects that will give priority to accompanying the technical outreach⁴, transfer and uptake of results produced by thematic projects within the Programme area and towards all different actors of the territories on one hand and the Institutional Dialogue Projects that will give priority to liaising with relevant stakeholders to facilitating the transfer and mainstreaming of results and policy change within the programme area and beyond, towards all actors of the policy-making process.

The Thematic Community Projects will benefit from the institutional support gained through the Institutional Dialogue Projects and the IDP will benefit from solid results to support the coordination dialogues between actors and identify key stakeholders to involve in the transferring actions and in activities of multilevel governance.

Concrete examples from the experience of the horizontal projects and governance projects 2014-2020 on which the Thematic Community Projects and Institutional Dialogue Projects are based will be discussed in seminars organised by the Joint Secretariat during the application phase. It is therefore highly recommended to participate in these *Seminars for Applicants*.

The relations between the different types of projects could be illustrated as below:



⁴ For instance, some Horizontal Projects 2014-2020 from which the Thematic Community Projects are driven, drafted key policy papers comprising individual results in a collective way which provided them with an audience of a wide scope and of a high level that a single projects could not have been reach alone. And thus, the Green Growth Community contributed to the drafting of a ministerial declaration of the UfM. More example will be discussed in seminars organised by the JS during the application phase.

WHAT ARE THE TYPES OF ACTIVITIES TO BE IMPLEMENTED AND TARGETS?

Both types of projects will participate in a complementary way to the achievements of the objectives of the “Results Amplification Strategy”.

The two types of projects will therefore share the same targets when their actions are complementary in nature but will also have complementary targets in terms of their sphere of influence. TCPs have a radius of action focused essentially on the Programme area and the Programme actors. Even though the IDPs help to identify and mobilise Programme actors and work in symbiosis with the TCPs, they also aim to reach actors beyond the Programme, integrating the results of the projects into the development of sustainable structured exchanges.

A list of complementary indicative types of activities that should be implemented, and main targets is presented below:

To...	the Thematic Community Projects should...	Targeted area and public
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	<ul style="list-style-type: none"> ✓ 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 ✓ 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 	Programme area Programme partners of Thematic 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)	<ul style="list-style-type: none"> ✓ 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 Institutional Dialogue Projects Liaising strategy 	Programme area Actors of local, regional and national territories

	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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 Community Projects or Institutional Dialogue Projects 	<p>Programme area</p> <p>Actors of local, regional and national territories</p>

To...	the Institutional Dialogue Projects...	Targeted area and public
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	<ul style="list-style-type: none"> ✓ Create and maintain partner networks in collaboration with Thematic Community Projects ✓ Develop a joint map/database of potential receivers at Programme level in collaboration with Thematic Community Projects 	<p>Programme area</p> <p>local, regional and national authorities</p>
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)	<ul style="list-style-type: none"> ✓ 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 partners networks 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 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” cities⁵ (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 	<p>Mediterranean area</p> <p>Transnational network and institutions</p>

⁵ “mentoring cities”: term used by Interreg MED 2014/2020 thematic communities to designate cities that have adopted solutions and are willing to support other cities in their process of adopting a solution.

<p>Increase coordination and dialogue between actors acting on the Mediterranean (multi-level, transnational) based on this knowledge, experience and results</p>	<ul style="list-style-type: none"> ✓ 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 Euro-MED 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 the 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 Euro-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 Euro-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 	<p>Mediterranean area</p> <p>Main actors including national and transnational authorities as well as representatives of civil society to enable upward and downward information flows, thematic mainstream Programmes and agencies such as CINEA</p>
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Furthermore, inspired by the joint initiatives of the 2014-2020 Horizontal projects in establishing the Interreg MED Academy, the Joint Secretariat (JS) will foster the continuation of this Academy by setting up the **Euro-MED Academy** in which the JS along with the TCP and IDP will take part.

The 2014-2020 “Interreg MED Academy” was created for the Interreg MED thematic Communities (animated by Horizontal Projects 2014-2020) and PANORAMED (Governance Platform Project) to join forces to make accessible and available to a wider audience the knowledge and skills developed by their transnational cooperation projects with the ultimate ambition of shaping the “Next Generation of Mediterranean Leaders of inclusive and sustainable development”.

The training modules, that are taking place in 2022, are aimed at mid-level career experts, civil servants and entrepreneurs to fully benefit from the exchanges and the hands-on experiences of territorial cooperation projects and practitioners.

The learning modules are based on a series of pre-recorded lectures, plus reading suggestions, interactive exercises and mentorship. Every module is enriched by live conferences with guest speakers from public authorities and private sector, who shed some light on the ongoing trends and challenges. The best practices and case studies coming from the transnational cooperation projects are discussed inside the courses or in live conferences.

By creating an “Interreg Euro-Med Academy” delivering training on strategic issues addressed by the Interreg MED Programme on-line and in presence, the Interreg Communities meant to:

- ✓ Support transferring and capitalising of actions by creating a “community of interest” of Mediterranean stakeholders.
- ✓ Strengthen the collaboration between projects to reach out a wider audience.
- ✓ Facilitate the emergence and adoption of a shared methodology and quality standard to share the knowledge and hands-on experience, and to highlight case studies coming from the transnational cooperation projects.⁶

The 2021-2027 Euro-MED Academy will support Communities of Practice⁷ and strengthen Communities of Interest⁸ related to the missions in order to increase the scope of the results generated by the Euro-MED projects and to propose to the Mediterranean actors, who should be invited to take the courses and intervene, a space/a host structure for sharing and reinforcing crosscutting competences in order to achieve the common objectives.

In line with the Results Amplification Strategy of the Programme, the Academy will:

- ✓ Promote the capitalisation of the results generated by the projects
- ✓ Increase the capacity of institutions and stakeholders to take into account the results of cooperation in decision-making
- ✓ Strengthen cooperation between the different actors acting in the Mediterranean (other Programmes, Strategies, Initiatives)

The governance projects will be the drivers of this academy with the active support of the JS. The proposal of the governance projects should include concrete activities for the improvement and implementation of the Euro-MED Academy concept already achieved during 2014/20. Once approved, the JS will convene a working group that will form the Steering Committee, composed of a representative of each Governance project and a coordinator within the JS, to bring together the ideas and design the Academy in detail. The implementation of the Academy, with the first training modules, probably for partners (e.g. Communication training, Lobbying, mainstreaming) should be able to start in the first half of 2023.

⁶ The Interreg MED Academy: a brief presentation. <https://www.interreg-euro-med-academy.eu/>

Wenger et Trayner <https://wenger-trayner.com/introduction-to-communities-of-practice/>

Gerhard Fischer [Microsoft Word - norway-final-to-distribute.doc \(colorado.edu\)](https://www.microsoft.com/norway-final-to-distribute.doc)

COORDINATION BETWEEN THEMATIC COMMUNITY PROJECTS AND INSTITUTIONAL DIALOGUE PROJECTS

Being part of the Results Amplification Strategy and embedded in a network of relations and complementary tasks, the coordination between projects will be multiple:

- ✓ TCP and IDP working in pairs on the same mission will have to work in synergy and therefore adjust their respective work plan taking into account the joint objectives
- ✓ TCPs implementing same types of activities can benefit from the experience and ongoing initiatives from other projects
- ✓ IDPs implementing same types of activities can benefit from the experience and ongoing initiatives from other projects

The JS will support actively the projects in their tasks related to the 3 objectives of the RAS.

Therefore, 2 mechanisms of coordination are foreseen, one at the selection stage of the projects, and one during the implementation of the projects.

- ✓ At the selection stage of the projects, projects selected by the Programme Committee will be oriented by the JS to adjust the timetable and first steps of the workplan with the binominal project before the contracting procedure.
- ✓ During the implementation of the projects, the JS will support the coordination between projects working under the same mission and between projects of the same kind by animating a Permanent Coordination Group of relevant representatives of the projects (leaders of specific activities according to needs).

This group will be led by the JS and will operate through regular online and face to face meetings. Therefore, projects must allocate budget for this type of activity. Further information will be provided during the Seminars for Applicants.

WHAT SHOULD THE PROJECTS BUILD ON?

The capitalisation of experiences and results is a common thread in the Programme and the core of the strategy to amplify results. Therefore, project proposals will have to take into account the Interreg MED 2014-2020 experience and draw on the implementation and work of horizontal projects, strategic projects and PANORAMED previous experience and outcomes. Seminars will be organised by the JS during the application phase to facilitate this task. Participation to the afore-mentioned seminars is crucial for the drafting of the applications.

To this end, we invite you to consult the library of the Programme's deliverables to find the work and results of all our projects, in particular those of the Horizontal and Strategic projects 2014-20 as well as those of PANORAMED: [Interreg MED - Our projects \(interreg-med.eu\)](https://interreg-med.eu)

You can consult this library from the Programme's website where you will also find all the news of all our projects: [Interreg MED \(interreg-med.eu\)](https://interreg-med.eu)

You will find in particular the following documents and works, essential to understand the work undertaken and the results:

- ✓ *Impact evaluation* of the Programme [Interreg MED - Governing document & Annual reports \(interreg-med.eu\)](https://interreg-med.eu)

- ✓ *MED Positioning paper* by PANORAMED (soon to be published [Governance - Panoramed : Med Positioning Paper \(interreg-med.eu\)](#))
- ✓ *Stocktaking paper* of PANORAMED ([Governance -Stocktaking of PANORAMED and the way ahead \(interreg-med.eu\)](#))
- ✓ *Key Policy Papers* of PANORAMED
 - Maritime and coastal tourism [Interreg MED - Detail \(interreg-med.eu\)](#)
 - Maritime surveillance [Interreg MED - Detail \(interreg-med.eu\)](#)
 - Innovation [Interreg MED - Detail \(interreg-med.eu\)](#)
- ✓ *Best practice transferability report on Migration* [Governance - Detail \(interreg-med.eu\)](#)
- ✓ Policy Briefs issued from the PANORAMED Dialogues (soon to be published – regarding the event: [Governance -A successful PANORAMED DIALOGUES provide insights and recommendations for the future of Mediterranean governance \(interreg-med.eu\)](#))
- ✓ *Thematic Gaps and Growth Opportunities Reports* of PANORAMED
 - Maritime and coastal tourism [Interreg MED - Detail \(interreg-med.eu\)](#)
 - Maritime surveillance [Interreg MED - Detail \(interreg-med.eu\)](#)
 - Innovation [Interreg MED - Detail \(interreg-med.eu\)](#)
- ✓ Report on the seminar on Feedback on experiences on thematic community building organised by the JS (soon to be published [Interreg MED -Workshop n°1: Preparing for the 1st Call on Governance projects \(interreg-med.eu\)](#))
- ✓ Report on the seminar on Feedback on experiences on thematic analysis of 2014-20 thematic communities results organised by the JS (soon to be published [Interreg MED -Workshop n°2: Preparing for the 1st Call on Governance projects \(interreg-med.eu\)](#))
- ✓ Report on the seminar on Feedback on experiences on liaising, transferring and mainstreaming processes implemented by Horizontal and Governance projects organised by the JS (soon to be published [Interreg MED -Workshop n°3: Preparing for the 1st Call on Governance projects \(interreg-med.eu\)](#))
- ✓ Mainstreaming experimentation final report by PANORAMED [Governance - Detail \(interreg-med.eu\)](#)
- ✓ Mainstreaming experimentations factsheets by PANORAMED [Governance - Detail \(interreg-med.eu\)](#)

Documents awaiting publication will be published on the Programme website. Please check the website for news. Links will also be provided at the applicant seminars.

WHAT ARE THE EXPECTED OUTPUTS?

Thematic Community Projects, in their respective mission, shall be expected most particularly to contribute to draft policy implementing measures and recommendations, sign Memoranda of Understanding (MOUs) agreements, improve procedures, make regulatory proposals, implement transferring and mainstreaming plans, communicate

transferring and mainstreaming reports, as well as perform transferring and mainstreaming assessments.

Institutional Dialogue Projects, in their respective mission, shall be expected most particularly to contribute to effective and permanent networks of authorities and stakeholders, to participative and coordinated mechanisms for better governance at the transnational Mediterranean and European level, and increase agreement and readiness for authorities to welcome the evolution of joint policy frameworks.

2 Output indicators have been selected by the Programme for Governance Axis, applying to both types of governance projects:

1. Output indicator “Jointly developed solutions”

The indicator counts the number of jointly developed solutions between different projects or with external programme stakeholders that contribute to improve cooperation governance for the area. In order to be counted for the indicator, an identified action should include indications on the type of cooperation and engaged projects or stakeholders. A jointly developed action implies the involvement of organizations from at least two projects or one project and one external organisation in the drafting and design process of the action.

Jointly developed actions, resulting from cooperation within funded projects, are needed to support better cooperation governance and to:

- ✓ Establish conditions for synergy and coordination between thematic projects
- ✓ Implement mainstreaming strategies in local, regional, national and European policies in partnership with relevant institutions
- ✓ Support institutional coordination between regional, national and European authorities/networks and between ETC managing authorities, initiatives and strategies in the Mediterranean
- ✓ Set up long-lasting conditions for a permanent institutional dialogue.

Targeted actions refer to:

- ✓ Actions related to the support to transferring and mainstreaming
- ✓ Actions related to joint advocacy/lobbying
- ✓ Actions related to the drafting of common solution-oriented documents contributing to achieve the Programme missions
- ✓ Actions related to support institutional coordination between projects and initiatives / strategies
- ✓ Actions related to the design of coordinated approaches
- ✓ Actions related to the implementation of liaising activities.

The target value for the Euro-MED Programme is 53.

2. Output indicator “Organisations cooperating across borders”

The indicator counts the organisations cooperating formally in supported projects.

Main target groups are represented by : regional and national authorities, networks of decision makers, protected areas, energy and environmental agencies, business

management organisations/agencies, Universities/research centres, NGOs/ local communities and associations, which work on enhancing synergies and coordination between thematic projects and supporting institutional coordination towards the Programme missions.

Cooperation between organisations across borders is essential to ensure the optimisation of resources for greater positive impact on territories, the harmonisation of policies for a better territorial cohesion.

This output indicator, computing both project partners and associate partners, will allow the measurement of cooperation between organisations not only within the Programme area but also in the wider Mediterranean area, mainly with Eastern and Southern Mediterranean countries.

The target value for the Euro-MED Programme is 91.

WHAT ARE THE EXPECTED RESULTS?

Both types of projects shall contribute in a coordinated manner to:

- ✓ A more coordinated approach to thematic issues with local, regional, national and European policies thanks to collectively empowered results of Interreg Euro-MED projects
- ✓ Increased institutional capacity of Mediterranean public authorities in transformative public policies, governance and transnational cooperation
- ✓ Increased coordination and cooperation between regional, national and supranational institutions/bodies and Programmes acting in the area as well as with strategies and initiatives.

Two result indicators have been selected by the Programme for Governance Axis, applying to both types of governance projects:

1. Result indicator “Solutions taken up or up-scaled by organisations”

The indicator counts the number of solutions, other than legal or administrative solutions, that are developed by supported projects and are taken up or upscaled during the implementation of the project or within one year after project completion. At Programme level, to be counted for this indicator, the solutions shall have been effectively taken up or upscaled or be at the initial stage of uptake/upscale, by a given organization, during the implementation of the project or at project closure.

Concrete solutions, resulting from cooperation among governance projects and with external stakeholders, are key to increase cooperation and better governance in the Mediterranean.

However, the concrete take up or upscale of developed solutions by relevant organisations is needed to have an impact on governance processes in different territories. Several projects funded during the 2014-2020 programming period aimed at engaging authorities through a written commitment for the adoption of developed methodologies/tools/services. Therefore, the programme has decided to consider the take up or upscale of developed solutions as

expected result of supported projects, which will reflect the impact of the programme on the territories governance.

This result indicator will concretely reflect the effective uptake of solutions, contributing to achieve programme's specific objective on Governance, and in parallel to monitor the territories where the programme's results have been adopted/applied.

The target value for the Euro-MED Programme is 27.

2. Result indicator "Organisations with increased institutional capacity due to their participation in cooperation activities across borders"

This indicator measures the number of organisations that actively participated in cooperation activities of a project across borders and consequently increased their institutional capacity in the thematic field of the project. Main target groups under this specific objective are described above.

Increasing institutional capacity is one of the main objectives of the Interreg Euro-MED programme and at the core of transnational cooperation. Organisations targeted by this indicator refer in particular to organisations actively participating in the development of jointly developed actions

This result indicator will concretely reflect the change sought for final beneficiaries of the Interreg Euro-MED programme, namely increased institutional capacity for improved governance.

The target value for the Euro-MED Programme is 64.

WHAT ARE THE SUITED PARTNERS FOR THE TCP AND IDP?

PARTNERSHIPS

Project partnerships are made up of so-called "active" partners who receive co-funding and associated partners who contribute to the work of the project and benefit from its results without receiving co-funding. On the framework of Governance project the presence of associated partners is essential to ensure a wider territorial relevance of the project, a greater dissemination, a more tangible potential impact.

The active partnership consists of a lead partner, who, in addition to being responsible for the implementation of the activities, is also responsible for the coordination of the project.

Thus, the lead partner of a Governance project must demonstrate strong competences in project management and more particularly in the management of European projects with co-financing rules. It is therefore advisable that a lead partner applying for Governance project has relevant and successful experience in this field as well as a good knowledge of the European Territorial Cooperation rules and practices in particular.

NATURE OF ACTIVE PARTNERS

All partners mentioned below are suited to participate in the Governance projects:

- ✓ Public authorities (thematic departments linked to the targeted Mission)
- ✓ Specialised agencies: e.g. environmental agencies, structures in charge of protected areas, energy agencies, business support organisations and their networks
- ✓ Universities, higher education institutions and research centres
- ✓ NGOs, local communities and associations
- ✓ Thematic Transnational Networks
- ✓ Mediterranean Thematic Networks
- ✓ Networks of decision makers
- ✓ Institutional networks
- ✓ Advocacy networks
- ✓ International bodies

However, given the respective core expected tasks, the partnerships of the **Thematic Community Projects** (analysis of results, development of synergies, transfer of results) , are expected to include partners with a high capacity to stimulate communities of projects related to the missions of the Programme (strengthening an Innovative sustainable economy; Protecting, restoring and valorising the natural environment and heritage; Promoting green living areas; Enhancing Sustainable Tourism). They must have analysis skills in the selected mission and linked themes, relate easily with all stakeholders related to the selected mission, have high communication and capacity building skills to ease the reuse, merging, bridging, integration, adaptation and transfer of results.

Therefore, research centres, specialised agencies, universities and networks of political actors and actors of civil society are particularly suited.

Whilst the partnerships of the **Institutional Dialogue Projects** are expected to include partners with a solid institutional experience linked to the selected mission, institutional partners at different levels to assure multidimensional governance approaches and linkage to existing Euro-regions and other active cooperation schemes. They must have the capacity to identify and mobilise key external players to support uptake of results for a greater vertical and horizontal coordination of practices and policies and support the setting-up of transformative policies to amplify the outreach of the results. The partners have to easily relate to academia and civil society organisations.

Therefore, public authorities (regional and national) and networks of decision makers, civil society representatives (notably NGO's) are particularly suited.

Find below an indicative distribution of suited partners per typology of Governance project.

Thematic Community Projects	Institutional Dialogue Projects
<ul style="list-style-type: none"> ✓ Specialised agencies: eg environmental agencies, structures in charge of protected areas, energy 	<ul style="list-style-type: none"> ✓ Public authorities (thematic departments linked to the targeted mission)

<p>agencies, business support organisations and their networks</p> <ul style="list-style-type: none"> ✓ Universities, higher education institutions and research centres ✓ NGOs/ local communities and associations, foundations ✓ Thematic Transnational Networks ✓ Mediterranean Thematic Networks ✓ Public authorities (thematic departments linked to the targeted Mission) 	<ul style="list-style-type: none"> ✓ networks of decision makers ✓ Institutional networks ✓ International bodies ✓ Advocacy networks
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However, the distribution of partner types according to project type proposed below is only indicative and no partner type is excluded from one project type or another. Only the demonstrated relevance of the partners' competences to accomplish the tasks and objectives set for these two types of projects will be assessed during the selection process. Thus, depending on the mission of the Programme in which these projects will be involved, the partnerships will be different in terms of the nature of the institutions involved.

ASSOCIATED PARTNERS

Partners can be added to the active partnership as associated. Although they don't receive Funds (travel and accommodation can be reimbursed – see Programme Manual), they contribute to the projects works and benefit from the results.

Given the ambition of the Programme to extend its impact beyond its geographical area, in addition to associated partners from the Programme area, associated partners from outside the Programme area (Southern and eastern Mediterranean shores notably as well as other Balkan countries) that have a particular interest in the Mediterranean territories linked to the 4 missions of the Programme are of great value and their participation in the current call is highly recommended. Associated partners could represent a bridge between the Euro-MED Programme and others and in that way to facilitate inter-Programme exchanges and result amplification shared actions across the whole Mediterranean area (North to South, East to West).

Projects shall develop a strategy for the selection and involvement of associated partners, including a) purpose / typology and b) roles and expectations. 3 main roles for associated partners are identified:

- ✓ Advisory (provide expertise in the theme tackled),
- ✓ End-users/takers/final beneficiaries (use the outputs delivered)
- ✓ Observer/supporter (for endorsement)

TECHNICAL DATA SHEET

FINANCIAL ALLOCATION AND PROJECT DURATION

The indicative financial allocating for this call for proposals is **around 36 million euros** in total (Interreg funds + national co-financing).

An indicative number of 8 projects (4 + 4) is expected for this call i.e: 1 Thematic Community Project and 1 Institutional Dialogue Project per Programme's Mission. In total, **4 Thematic Community Projects and 4 Institutional Dialogue Projects are expected to work also as binominal projects within the same mission and not only individually.**

- Global budget foreseen for TCPs (Interreg funds + national co-financing): 20 000 000 EUR, **Total budget per project should not exceed 5 000 000 EUR** (no exceptions are allowed for this threshold)
- Global budget foreseen for IDPs (Interreg funds + national co-financing): 16 000 000 EUR, **Total budget per project should not exceed 4 000 000 EUR**

Projects will be programmed for a duration of approximately 7 years. A review of the project progress will be carried out every 2 years in cooperation with the Joint Secretariat in order to ensure the proper implementation of the activities and to readjust the work plan and budget in relation to the evolution of the Programme and the thematic projects.

EXPECTED PARTNERSHIP STRUCTURE FOR THIS CALL

- As a minimum, the project partnership must be composed of structures based in **six (6) different countries** of the Interreg Euro-MED eligible area (eligibility criteria B.1).
- Among these 6 structures, **at least 1** must be based in the EU area of the Interreg Euro-MED Programme **and 1** in the IPA area. (eligibility criteria B.2)
- The LP is a **public body, or a body governed by public law** (as defined in Directive 2014/24/EU) (eligibility criteria B.3).

NB: Institutions wishing to participate in the project without contributing financially are considered as "associated partners" (AP) for which no limit of participation is set; these are not considered in the respect of the minimum partnership composition⁹.

SPECIFIC REQUIREMENTS CONCERNING THE COMPOSITION OF THE PARTNERSHIP AND THE ACTIVITIES TO BE INCLUDED IN THE PROPOSAL

The types of structures eligible for the Programme as well as the standard mandatory activities of Interreg Euro - MED projects are indicated in the Programme Manual, however **for this call certain key points must be taken into account** when **building** your partnership and **elaborating your work plan**, the respect of the following specific requirements will be considered during projects' assessment process:

⁹ Cf Programme Manual: definition of "associated partner"

SPECIFIC REQUIREMENTS RELATING TO THE PARTNERSHIP FOR THIS CALL

- **For lead partners applicants (LP):** the lead partners of selected projects may **only** be lead partners or partners **in one (1) project**. After selection, any LP present as a partner **or** lead partner in more than one selected proposal will have to choose to position itself in only one project,
- **For partner applicants:** partners in selected projects may only participate in **one (1) project of the same type (TCP or IDP)** and must choose to position themselves in only one selected project of the same type (TCP or IDP)

NB: Participation in this call does not imply any restriction on possible participation in future thematic calls/projects.

SPECIFIC REQUIREMENTS RELATING TO THE ACTIVITIES FOR THIS CALL

Beyond the mandatory activities mentioned in the Programme Manual and which apply to projects of all Interreg Euro-MED 21-27 calls, **Governance projects will have to integrate the following additional activities:**

- **Coordination among, the partnerships/projects belonging to the same mission as well as among all governance projects (bilateral and multi-lateral coordination) with the active support and coordination of the JS**
 - Appointment of a representative per project to participate in a permanent contact group
 - A joint outreach activity per year
 - Participation in the Euro-MED Academy (co-establishment of the Academy and appointment of a representative per project)
- **For TCPs, monitoring of the contribution of the projects of their thematic community to the UN SDGs indicators related to the Mission tackled.**
- **Possible participation in a Cross-Programme pilot activity (first possibly on sustainable tourism) in the framework of a multi-programme coordination mechanism (reinforced cooperation) in the Mediterranean, currently under development between different programmes**
- Participation in other potential activities as appropriate and requested by JS

It is important to point out that the above-mentioned requirements must be respected; therefore, on the basis of these specifications, **conditions for the approval of applications may be imposed by the Programme Committee in order to adapt the selected projects to the specific requirements of the Call.**

As Governance Projects are identified in the Programme document as “Projects of strategic importance”, projects should answer to any request in terms of reporting or communication coming from the European Commission.

A pre-contracting phase will enable to match the projects "approved with conditions" to the requirements of the call. Given the complementarity sought between the Thematic Community Project and the Institutional Dialogue Project relating to each Programme Mission, this phase will also allow for the adjustment of the selected proposals concerning the potential synergies expected within the binominal TCP and IDP.

SPECIFIC POINTS OF ATTENTION FOR THE CONSTRUCTION OF THE PROPOSALS FOR THIS CALL

The following recommendations should be taken into account when building the proposal:

- ✓ Keep in mind the pivotal position of these governance projects between the Interreg Euro-MED Programme and other Programmes, initiatives, strategies of the Mediterranean
- ✓ Ensure a wide coverage of the Euro-MED area and beyond
- ✓ Capitalise on what has been already done in 14/20.
- ✓ Foresee resources (human and financial) for the coordination of activities between the governance projects linked by the mission, between governance projects of all missions combined and with the JS
- ✓ Remain flexible to adjust to opportunities and constrains
- ✓ Demonstrate the partnership capacities to implement the types of activities as the workplan will have to remain adjustable to enable true coordination between projects
- ✓ Participate in the applicant seminars organised by the JS
- ✓ Involve the whole partnership in the building of the proposal

KEY PROJECT DATES

Starting date of the activities: 1st November 2022

Ending date: 30 June 2029

The duration is of 80 months

Performance review:

- After 1 year from the project starting date: Review of the organisational capacity of the project concerning the start-up and setting up of the activities and project's partnership
- Every 2 years: review and assessment of project progress, partners' participation, consumption rate, and update of the 24-month work plan; possibility of adjustments and/or modifications

TIMELINE OF THE CALL

The provisional timetable for the Euro-MED01 call for Governance - **Thematic Community (TCP)** and **Institutional Dialogue (IDP)** projects is as follow:

Key steps	Dates
Transnational information session for the opening of the call	10 February 2022
Opening of the Call	24 February 2022
National information campaign by the Programme's National Authorities and the JS (online)	Feb /March 2022
Information seminars on the call and seminars on how to use Jems and submit applications	From Feb to April 2022
Closure of the Call	01 June 2022 ¹⁰
Submission of mandatory annexes	15 June 2022
Assessment of proposals	Between June and July 2022
Selection by the Programme Committee	September 2022
Pre-contracting and contracting procedures	September/October 2022
Starting date of the projects	November 2022
Estimated date for the organisational capacity review	November 2023
1st assessment step and project's review (work plan/budget/partnership)	Autumn 2024
2nd assessment step and project's review (work plan/budget/partnership)	Autumn 2026
3 rd and last assessment and final project's review (work plan/budget/partnership)	Autumn 2028

Please note that the details of this schedule are subject to change and should be considered as indicative.

SUBMISSION OF PROPOSALS, EVALUATION AND SELECTION PROCEDURE

This section details the procedure for the submission of proposals, the assessment and the selection process in the framework of the **Euro-MED01 Call - THEMATIC COMMUNITY PROJECTS AND INSTITUTIONAL DIALOGUE PROJECTS**. In addition to the present specifications, the Programme Manual, as well as all the documents relevant for preparing the application (**courtesy versions of the application form**, templates of partners' declarations and Jems Guidelines), are available on the Programme website on the dedicated page of the call.

SUBMISSION OF PROPOSALS

The Lead Partner is responsible for the application process on behalf of the whole project partnership and will have to create a profile on the Jems platform to access the online form.

¹⁰ Date of closure of the call is subject to the approval of the Programme by the European Commission and the approval of the Application Pack by the Programme Monitoring Committee

It is important to be sure that **the email address used** for the account creation is **easily accessible** by the applicant as it will be automatically taken over by the system for the reception of any subsequent notification, confirmation, etc.

The application procedure for this call consists of **two consecutive stages**:

- ➔ The submission of the Application Form, Governance Priority, written in English or French: to be validated on "Jems" before 01/06/2022, at noon (Brussels time). (eligibility criterion A.1)
- ➔ The submission of several mandatory annexes: to be uploaded on Jems before 15/06/2022 at noon (Brussels time).

Application form: the template of the GOVERNANCE Priority application form is the same, regardless of the type of project (TCP or IDP) to which a Lead Partner applies **and must be created and completed on the [Jems platform](#)**.

The courtesy version of the application form provided by the Programme is a guidance document made available to applicants **for information only** and contains indications on the information expected in the different sections of the form.

Mandatory annexes, documents to be provided

The following standard annexes must be **signed and uploaded in PDF format** into the system by the above date (French time):

- For each partner participating in the project (including the LP): a copy of the partner declaration (or LP) **generated from the Jems system**. These forms must be **dated** and **signed** by the legal representative of the partner structure.
- For each of the associated partners (if applicable): a signed PDF version of the associated partner declaration, using the template provided by the Programme.

The absence of any document or an error in its contents will be presented to the Committee and may be included as a condition for the signature of the Co-financing contract (on the basis of Annex II below: List of pre-contractual criteria)

POINTS OF ATTENTION CONCERNING THE VALIDITY OF A DOCUMENT

The content of the templates provided by the Programme and, where applicable, generated via Jems cannot be modified or amended in any way. All templates requiring a signature must be dated and signed (handwritten or electronic signature) to be considered valid.

The **electronic signature** is considered valid for the Programme as far as it is recognised at national level; in case of doubt as to the format, it is recommended to **contact your National Authority** (or the one of the partner concerned) to ensure the validity of your documents before submitting them to the Programme.

In case of delegation of signature and for any document concerned, a proof of delegation must be uploaded with the signed document for it to be considered valid.

As the (signed) documents have been uploaded in PDF version on Jems, **the original paper version** must be kept by the partners in the project file.

ASSESSMENT OF PROJECTS PROPOSALS

- **Administrative and eligibility criteria**

The administrative and eligibility check is carried out to verify whether an application meets the minimum criteria established by the Interreg Euro-MED Programme for the projects of the Call.

The list of administrative and eligibility criteria to be met is given below in **Annex I** of this document.

Proposals not fulfilling one of these conditions will be considered ineligible and will not be further processed. Lead partners will be informed of the outcome of this first check.

- **Quality assessment criteria**

The list of project assessment criteria is available below in **Annex III** of this document.

The score for each assessment question will be calculated on a scale from 1 to 5 points. The evaluation grid for TCP and IDP projects is composed of 7 questions with a variable weighting depending on programme expectations.

The Lead Partners will be informed of the outcome of this assessment phase.

- **Pre-contracting criteria:**

If, **30 calendar** days from the date of the communication of the Programme decision by the MA, the problems related to the compulsory annexes have not been solved, the Programme Committee may decide to cancel the programming of the project or to withdraw the partner concerned (**Annex II**).

ANNEX I: List of administrative and eligibility criteria

N°	Criteria
A	Administrative check
A.1	The application form was submitted via the online monitoring tool of the Interreg Euro - MED Programme, JEMs, respecting the deadline defined in the Terms of Reference
B	Eligibility Check
B.1	The project meets the minimum criteria relating to the composition of the partnership: 6 partners representing 6 different countries of the Interreg Euro - MED Programme area
B.2	At least 1 (one) structure of the partnership is based in the EU area of the Interreg Euro-MED Programme and one (1) in the IPA area
B.3	The Lead Partner is a public body or a body governed by public law (according to the definition of Directive 2014/24/EU)

ANNEX II: List of pre-contracting criteria

N°	Criteria
C	Pre-contracting check
C.1	The Application Form has been consolidated considering minor technical issues and/or to integrate the adjustments deriving from the assessment phase or from the Programme Committee recommendations /conditions.
C.2	Compulsory annexes of each partner and associated partners are duly signed and available in the Euro-MED on-line monitoring tool JEMs (including, if relevant, De Minimis Declaration and Ad hoc Declaration for International Organisations under international law). When applicable , project partners have used the template provided by the Programme without modifying their content/format.
C.3	In case of partner outside the Interreg Euro-Med cooperation area, an Agreement on management and control between the Managing Authority and the concerned European country or region has been established or the procedure is already ongoing.
C.4	The administrative information has been consolidated in the Application Form (partner identity, address, contact details, legal and financial information, bank account)
C.5	The budget has been consolidated in the Application Form and, if relevant, compulsory ad-hoc documents have been updated consequently and provided to the JS (correct use of flat rate, correct origin of co-financing source, ad hoc document for travel and accommodation costs declared as real cost, forecast per semester, distribution of preparation costs, state aid self-assessment).

ANNEXE III: List of qualitative assessment criteria

One single overall score (including a single general comment) totalling scores from each main assessment questions will be allocated, based on a single score per criteria, assessed through several sub-questions (first column), corresponding to the relevant sections of the Application Form (mentioned in the right column).

The quality assessment will consist of a **single** phase.

The score per assessment question will be calculated on a scale of 5 points, with three sections having been given a weight of x2 considering their importance in this call (1. Relevance with Euro-MED context, 3. Project intervention logic, 4. Partnership relevance).

The final maximum score reachable by a proposal is of 50 points equivalent to a percentage of 100%.

As indicated in the table below, in the first column you can find the main assessment questions. Each main question is supported by specific sub-questions (guiding principles for the assessment).

Each main question score consists of a single score, taking into account all of the elements mentioned as sub-questions.

Assessment:

The threshold for projects to be recommended for approval to the Programme Committee by the Joint Secretariat is of **30** out of 50.

Projects will be selected, taking into consideration their score (in descending order), positions of each national delegation and budget availability for the call.

Following the assessment of all proposals, these are ranked according to their final overall score, per mission. A final decision on project approval or rejection is taken by the Programme Committee. Based on their overall score and final ranking, the proposal with the best score per mission will be approved. If the best proposals get the same score, applicants will be invited for an interview and pitch their proposal.

Project identification

Project acronym	<i>Pre-filled from AF</i>
Project title	<i>Pre-filled from AF</i>
Project number	<i>Pre-filled from monitoring tool Synergie CTE</i>
Name of the lead partner organisation (English)	<i>Pre-filled from AF</i>

1. Strategic assessment criteria

Assessment questions (Main questions)	Guiding principles for the assessment □ To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
1.Project Relevance (with Euro-MED context and with call expectations <i>How well is a need for the project justified?</i>	<ul style="list-style-type: none"> • The project addresses common territorial challenges of the Programme or joint asset of the Programme area – there is a real need for the project (well justified, reasonable, well explained) • • The project clearly contributes to a wider strategy on one or more policy levels (EU / national / regional) • The project actions will support the wider use and transfer of available knowledge and demonstrates new solutions that go beyond existing practices in the sector/programme area/participating countries or adapts and implements already developed solutions. 			C.2.1 C.2.2 C.2.5 C.2.2 C.2.6
2.Cooperation character <i>What added value does the transnational cooperation bring?</i>	<ul style="list-style-type: none"> • The importance of the transnational approach for the topic addressed is clearly demonstrated • The results cannot (or only to some extent) be achieved without transnational cooperation. • There is a clear benefit from cooperating for the target groups / Programme area. • Cooperation criteria are fulfilled (Please take note that the evaluator will pay special attention to the fulfilment of at least 3 of the following cooperation criteria: joint development (mandatory), joint implementation (mandatory), and joint staffing or joint financing). 			C.2.3 C.2.4 C.7.5

Assessment questions (Main questions)	Guiding principles for the assessment □ To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
3.Project Intervention Logic <i>To what extent is the project intervention logic relevant?</i>	<ul style="list-style-type: none"> ▪ The project overall and specific objectives (including communication objectives) clearly contribute to the achievement of the Programme priority specific objective and is linked to the Results Amplification Strategy. ▪ The project outputs contribute to the Programme indicators – and are in line with the specific objectives and the requirements of the Priority. ▪ Project outputs are durable (the proposal is expected to provide a significant and durable contribution to solving the challenges targeted).if not it's justified ▪ Project main outputs are applicable and replicable by other organisations/regions/countries outside of the current partnership (transferability) – if not it is justified 			C.1 C.4 C.4 C.5 C.6 C.8.1, C.8.2 C.8.3
4.Partnership relevance <i>To what extent is the partnership composition relevant for the proposed project?</i>	<ul style="list-style-type: none"> ▪ The project involves the relevant actors needed to address the challenge/joint asset for territorial development and the objectives specified, through and for a better governance approach in the Euro-MED area ▪ The project partnership: <ul style="list-style-type: none"> - is balanced with respect to the levels, sectors, territory - consists of partners that complement each other - each partner plays a defined role ▪ Partner organisations have proven experience and competence in the thematic field concerned, as well as the necessary capacity to implement the project (financial, human resources, etc.) – in particular, the Lead Partner demonstrates capacity/competence in coordinating the project action and the partnership. ▪ Associated partners have a defined role and bring added value. 			C.3 B.1.6 B.1.6 C.7.1 C.7.2 B.1 .8

Assessment questions (Main questions)	Guiding principles for the assessment □ To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
5. Horizontal principles <i>What is the project's impact on horizontal principles?</i>	<ul style="list-style-type: none"> • Ensure equal opportunities and non-discrimination based on gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation • Ensure equality between men and women, gender mainstreaming and the integration of a gender perspective • Promote sustainable development as set out in Article 11 TFEU, accounting for UN SDG, the Paris Agreement and the "do no significant harm" principle 			C.7.6

2. Operational assessment criteria

Assessment questions	Guiding principles for the assessment □ To what extent does the project ...	SCORE	Comments	Sections in AF
6. Work plan <i>To what extent is the work plan realistic, consistent and coherent?</i>	<ul style="list-style-type: none"> • Proposed activities and deliverables are relevant and lead to planned outputs and results • Project outputs and results are realistic (it is possible to achieve them with given resources – i.e. time, partners, budget – and they are realistic based on the quantification provided) • Distribution of tasks among partners is appropriate (e.g. sharing of tasks is clear, logical, in line with partners' role in the project, etc.) • Time plan is realistic, and activities, deliverables and outputs are in a logical time-sequence, including specific provisions for adaptability, necessary for a 7-year project. • Communication activities (and deliverables) are appropriate to reach the relevant target groups and stakeholders 			C.4 C.5 C.6 C.7.3 D
	Sufficient and reasonable resources are planned to ensure project implementation			D

Euro-MED

Assessment questions	Guiding principles for the assessment □ To what extent does the project ...	SCORE	Comments	Sections in AF
7. Budget <i>To what extent is the budget coherent, proportionate, realistic and valuable?</i>	Total partner budgets reflect real partners' involvement - are balanced and appropriate corresponding to the partners' responsibilities in the project.			E.3
8. Final overview	The project globally answers to the expectations and needs of the Programme. Is it coherent in the implementation of all its sections?		<i>(comment without score)</i>	Full AF