



# Interact IV Strategic Implementation Document (SID)

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Version 1.0

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**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, that 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.

## 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?

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*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**

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#### **3.1. Introduction**

Across Europe, in over 90 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

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

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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 trade mark, 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	2023	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	P2		P1	P2	P1		
Macro-regional strategies (collaboration processes within MRS, governance, role of Interreg)	P1, P2	P1, P2	P3	P2	P2, P3	P1	P1, P2, P3
Investment in Jobs and Growth	P2, P3	P2	P3	P1,P2	P1	P1, P3	
External cooperation (Interreg IPA, Interreg NEXT, OMR)	P1, P2	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	P2, P3	P3	P3	P1	P3
Strategic visibility (Interreg to Cohesion)	P3						
Programme Evaluation and use of results		P2	P2, P3	P2, P3	P2, P3	P3	P3
Capitalisation	P1, P2	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, P2	P1					
Territorial Agenda 2030	P2	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	2023	2024	2025	2026	2027	2028	2029
Support in preparation of Programme guidance documents (rules, procedures, eligibility, etc.)	P1						P1
Roles and responsibilities	P1, P2		P2		P1, P2		P1
TA management	P1		P1		P2		
Staff management/Internal communication flows	P1, P2		P1, P2		P1, P2		P1, P2
Audit	P1	P1	P1				
Programme partnerships (MCs, etc.)	P2					P2	
e-monitoring systems	P1	P1				P1	P1
Payment flows/accounting function	P1	P2					
Closure/annual accounts	P1		P1		P1		
Management verification (control, risk management, anti-fraud)	P1	P1	P2	P1			
Programme promotion/ communication capacity building)	P2, P3	P2, P3		P3		P2, P3	P3

Theme	2023	2024	2025	2026	2027	2028	2029
Harmonisation and simplification (HIT, SCOs, etc.) – further developments, new tools, methods, procedures			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 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.
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#### 4.6. Interreg project cycle: project management by Interreg programmes

Table 3: Project cycle matrix

Theme	2023	2024	2025	2026	2027	2028	2029
Calls (set up, launch, promotion), project quality, partnerships (with added value, new, right partners)	P1, P2, P3	P1	P2, P3	P2	P1	P1, P2, P3	P1
Selection procedures (assessment process, selection criteria, decision process)	P1, P2	P1, P2	P2	P2	P1	P1, P2	
Contracting	P1						
Project monitoring and reporting (content, finance), project closure	P1	P1	P2			P1	

Theme	2023	2024	2025	2026	2027	2028	2029
Project visibility (communication and capitalisation: links with Policy areas (capitalisation) and Interreg programmes cycle (communication))	P2, P3		P2, P3		P2, P3		
SPF, PO5 (methods, experiences of implementation)	P1, P2		P1, P2		P1, P2		

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

Table 4: Policies and actors' matrix

Theme	2023	2024	2025	2026	2027	2028	2029
European Commission DG REGIO incl. border focal point (continuous work across 3 perspectives)							
European Commission, other relevant DGs	P2		P3		P2, P3	P3	P2
Cross-border institutions (AEBR, MOT, CPMR, etc.)	P2	P2	P3		P2	P3	
External EU cooperation policies in general (that could influence cooperation programmes)	P1	P1	P1	P1	P3, P1	P1	
Committee of Regions (EGTC platform, CB alliance, SPF: relevant for Interreg)	P1, P2	P3, P2	P1	P3	P1, P2	P1, P3	
Recovery and Resilience Facility		P3			P3		
Links to <a href="#">6 EU Commission Priorities</a> (Green deal, etc.)	P2, P3		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 may be organised in-situ or online, and they 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).
- Participations in joint training schemes: Training schemes include: In-situ/online training events. Compared to joint actions, training events focus on teaching of specific knowledge and skills. They include practicing, i.e.; use exercises and simulations to promote application of the content to job tasks.; Online learning courses. They combine online educational materials and opportunities for interaction. Compared to training events, online learning courses are generally self-paced and can be conducted any time and place and/or other training programmes (e.g.; blended learning combining online learning activities with face-to-face interaction).
- Jointly developed solutions include: 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 future programme.

### 5.1. 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 timely responding to the actual need, efficiently working with the most accurate and efficient methods and the services are 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. At the end the aim is to transfer and deliver the knowledge for and between the target groups, in line with adult learning principles by using a variety of different delivery methods that take into account the modern way of e-learning. 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**.

## **5.2. Interact's modes of implementation**

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

### **5.2.1. 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.

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

There are foreseen some new modes and tools for future developments which need to be further considered, tested and developed during Interact IV. For example, the concept of "Knowledge fair" is under consideration; it would deliver several Interact activities in parallel sessions in one location, which would support participants' intensified networking and exchange.

### **5.2.2. 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 also 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.

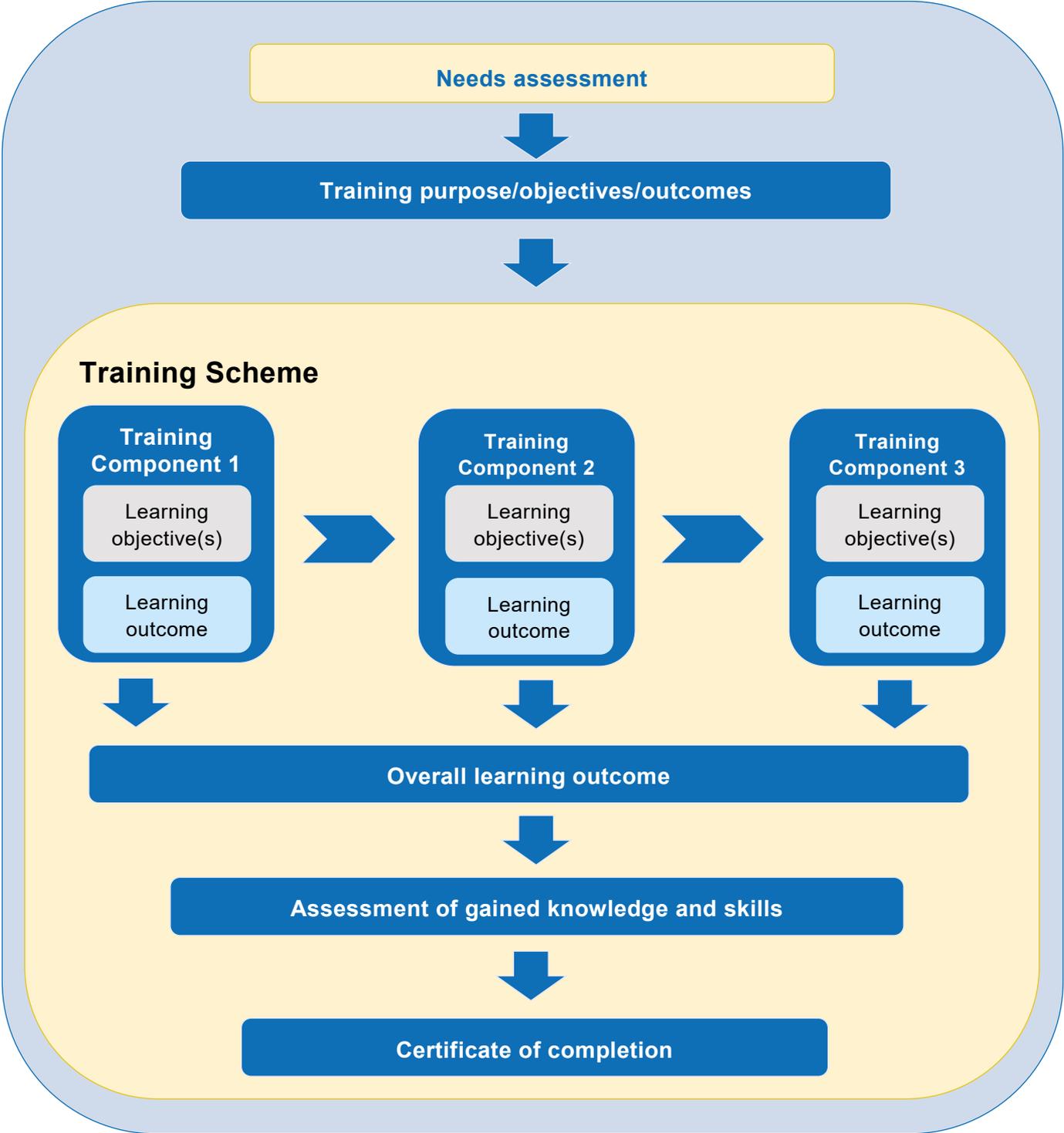
### **5.2.3. Joint Training Schemes**

Interact will deliver joint training schemes through the Interact Academy. The academy will be responsible for creating and updating an annual training catalogue as well as coordinating the development and implementation of schemes.

A joint training scheme is a combination of different training components, modules or sessions to achieve an overall learning outcome. The purpose, learning objectives, and learning outcome for the scheme should be informed by a needs assessment. Learning outcomes are measurable skills or knowledge that participants acquire as a result of completing a training scheme. Learning outcomes will be achieved by completing a selection of training components (events, courses). Each training component should have a learning objective(s) that contributes towards achieving the overall learning outcome. Learning objectives specify what knowledge, skills and attitudes learners attain as a result of completing a training component.

Participants will be issued a Certificate of completion when they meet the criteria for the training scheme. Joint training schemes will be designed to be repeated with different cohorts. There will therefore be a large investment in time upfront with a large emphasis on quality. Below is an example of how a training scheme would flow.

Figure 1: Components and flow of a joint training scheme



Training schemes will be conducted on-line and in person. Annex 1 describes the indicators and targets for the training schemes.

#### 5.2.4. Networks and working groups – who has the knowledge?

Interact is using network management and working groups as one method for service delivery and knowledge transfer. Networks are also considered as a method for capacity building and managing knowledge and Interact is using the approach and operating through networks quite extensively. Through network approach Interact can consider and treat participants as experts and it also provides good opportunities for co-creation and leading the change together as a joint expert pool.

In Interact, broadly speaking networks are groups of people working in a cooperation setting, who have support from Interact and some IT space provided by Interact.

**Thematic networks** gather and cumulate valuable programme and project results in Interreg within specific fields. Thematic networks are open networks, focusing on capitalisation and building management best practices (e.g. thematic network on inclusive growth). These networks have two functions, firstly they serve in programme management as a strong support for capitalisation practices, and secondly, they facilitate in communication through the collation of subject specific information.

**Knowledge networks** exist to collect existing knowledge on a given subject or in a specific field. Networks can be either based on specialisation (communication, financial management) or geography/region. These networks are open to new members, and there is no contribution threshold or expectation for participation. The purpose of these networks is to offer a knowledge hub on a given subject, and to provide exchange opportunities for participating programmes.

**Working groups**, many of them also called ‘core groups’, are specialist networks that exist 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 (i.e. HIT tool) or to develop an Interreg perspective on a given subject (GBER consultation).

There is also a specific type of networks, based on geography (i.e. regional networks). They are based on the regional approach of Interact services in relevant topics. Even though they are not fully developed as interactive networks, and do not follow the exact same approaches and methodologies across Interact geographical ‘zones’, they create relevant and important space for the exchange of ideas and practices.

To the extent possible the overlaps between networks 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.

There are certain parameters for the network and working group management, 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 is operating with open and close networks and working groups. Knowledge networks are an example of the open network where the participation and exchange is open for all, and no pre-conditions are expected. A good example of a closed network is the specialist working groups where the co-creation and knowledge exchange leading for knowledge transfer, is based on the participants in-depth expertise on the specific topic.

Interact experts may have different roles in the networks and working groups. Mostly the Interact experts leading the networks 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 networks.

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.).

### 5.3. Supporting tools for service delivery

Interact developed online tools during the previous periods, which continue to serve their purpose. Namely, to connect service users and our services, and 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, e.g.:

- Jems (Joint electronic monitoring system)
- HIT tools (harmonised Implementation Tools)
- Online publications, online training courses
- Interreg portal
- Keep.eu database
- European Cooperation Day.

In the chapters below the visibility and learning tools are described further in the wider context.

#### 5.3.1. Visibility

Interact developed three sites whose primary function is to make visible the actions and achievements of Interreg, **interreg.eu**, **ecdaily.eu** 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.

The Interreg.eu site is at the end of its life and needs to be renewed. The renewed site should be a one-stop-shop for the visibility of Interreg. Its role should be similar to that of a national portal site, but for all Interreg programmes and including unique benefits that Interreg brings. Furthermore, the site should fulfil a specific task under perspective 3, to increase 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 EC Day/Interreg Day campaign, as well as a logical home for the outputs of the capitalization networks which aim to promote the results of Interreg – and not the management practice aspects which are more relevant on Interact.eu.

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

Interact IV will investigate the possibilities to build the synergies and increase the impact between these supporting tools, with the aim to serve users' various needs. This way Interact shall ensure the two platforms offer complementary services with easy flow between them and are not competitive with each other.

### **5.3.2. Learning**

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. Despite best efforts, these tools were not well aligned. Building on the existing knowledge of IBM, a new website will be more flexible for different forms of content, and a single logical structure shall be built (via hierarchical 'Tags'), shall link website spaces and IBM Connections more comprehensively and transparently. At the same time, the website will host links to the specialist courses in the Online Learning Platform and/or future training academy site which are built on specialist e-learning software.

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.

## **5.4. 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.

## **5.5. 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 and 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 EU wide approach. The majority of Interact activities has an EU wide approach as this is very much appreciated giving the wider perspectives and e.g. offering the target groups with more extended peer-to-peer learning experience. One example of the could be the expert or thematic networks building on the capitalisation of knowledge. Sometimes, the geographical proximity is giving the most added value, e.g. regarding the synergies and coordination discussions within a limited geographic area.

Interact IV will support the target groups with the structural decision, having 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.

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. 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).

### **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 5 horizontal managers within Interact: Communication Manager, Quality and Evaluation Manager, Programme and Financial Manager, Information Manager and Liaison Officer in Brussels. Each

manager has his specific tasks, but they exchange and coordinate on regular basis among each other, with the team, and with the Coordination Board. 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 work load 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
ECA	European Court of Auditors
EGTC	European Grouping of Territorial Cooperation
EU	European Union
GBER	General Block Exemption Regulation
GDP	Gross Domestic Product
HIT	Harmonised Implementation Tools
HR	Human resources
IJG	Investment in Jobs and Growth
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
OMR	Outermost regions
PC	Programming Committee
PO5	Policy objective 5
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.

Policy objective	Specific Objective	Indicators		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. of participants	612	2380
		Output	Jointly developed solutions	No. of solutions	90	350
		Result	Completion of joint training schemes	No. of certificates of completion	N/a	2009
		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

### Perspective 1: Increasing efficiency: Strengthening the management capacity of Interreg programmes and other cooperation actors

<b>Main areas of Interact interventions/types of factors</b>  Key factors that determine the approach Interact will take to contribute to the change to happen	<b>Target groups</b>  Direct addressees of Interact interventions Target group involvement will be reviewed and where necessary further specified in accordance with emerging needs of programme implementation.	<b>Interact activities/ deliverables</b>  Examples of activities supporting the enabling factors	<b>Output indicators</b>  Measures specific deliverables of Interact interventions; specific characteristics of the implementation process are also considered outputs, i.e. number of participants	<b>Result indicators</b>  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><b>Integration of harmonised approaches</b></p> <ul style="list-style-type: none"> <li>• harmonisation of rules (including between funds, strands, programmes)</li> <li>• harmonisation of interpretations of rules and regulations, incl. vocabulary</li> <li>• harmonisation of information flows</li> <li>• harmonisation of Interreg procedures related to programme and project management, including programme/project implementation tools</li> <li>• harmonisation pilots of processes supporting cooperation actions referred in point d (vi) of paragraph 3 of Art. 22 CPR.</li> </ul> <p><b>Integration of simplified approaches</b></p> <ul style="list-style-type: none"> <li>• simplification of management structures governing Interreg programmes, incl. work flows, roles and responsibilities</li> <li>• simplification of Interreg procedures related to programme and project management, including programme/project implementation tools</li> <li>• simplification of programme rules</li> <li>• simplification of information flows</li> <li>• simplification pilots of processes supporting cooperation actions referred in point d (vi) of paragraph 3 of Art. 22 CPR.</li> </ul> <p><b>Efficient programme management at all stages</b></p> <ul style="list-style-type: none"> <li>• options for more efficient use of capacities and for lean management of the programmes</li> <li>• delineation of roles and responsibilities, transparency of functions, internal communication flows</li> <li>• shift to "quality" vs "administration and control"</li> <li>• programme-project information flows</li> <li>• addressing gold-plating in the management of programmes, both preventing and mitigating the effects</li> <li>• shared and consistent approach to risk management in the programme and project management cycles</li> <li>• capacity building for anticipating risks in programmes and projects on strategic and operational levels</li> </ul>	<p><b>A. Interreg programme bodies</b></p> <ul style="list-style-type: none"> <li>• Managing Authorities - core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner</li> <li>• Joint Secretariats (Interreg, IPA CBC, Interreg NEXT) – core receiver of Interact services, heavy involvement in service delivery, also as a sparring partner</li> <li>• National controllers – receiver of services, as well as significant role as sparring partners</li> <li>• Bodies responsible for Accounting function – receiver of services, as well as significant role as sparring partners</li> <li>• Audit Authorities – receiver of services, as well as significant role as sparring partners</li> <li>• Representatives of Monitoring Committees (Interreg, IPA CBC, NEXT) – receivers and ambassadors of Interact services; limited direct involvement under this perspective.</li> </ul> <p><b>B. National/Regional co-operation stakeholders</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• National/regional coordination bodies, National contact persons/points – influencers and ambassadors of Interact service, to a lesser extent as core receivers</li> <li>• Macro-regional/Sea basin strategies' actors and other actors involved in cooperation instruments – limited involvement; receivers and influencers</li> <li>• European Groupings of Territorial Co-operation (EGTCs) – limited involvement mainly in sharing practices.</li> </ul> <p><b>C. Wider policy actors</b></p> <ul style="list-style-type: none"> <li>• European Commission DG REGIO Cooperation and other units (e.g. Audit, Evaluation, Better Implementation) – influencers and ambassadors, key stakeholder for delivering Interact's services</li> <li>• European Commission, other DGs – influencers and ambassadors with an important competence in specific thematic areas</li> <li>• Other EU institutions – limited involvement under this perspective</li> <li>• European Committee of the Regions - influencers of Interact services</li> <li>• European-wide associations, cross-border organisations – limited involvement under this perspective</li> <li>• EU-wide financing institutions and programmes, EU-wide financial engineering stakeholders – limited involvement under this perspective</li> </ul> <p>Interreg project partners, EGTCs managing projects – limited and often indirect involvement.</p>	<ul style="list-style-type: none"> <li>• Events: conferences, seminars and workshops (in-situ, online)</li> <li>• Advisories/tailor made support services to programmes/ MSs</li> <li>• Peer-to-peer exchange visits</li> <li>• Meetings to exchange experiences/ harmonise approaches</li> <li>• Exchange networks (experts, thematic) facilitated through online communities and/or meetings</li> <li>• Training schemes: in-situ/online events, courses in the online learning platform, blended learning</li> <li>• Harmonised templates, guidance documents, clarification fiches, repositories of practices/ results</li> <li>• Web tools for management and implementation (e.g. modules of the Interact online monitoring system)</li> </ul> <p>Liaison with European Commission</p>	<ul style="list-style-type: none"> <li>• <b>RC081:</b> Participations in joint actions across borders</li> <li>• <b>RC085:</b> Participations in joint training schemes</li> <li>• <b>RC0116:</b> Jointly developed solutions.</li> </ul> <p><b>Examples of Interact Internal monitoring measures:</b></p> <ul style="list-style-type: none"> <li>• Number of joint actions (incl. per type of joint action)</li> <li>• Number of training schemes (incl. per type of training scheme)</li> <li>• Number of solutions per type</li> <li>• Number of Interreg programmes participating in joint actions</li> </ul> <p>Number of programmes participating in training schemes.</p>	<ul style="list-style-type: none"> <li>• <b>RCR81:</b> Completion of joint training schemes</li> <li>• <b>Interact-specific Indicator:</b> Institutions using knowledge/ skills acquired through Interact services</li> </ul> <p><b>Interact-specific indicator:</b> Institutions using solutions developed through Interact services.</p>

## Perspective 2. Enabling individuals: Strengthening the capacity to work in cooperation programmes and context

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

### Perspective 3. Interreg visibility: Strengthening the capacity to capture and communicate programme and project results and to increase visibility

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