
Mainstreaming experimentation final report

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Region SUD Provence-
Alpes-Côte d'Azur

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Description of the deliverable	<p>This report is the result of the activities of the Work Package 9 “Mainstreaming” whose objective is to test “Mainstreaming practices” in different Mediterranean contexts and share these experiences with other programmes, territories, or projects that are currently being implemented. The “Mainstreaming process” is mainly based on the transfer of results generated by ETC projects, towards other UE programmes and Mediterranean public policies. The objective of this report is to provide a summary presentation of the experimentations implemented by the Mainstreaming Work and to highlight the first lessons and recommendations issued from this work.</p>
Key words	Mainstreaming; transfer plan; project results; impact; public policies; givers/takers; recommendations; post-2020 programming period

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Mainstreaming experimentation final report	March 2020	First update	First update of the document including remarks from December, 11 SG in Zagreb.

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INTRODUCTION

This report is the result of the activities of the Work Package 9 “Mainstreaming” within the PANORAMED project, financed by the transnational Interreg Med programme. The objective of this Work Package is to test “Mainstreaming practices” in different Mediterranean contexts and share these experiences with other programmes, territories, or projects that are currently being implemented. The “Mainstreaming process” is mainly based on the transfer of results generated by ETC projects, towards other UE programmes and Mediterranean public policies.

The objective of this report is to provide a summary presentation of the experimentations implemented by the Mainstreaming Work and to highlight the first lessons learnt and recommendations resulting from this work.

After a first document produced in December 2019, this second version includes progress, feedbacks and lessons learnt from the six experimentations until March 2020. A second update will be produced in October 2020.

With the present report, operational recommendations can however already be taken into account for the implementation of MED Strategic and Horizontal projects and for preparation of post-2020 programmes.

1. EXECUTIVE SUMMARY

The Work Package 9 (Mainstreaming) of the PANORAMED project is managed by the Region SUD Provence Alpes Côte d’Azur, in relation with the PANORAMED steering committee, country coordinators and the other PANORAMED Work Packages. A specific use was made of the outputs generated by the thematic working groups “coastal and maritime tourism” and “maritime surveillance” that constitute the key priorities of the project (with “innovation” that has been selected more recently).

The Mainstreaming experimentations have been implemented with the support of four external experts that provided methodological tools, individual support (coaching) and animation for the collective and bilateral meetings with the various stakeholders.

1.1. Presentation of the six experimentations

Definition of Mainstreaming:

Also called "transfer process", it is the process of integrating new knowledge and good practices into regional, national or European policy-making levels. (*Source: Interreg MED Programme*)

In the specific context of Panoramed experimentation, it is the process aiming to transfer outputs of ETC projects towards national/regional ERDF-funded programmes, thematic programmes or any other relevant public policy.

Process applied for the experimentations

The mainstreaming process has been elaborated following the next steps:

- | | |
|--|-------------------------------|
| 1. Analysis of projects outputs by PANORAMED thematic working groups. Identified of projects and outputs relevant for a mainstreaming/transfer process | First semester 2018 |
| 2. Identification of institutions that would accept to be involve in the process as “takers” (institutions receiving and using the outputs produced by ETC projects). 6 institutions have been identified in the Mediterranean area with the support of Country Coordinators (see below) | June to September 2018 |
| 3. Elaboration, in relation with the “takers” of methodological tools for the mainstreaming process (diagnosis notes, road maps, transfer plans, logbooks) | September-October 2018 |
| 4. Identification with the takers of the samples of projects and outputs that would be used for the transfer process | November 2019 – June 2019 |
| 5. Identification of project beneficiaries that would accept to be involved in the transfer process as “givers” (institutions providing the outputs) | March-September 2019 |
| 6. Organisation of contacts and discussion to elaborate the transfer plans between “takers” and “givers” | March to September 2019 |
| 7. Operational transfer of outputs between “takers” and “givers” | September 2019 to end of 2020 |
| 8. Monitoring and evaluation process / actualisation of the final report | March and September 2020 |

The six experimentations implemented by the Work Package 9 “Mainstreaming” of PANORAMED have been implemented in six different territories and with the involvement of institutions identified with the support of Member States.

These institutions are:

- **Greece:** Ministry of Maritime Affairs and Insular Policy – Special service of EU Fund Management
- **Italy:** Emilia Romagna Region: Department in charge of EU programmes coordination
- **Italy:** Puglia Region in cooperation with Albania and Montenegro Authorities
- **Spain:** Government of Valencia Region, Directorate General for EU funds
- **France:** Region SUD Provence-Alpes-Côte d’Azur – European Affairs Directorate
- **Slovenia:** Government Office, Unit in charge of EU programmes- Cohesion policy division

A summary presentation of the objectives and methodology implemented with these six partners is provided on the next pages.

GREECE			
Main partner	Objectives of the experimentations	Stakeholders	Methodology
Ministry of Maritime Affairs and Insular Policy – Special service of EU Fund Management	<ul style="list-style-type: none"> - To test the possibility to use outputs from INTERREG projects for the development / improvement of the National WEB-GIS platform dedicated to Maritime Surveillance - To prepare post-2020 programmes in order to take into account Maritime Safety and GIS issues 	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Ministry of Maritime Affairs and Insular Policy – Special service of EU Fund Management - The Hellenic Coast Guards Operation Centre & Joint Search and Rescue Coordination Centre (JSRCC) (Athens) <p><u>Giver:</u></p> <ul style="list-style-type: none"> - Hellenic Centre of Marine Research (HCMR) - The University of the Aegean 	<ul style="list-style-type: none"> - Identification and description of needs with the Ministry of Maritime Affairs - Identification of potential “givers” in relation with relevant projects. - Bilateral meeting between the “taker” and the “giver”. Each “giver” identifies data bases and maps produced by Interreg projects that could be transferred - Discussion between the “taker” and the “giver” about the database and maps to be transferred. - Operational transfer starting in October 2019
ITALY			
Emilia Romagna Region: Managing Authority ERDF and ESF Programmes	<ul style="list-style-type: none"> - To use past and ongoing ETC projects in the perspective to influence post-2020 ERDF regional programmes - To improve entrepreneurship and innovative tourism services, cultural heritage and better support tourism activities in the next programming period. Need to get practical implementation tools for an effective mainstreaming 	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Emilia Romagna Region – Department of Tourism; regional services <p><u>Giver:</u></p> <ul style="list-style-type: none"> - Castwater project: provision of guidelines that could be useful for the selection of future calls for projects - Co-evolve project: provision of toolkits to assess the sustainability of touristic projects 	<ul style="list-style-type: none"> - Identification of relevant projects and outputs in cooperation with the Emilia Romagna Region - Bilateral meeting between the “taker” and the “giver” - Questionnaire sent to each “giver” in order to get more detailed information on the pre-identified outputs - The information provided will be the basis of a mainstreaming document. The concrete use of the document will be discussed in a future meeting, when the programming process in Italy and Emilia Romagna will be more defined. - New proposal made to Emilia-Romagna to speed up the process of compilation of information and drafting of the mainstreaming document. 2 phases and focusing the involvement of ROP MA on the more strategic aspects of the programming. - The programming for the post-2020 period is on hold as of March 2020 because of the coronavirus crisis. However, the mainstreaming document will be finalised and circulated among the relevant bodies as soon as the administrative functioning is back to normality.

ITALY			
Puglia Region in cooperation with Albania and Montenegro Authorities	<ul style="list-style-type: none"> - To provide thematic inputs to potential applicants to 2014-2020 IPA Italy-Albania-Montenegro calls for projects (sustainable tourism development (innovation, SMEs...)) - To provide some inputs in terms of sustainable tourism for Mediterranean hinterland areas located in Montenegro, Albania, Molise and Puglia. - To provide inputs for the preparation of post 2020 programming (Interreg, national or regional programmes) and for EUSAIR strategy (sustainable tourism development (innovation, SMEs...)) <p><i>The mainstreaming process will be influenced by the future geography of cooperation programmes that is not settled yet</i></p>	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Puglia Region: Joint secretariat of IPA CBC programme; The tourism department of the Region has been mobilised / JS project officer - Albania authority: Ministry for Europe and foreign affairs- territorial cooperation unit – Department for EU fund – PANORAMED platform project officer - Montenegro authority: Prime minister's office – European integration office - Project officer - PANORAMED Project <p><u>Giver:</u></p> <ul style="list-style-type: none"> - Partners of CO.CO.TOUR project 	<ul style="list-style-type: none"> - Identification of projects and outputs involving the three partner countries and/or taking into account their strategic priorities - Exchanges with Montenegro and Albania representatives about their sustainable tourism challenges - Exchanges with the Monitoring Committee of the IPA CBC programme about the preparation of future priorities and how to take into account relevant outputs - A webinar with the "Giver" and all the potential "Takers" to present in detail the COCOTOUR outputs - Bilateral exchanges with national representatives of the three partners countries on the possibilities to use projects outputs in the preparation of future programmes = > Interest for the COCOTOUR project but not enough, to go further - Exchange with the JS about the preparation of the future post 2020 Cooperation programme and about the sustainable tourism projects from the last call for project
SPAIN			
Valencia Region	<ul style="list-style-type: none"> - To use past and ongoing ETC projects to promote sustainable tourism and better manage resources in the Valencia Region (water, waste...). 	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Valencia Regional authorities (transfer to the regional policy); Valencia Municipality <p><u>Giver:</u></p> <ul style="list-style-type: none"> - Altereco: communication actions; recommendations for regional policy; good practice database - Tourismed: fishing tourism for sustainable tourism 	<ul style="list-style-type: none"> - Exchanges with the Valencia Region and its partners about projects relevant for a transfer process; Discussions on how the projects could fit with the priorities of the EU Commission and with the Country Report - Bilateral meeting between the "taker" and the "giver" - Questionnaire sent to each "giver" in order to get more detailed information on the pre-identified outputs - Proposal of joint communication actions to better inform and mobilise potential "takers" (public authorities)

		<ul style="list-style-type: none"> - Co-evolve: recommendations for regional policy - Castwater: sustainable tourism water management 	<ul style="list-style-type: none"> - Elaboration of a Mainstreaming document gathering the information relevant for the mainstreaming of the 4 projects. Document approved by the Region. - The Director General will send the document to the programming authorities at the Ministry of Finance. A first meeting between the European Commission and the Ministry took place the 6 June 2019, and the Region thinks we have the document ready in good time. - In parallel, the AlterEco project is organising meetings with municipalities in the region, to which the other projects are participating as well. The objective is to present them the outputs of the projects and discuss about the potential use in the municipalities. Therefore, these are mainstreaming activities at the local level. - At local level, Castwater outcomes have been transferred by the Valencia water supply company. - Tourismed activities are being communicated at EU level: it is one of the flagship projects for Interreg 30 Years)
FRANCE			
Region SUD Provence-Alpes-Côte d'Azur – European Affairs Directorate	<ul style="list-style-type: none"> - To use projects outputs to support the development of hinterland as an alternative to coastal mass-tourism. The territorial approach developed rests on the concept of “nearby valley areas” (<i>espaces valléens</i>). - To feed the reflections on sustainable tourism issues in the framework of the preparation of the future interregional programme concerning the Alps area. 	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Region SUD Provence-Alpes-Côte d'Azur – Tourism Department; Territorial development and environment directorate - European affairs in charge of interregional OP - Nearby valley area of Azur Mercantour and notably the Tourism office of Valberg <p><u>Giver:</u></p> <ul style="list-style-type: none"> - DESTIMED project (co-financed by Interreg MED 2014-2020) and MEET project (co-financed by Interreg MED 2007-2013): methodology to create a sustainable tourism package, a tool to measure the sustainability of a tourism package, pricing, 	<ul style="list-style-type: none"> - Exchange between the Region SUD Provence-Alpes-Côte d'Azur, the Nearby Valley of Azur Mercantour, regional stakeholders and the DESTIMED project about transferable outputs - Bilateral meeting between the “taker” and the “giver” – 30th April 2019 - Detailed analysis of outputs and results, including keys for a successful transfer at the local level (Azur Mercantour) and at the Alps interregional area level (on progress) - Recommendation and action plan for the operational transfer at the local level and at the regional level; mainstreaming working paper - Operational transfer process

		commercialization and communication of tourism packages	<p>a) at local level: the Valberg Tourism office (located in Azur Mercantour) is developing a new hiking geological tourism package following all the steps and using the tools developed by the DESTIMED project.</p> <p>b) At regional level: dissemination of the current operational transfer of Azur Mercantour among all the nearby valleys areas notably in the sub-group focused on the Climate change. Moreover, these results could feed the current reflections developed in the framework of the future nearby valleys areas for 2021-2027 period. .</p>
SLOVENIA			
Government Office, Unit in charge of EU programmes: Cohesion policy division	<ul style="list-style-type: none"> - To use past and ongoing experiences to promote innovative approach to sustainable tourism and smart specialisation and prepare post-2020 programmes - To contribute to the revised Slovenian Smart Specialisation Strategy - Up-dating and adapting tourism-oriented policies and on a national and potentially on local scale <p><i>Field of intervention: development of targeted, specialised, customized and innovative tourism products and services tailored to individual needs and wishes, such as: technological solutions for sustainable use of resources in accommodation facilities, enhanced quality of tourism-related services). To enhance</i></p>	<p><u>Taker:</u></p> <ul style="list-style-type: none"> - Ministry of Economic Development and Technology – (from different Departments notably Government Office for Development and European Cohesion Policy and General Directorate for Tourism) <p><u>Other stakeholders involved:</u> Tourism and Hospitality Chamber of Slovenia, Slovenian Tourist Board, Local Tourist Boards</p> <p><u>Giver:</u></p> <ul style="list-style-type: none"> - VIVIMED project (co-financed by Interreg Italy-France Maritime 2014-2020)– LUCENCE SCarL (IT); Corsica Tourism Agency (FR) 	<ul style="list-style-type: none"> - Identification of the needs of Slovenian partners; Involvement in the process of the two main targets: Tourism General Directorate and Government Office for Development and European Cohesion Policy - Determination of potential ETC projects for transfer; Contact with the VIVIMED Lead partner and subsequently with the other partners to secure the commitment of those willing to be engaged - Bilateral meeting between the “taker” and the “giver” (by videoconferencing) in Ljubljana – 4th April 2019 - Transfer plan Identification of key actions and deliverables for the transfer process - Exchanges between the “giver” and the “taker” for operational transfer in early November 2019

	<i>professional skills and hospitality in the tourism sector</i>		
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1.2. Main findings and results of the evaluation

The main findings and results of the evaluation describe in part 3.3. of the report are the following ones:

Objectives and scale of the mainstreaming exercise

- Necessity to set clear objectives when designing the mainstreaming process
- Necessity to specify the scale of the process (strategic, operational, national, regional or local transfer process...)
- Difficulties to influence regional or national public policies with the results of one single project
- Importance to consider the agenda of programmes and regional authorities to be able to influence strategies and calls for projects
- Positive influence of the Mainstreaming process on cross-sectoral exchanges within Regional administrations (EU Directorates, economic, tourism services...)

Process of the mainstreaming

- Mainstreaming is a long-term process that needs to be developed and adapted to the context of the region and of the projects
- Importance of the identification of the right stakeholders on the side of the “takers” (relevant department, directorates, relevant contact...) and time needed to convince them of the interest of the mainstreaming process
- Time is needed to contact and convince potential “givers” to contribute to the process
- The implementation of a mainstreaming process requires time and budget, both for “takers” and “givers”
- Regular meetings and targeted communication actions are two main tools to be used for a successful mainstreaming process

Contents for mainstreaming

- Mainstreaming needs detailed contents from projects and outputs (operational, technical description...)
- It is more relevant to work on recent projects with recent outputs in order to better cope with the needs of the “takers”. Possibility to work with on-going projects but outputs might not be immediately available
- Need of updated, clear and accessible information about these projects and outputs (not only the declarative information which is integrated in each project’s application form)
- All outputs might not be relevant for a transfer process. Necessity to be strategic, realistic and operational
- Bilateral meetings are essential to express the needs of the “takers” and clearly identify what can be transferred with the “givers”
- Information and data should be well structured and correctly formatted for the mainstreaming process
- Information has to be available in at least one language accessible for the “takers”

Update March 2020

- Confirmation that a mainstreaming process require flexibility to cope with the availability of takers and givers and to cope with their priorities that may change over time. This should not be an “administrative process” but a qualitative one, providing added-value to the activities of stakeholders
- Confirmation of the difficulty to influence a public policy with the results of one single project. Stakeholders should make the distinction between a “Transfer process” (from on project or one institution to another) and a “mainstreaming process (from one project or one institution to a public policy)
- Political agenda, turn-over of people, evolution in priorities can prevent the process from being properly carried out
- It would be necessary to include in project life-cycle an activity dedicated to the transfer/sharing of outputs and to plan human resources for this task
- However, mainstreaming can be a long-term process going beyond the timing of an ETC project. Even projects contain a mainstreaming activity, additional time might be needed after the end of the project to generate really added-value with projects outputs

1.3. Recommendations and perspectives for the future

Generic recommendations

- To apply the principle of “*evidence based policy*” to elaborate mainstreaming strategies, with the identification of concrete, efficient and useful projects and outputs. However, to ensure that the analysis of “evidence” is efficient itself and does not generate quantities of more or less relevant data (analysis of numerous projects without strong added-value)
- To target mainstreaming processes on issues that represent important stakes both for ETC and regional programmes (cf. 2021-2027 regulations)
- To ensure a more integrated conception and implementation of policies at regional, national and EU level (thematic coherence, financial engineering...)
- To promote a culture of integration/coordination and influence between national and regional priorities and policies
- To gather/mobilise stakeholders involved in the ETC programmes and ERDF programmes but also stakeholders from thematic departments of regional/local authorities
- Simplification should be one of the inspiring values of strategies. The objective would be to reduce the administrative burden on projects and increase resources (human resources, time, budget) dedicated to the qualitative management and valorisation of results

Update March 2020

- To distinguish local transfer of ETC projects from change of policies and then, to select the right input according to the objective. The stakeholders involved and the input (which are the basis of the mainstreaming process) should be adapted according to the chosen option. For a local transfer, the result of an ETC project can be the basis. For a change of policy, a group of projects or strategic projects (with a capitalisation dimension) should be chosen.

Involvement of ETC and regional managing authorities and other programme bodies in the mainstreaming process (takers side: bodies receiving the outputs produced by ETC projects))

- Regional programmes should be encouraged to be more involved in mainstreaming processes and to develop a link between ETC projects results and strategic topics in national/regional operation programmes. This could be done with dedicated budget from Technical Assistance
- MAs from regional programmes need clear methodologies, budget and supporting actions to get into the mainstreaming culture
- A leadership is needed from the “taker” side (person in charge of managing and animating the process)
- Realistic budget, human resources and the strategic management of projects and outputs are needed to develop mainstreaming strategies
- National Contact Points (NCPs) in the Interreg programmes could play a more active role in this process. In Italy, they act as intermediary between programmes and between projects and programmes and contribute to stimulate the promotion and sharing and results

Implication of mainstreaming and transfer activities for projects and beneficiaries (givers side: bodies producing and transferring the outputs they produced)

- In any case, mainstreaming should not be mandatory for all projects; all outputs might not be transferable
- The strategy developed by the programme should contain criteria for outputs worth mainstreaming (emphasizing on the potential for replication, link with regional policy (OP)...) in view of the defined objectives (operational dimension of outputs, technical descriptions, coherence with territorial needs and link with regional policy, identification of potential takers, etc.)
- Already in the application phase, projects could define a specific budget, time and/or dedicated work package to carry out mainstreaming actions (when relevant); This would include in the implementation phase contacts between projects, regions, other public authorities and potential takers to start defining a likely transfer plan.
- Special attention at the application phase could be paid to the fact that projects may need to extend the time of their involvement in the Interreg project to make sure the mainstreaming is effective.

2. METHODOLOGY AND SETTING UP OF THE EXPERIMENTATIONS

2.1. Profile and objectives of the partners involved in the experimentation

At the start of the Mainstreaming experimentation (early 2018), 12 Member States participating to the MED programme, all involved in PANORMAED project, exchanged about institutions that could be potentially interested to be involved in the process.

Six regional and national bodies have been identified and informed about the experimentation and contacts have been established to better specify needs and the added value that could be provided by the mainstreaming experimentation.

The six institutions are the following ones:

GREECE: Ministry of Maritime Affairs and Insular Policy – Special service of EU Fund Management

Profile

The Special service of EU Fund Management is independent as structure from the Ministry and it is directly under the jurisdiction of the Minister of MMAIP.

Its mission is to support and implement the strategic planning of the Ministry according to the Operational Programmes of the Partnership Agreement and the EU Structural Funds, and any other relevant EU financial instruments and grants and with regards to any policy making requirements. In particular the service provides support in mapping, programming, specialization and implementation of the needed projects and Ministry's policies.

The Special Service is composed of 2 Units:

- Unit A' consists for Planning, Programming and Monitoring of Actions.
- Unit B' consists for Implementation of Actions, Organization and Administrative Support.

Needs / Objective with the mainstreaming process

Different objectives have been identified with the Ministry of Maritime Affairs and after internal discussions the **Hellenic Coast Guards Operation Centre & Joint Search and Rescue Coordination Centre** has been identified as a relevant operational partner. This Centre oversees the implementation of a National Web GIS platform dedicated to Maritime Surveillance and has been setup initially with the support of an INTERREG project (THAL CHOR Greece-Cyprus project).

The mainstreaming experimentation was an opportunity to have access to different kinds of data from various projects that could be used **to feed and update this Web GIS platform**.

ITALY: Emilia Romagna Region: Department in charge of EU programmes coordination

Profile

The Emilia-Romagna is one of the wealthiest and most developed regions in Europe, with the third highest GDP per capita in Italy. Emilia-Romagna is also a cultural and tourist centre, being the home of the University of Bologna, the oldest university in the world. The Region is the Managing authority of the ERDF/ESF regional operational programme and is actively involved in Interreg transnational and cross-border programmes.

Needs / Objective for the mainstreaming process

Exchanges with the Regional authorities and especially those in charge of the Regional programme led to identify tourism activities as a key issue that could benefit from Interreg projects. Attention was focused in particular on the promotion of entrepreneurship, cultural heritage and innovative tourism services. Past and ongoing ETC projects could be used in the perspective to influence post-2020 ERDF regional programmes and also to improve entrepreneurship and innovative tourism services, cultural heritage and better support tourism activities in the next programming period (need to get practical implementation tools for an effective mainstreaming)

ITALY: Puglia Region in cooperation with Albania and Montenegro Authorities

Profile

The Region Puglia is the Managing Authority of the INTERREG IPA CBC Italy-Albania-Montenegro, which also involves the Region Molise in Italy, Albania and Montenegro with their entire territory. With the Joint Secretariat, the region Puglia notably manages the programme, supports the potential beneficiaries, and launches the call for project. The objective of the programme is to promote economic growth and to intensify cooperation in the low Adriatic area, by implementing joint actions between national and regional institutional and non-profit actors and by fostering smart, inclusive and sustainable development.

Needs / Objective for the mainstreaming process

In the current framework of the future of cohesion policy, the cross-border maritime cooperation can change and could be included in the transnational cooperation component, but negotiations are in progress. The mainstreaming process was considered as a means to prepare future programmes, especially concerning the following issues:

- To provide thematic inputs to potential applicants to 2014-2020 IPA Italy-Albania-Montenegro last call for projects (sustainable tourism development (innovation, SMEs...))
- To provide some inputs in terms of sustainable tourism for Mediterranean hinterland areas located in Montenegro, Albania, Molise and Puglia.
- To provide inputs for the preparation of post 2020 programming (Interreg, national or regional programmes) and for EUSAIR strategy (sustainable tourism development (innovation, SMEs...))

The mainstreaming process will be influenced by the future geography of cooperation programmes that is not settled yet.

SPAIN: Valencia Region

Profile

Dirección General de Fondos Europeos, Generalitat Valenciana (Government of Valencia Region)

Needs / Objective for the mainstreaming process

- To use past and ongoing ETC projects to promote sustainable tourism and better manage resources in the Valencia Region (water, waste...).
- To improve relationships between local/human activities and tourism

- Sub-themes Panoramed: Sustainable tourism; Waste management; Water management; Cultural heritage; Cruise tourism; Fishing tourism

FRANCE: Region SUD Provence-Alpes-Côte d'Azur

Profile

The Region SUD Provence-Alpes-Côte d'Azur is fully responsible for the management of ESIF programmes over the period 2014-2020 and notably:

- Regional ESF/ERDF operational programme
- Interregional operational programme of Alps region

Representatives from the department of "European affairs" and "Mountains unit" are involved in the experimentation.

A future involvement of the tourism department and/or innovation could be envisaged according to the final project, basis for the mainstreaming action.

Needs / Objective for the mainstreaming process

- To use projects outputs to support the development of hinterland as an alternative to coastal mass-tourism. The territorial approach developed rests on the concept of "nearby valley areas" (*espaces valléens*) and is based on the development of new sustainable tourism products in these valleys areas.
- To feed the reflections on sustainable tourism issues in the framework of the preparation of the future interregional programme concerning the Alps area.

SLOVENIA: Government Office for development and EU Cohesion Policy managing authority for Objective 1

Profile

The Government Office is fully responsible for the management of ESIFs over the period 2014-2020. Representatives from the two departments "Cohesion Policy Office" and "ETC and financial mechanisms office" are involved in the experimentation.

Needs / Objective for the mainstreaming process

- To use past and ongoing experiences to promote innovative approach to sustainable tourism and smart specialisation and preparer post-2020 programmes
- Contributing to the next Slovenian Smart Specialisation Strategy
- Up-dating and adapting tourism-oriented policies and national and potentially local level

Field of intervention: development of targeted, specialised, customized and innovative tourism products and services tailored to individual needs and wishes, such as: technological solutions for sustainable use of resources in accommodation facilities, enhanced quality of tourism-related services). To enhance professional skills and hospitality in the tourism sector

2.2. Methodology used to implement and monitor the mainstreaming process

The Mainstreaming process has been implemented starting from a methodology produced by Emilia-Romagna Region / ERVET for the PANORAMED project¹. This methodology was based on the principle of “evidence-based policy” whose objective is to provide concrete and verifiable justifications for the definition of policy orientations (operations already implemented, identification of gaps and growth opportunities, etc.).

This approach has then been completed during the following steps with the conception of tools and coordination activities between potential “takers” and “givers” involved in this process. Other methodological documents produced by EU programmes have been consulted to implement the experimentation².

a. Context analysis

In order to launch mainstreaming and transfer activities at transnational level, it was necessary first to have a clear picture of the share of responsibilities and competences of local, regional and national institutions in the different member states in the field of maritime surveillance and coastal and maritime tourism. This analysis would help to identify the most relevant targets for the transfer process and see what type of cooperation could be implemented between ETC programmes, regional programmes and other public policies in the Mediterranean area.

To do so, the following documents were designed:

- A **synthetic table of the administrative division in EU Member States and IPA countries** involved in PANORAMED (organisation of municipalities, counties/provinces and regions).
- The **mapping of competences** between national, regional and local authorities in EU Member States involved in the PANORAMED project. The objective of this analysis was to specify how institutional competences were shared in each country in the main intervention fields of PANORAMED and who were the institutions in charge (Maritime Surveillance and coastal and maritime tourism).
- The **mapping of ESIF managing authorities** in EU Member States involved in the PANORAMED project. With this mapping have been identified the ESIF programmes (EU thematic programmes, national programmes and regional programmes) especially connected to PANORAMED thematic priorities and intervention area.
- The **mapping of thematic orientations of ESIF programmes** according to PANORAMED thematic Priorities. This analysis highlights more specifically for each programme the degree of involvement in PANORAMED priorities and sub priorities.

Additionally, experts produced:

- A description and planning of the modalities of elaboration of post-2020 EU programmes
- A proposal of modalities of intervention in order to consider the results of projects in mainstreaming activities

¹ Mainstreaming methodology, Region Emilia Romagna / ERVET, January 2018.

Methodologies for data collection and for evaluating project results, Region Emilia Romagna / ERVET, February 2018

² Guide to Transfer Networks, Phase 1, URBACT, 2017

This work of mapping helped to identify in each country the different types of institutions that could be involved in the transfer process (according to thematic priorities) and to identify the most relevant programmes for the transfer process.

The limit is that these classifications remain general and that many other possibilities of connections between potential “takers” and “givers” exist. Within “takers” administrations, it is also necessary to identify relevant departments, services, and the relevant person to be involved in a transfer process, which proved to be a complex task in the different experimentation areas.

The table below describes the “potential of mainstreaming” taken from this overall analysis. It states clearly the importance of regional programmes in the field of coastal and maritime tourism and the importance of national programmes for maritime surveillance.

		National Programmes / Authorities	ETC programmes	Regional Programmes / Authorities
Maritime Surveillance	Maritime safety	Maritime safety	Maritime safety	
	Marine environment	ICZM / Fisheries	ICZM Marine protected areas	Environment Biodiversity
	Multimodal/maritime transport	TEN Networks	Intermodality Connections	Intermodality Ports
Sustainable Coastal Tourism	Maritime transport / tourism cruise	Transport policy	Tourism	Tourism
	Integrated coastal and maritime tourism	ICZM	Integrated coastal tourism	Tourism
	Innovative and sustainable tourism offerings	Economic development	Innovative coastal tourism	Tourism



Potential of Mainstreaming between ETC programmes and other programmes and public policies

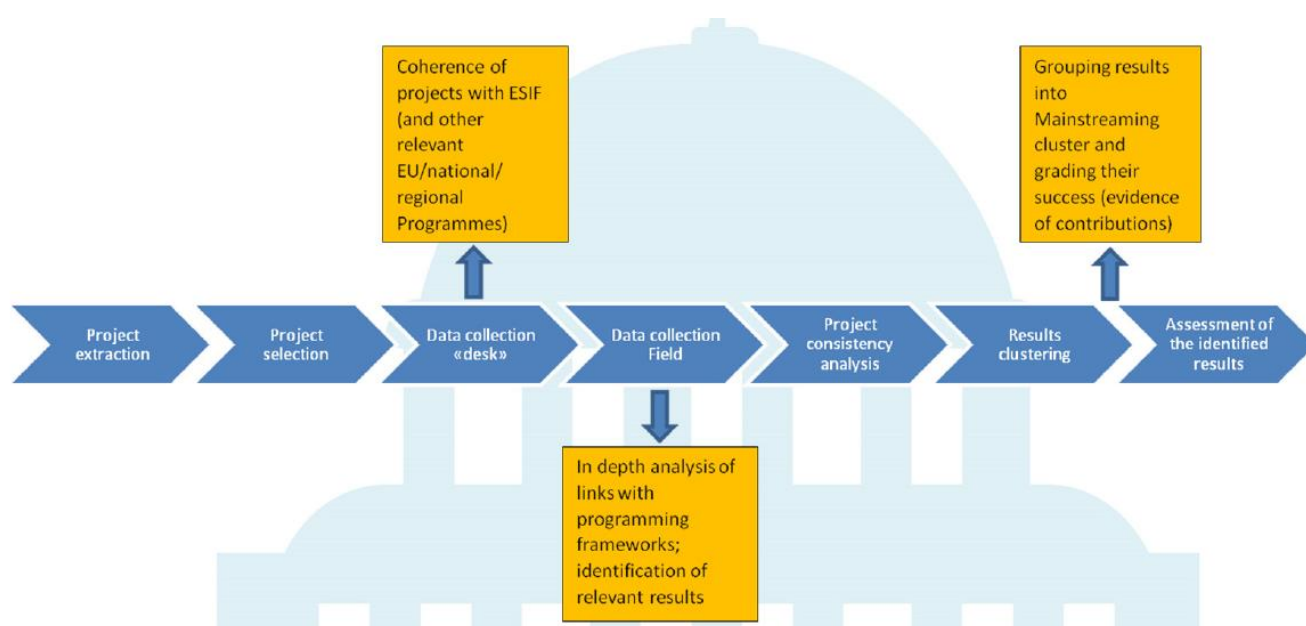
b. Projects analysis

One major objective of the Mainstreaming process was to explore how results generated by the transnational MED programme (and other EU programmes) could be used to improve ongoing and future programmes and public policies (UE, national, regional public policies).

In that perspective, an initial in-depth analysis of INTERREG projects has been conducted by PANORAMED thematic working groups with the support of national thematic experts.

These working groups were focused on coastal tourism (TWG5) and maritime surveillance (TWG6). The project analysis was based on the methodology proposed by ERVET with the following main steps:

Figure 1: Capturing Mainstreaming results process



More than 100 projects have been analysed from 2007-2013 and 2014-2020 programmes:

Transnational programmes:

- MED programme
- ENPI-CBC Mediterranean Sea Basin
- South East Europe
- South West Europe
- INTERREG Europe

Cross border programmes:

- Italy Croatia
- Greece-Cyprus
- Italy France
- IPA Adriatic CBC

Other programmes:

- 7th Framework programme (EU CISE 2020)

- Horizon 2020 (CLOSEYE)
- DG MARE (BlueMassMed)
- EMSA (MARES, SAFEMED, SafeSeaNet)
- EASME / EMFF (SIMWESTMED, SUPREME)

This analysis has been necessary to identify the main fields of intervention of EU programmes and projects and highlight significant outputs. It was also a source of information about projects implementation and the way these projects implemented their own capitalisation and mainstreaming strategies.

One difficulty related to the analysis and use of projects implemented during the last programming period (2007-2013). It appeared that outputs produced by past projects were often “outdated” for the potential “takers” and that it was necessary to put a specific attention on recent or even ongoing project. This situation showed the necessity to shorten the period between the production of outputs and their reuse by other institutions and in other territories, which necessitated a closer relation between “givers” and potential “takers”. The availability of “givers” is also a strong issue with projects achieved a few years ago with important difficulties to find contacts and people still able to provide concrete information and outputs.

c. Elaboration of working documents

The implementation of the Mainstreaming process requires the identification of relevant outputs, “takers”, “givers” and the setting up of a coordination process.

To do so, the external assistance drafted methodological tools that have been used all along the transfer process.

■ Diagnosis Note

- The objective of the Diagnosis Note is to draw a synthetic presentation of the situation of each partner (“takers”) on the priority themes and to highlight their concrete needs on these specific themes. To draft this note, experts shall collect information gathered during the collective meeting and during interviews made with each partner (or coming from other actors, institutions, documents...).
- The main added value of this document was to clearly identify the “takers”, highlight their needs, and provide first information on projects and outputs that could be used to meet these needs.

■ Road Map

- The objective of the Road Map is to identify the main steps, activities, expected deliverables, the institutions involved, the timeline that each “transfer team” will implement during the experimentation. It defines a tailor-made support provided by external experts in order to ease the transfer process.
- The road maps provide general information on the transfer logic and on the expected results of the mainstreaming process. They had however to be regularly up dated due to the difficulties to identify final outputs and final “givers” for the transfer processes.

■ Transfer Plan

- Transfer plan aims at supporting and coaching step by step the institutions involved in the experimentation. They contain a detailed analysis of the outputs and results targeted for

the transfer activities, a baseline analysis of the context of each partner and recommendations and action plans for the operational transfer.

- The transfer plans are complementary to the road maps. One must keep in mind that the nature of the outputs used for the transfer has a strong influence on the transfer activities and that the evolutive relation between the “takers” and the “givers” can make difficult the use of a too descriptive and standardise template. This should be adapted form one case study to another.

■ Logbook

- The Logbook constitutes a monitoring and evaluation tool where each “coach” can note the different steps achieved, the good practices and difficulties encountered. In an experimentation process, it is a key document to keep record of the experiences, identify what “to do”, “not to do” and share these experiences with other partners and territories.
- The logbook will be important for the monitoring and evaluation process and the update of evaluation reports in March and September 2020.

d. Identification of potential “takers”

Identification of key partners

The “takers” have been identified in cooperation with MED programme Member States. The selection process was influenced by the strategic orientations of PANORAMED, whose Thematic Working Groups were focused on Sustainable tourism and Maritime surveillance.

In coherence with the “context analysis”, it appeared that relevant authorities could be at regional and national level for tourism activities. In the case of Maritime surveillance, national authorities play a stronger role.

For both themes, the objective was to identify institutions that could contribute to “mainstream” or “transfer” projects results to future programmes or public policies (regional or national public policies and programmes).

In the field of Sustainable tourism, “Takers” are mainly Regional authorities that have specific competences on this issue and that are also often Managing authorities of INTERREG and/or regional operational programmes (Emilia Romagna Region (Italy), Puglia Region (Italy), Valencia Region (Italy), Region SUD Provence-Alpes-Côte d’Azur Region (France)).

In the case of Slovenia, programmes are managed at national level, which led to have a direct contact with national authorities (the Government Office for development and EU Cohesion Policy managing authority in that case).

In the case of Greece, the choice of Maritime surveillance for the mainstreaming process led to identify the Ministry of Maritime Affairs as the main partner.

Identification of operational partners

During the discussions with these partners, it appeared that within the regions or state administrations, specific departments or services should be involved as operational targets of the transfer process (department in charge of tourism, of surveillance...).

The mobilisation of these departments was not “automatic” as it was necessary for them to understand the added value of INTERREG projects outputs. They had also to find time and human resources to get involved in the transfer process.

This situation showed that the involvement of “takers” depends on many criteria, that it requires availability, a clear expression of needs and a good understanding of the added value that could be taken from INTERREG projects.

e. Matching between the offer side and the demand side

The difficulties encountered to identify the operational takers within regional and national institutions had a direct impact on the choice of the outputs to be transferred, as different services (or different institutional levels) might have quite different priorities and needs.

For this reason, the choice of outputs to be transferred has often been much more time consuming than expected. Operational takers also expressed expectations and needs that did not always match with the list of INTERREG projects and outputs identified at the start of the mainstreaming process. It was then sometimes necessary to explore other programmes and other types of projects to find more relevant ones. The “Takers” contributed to this, sometimes expressing their own choice about projects they have been in contact with.

f. Mobilisation of “givers” and involvement in the mainstreaming process

In parallel to the discussion with takers and the identification of relevant projects and outputs to be transferred, first contacts were made with the project partners (“giver” side).

These contacts proved to be easier and more constructive when “takers” and “givers” already knew each other, had direct connexions or have already been working together.

In other cases, “givers” could have difficulties to understand what they would get from such a cooperation and did not feel committed to share the results of their projects. For some projects, “givers” answered that they did not have time and that without additional resources they could not take part to the process.

In most cases, the concrete mobilisation of “givers” has been a long process and showed the necessity of a better information and better preparation of projects beneficiaries to share their results.

2.3. Main steps since the start of the mission

Since the start of the mission on April 2018, the implementation of the Mainstreaming activities can be summarised as follow:

2018	April	Start of the Mainstreaming activities; Kick of meeting in Marseille
	April	Presentation of the Mainstreaming methodology to the PANORAMED Meeting in Roma
	From May	Conception of the working documents (Diagnosis note, Road Map, Logbook, transfer plans)
	June	First Intermediary report with context analysis (mapping of competences, managing authorities, thematic orientation of ESIF programmes, preparation of post-2020 programmes, modalities of intervention, identification of target groups)
	4th and 5th July	Participation to the 3 rd steering meeting of PANORAMED in Tirana (presentation of the first intermediary report)
	3rd October	Collective meeting in Roma with the “Takers”. Exchanges on their needs, priorities and on the mainstreaming methodology (presentation of the working document, start of the drafting of Roadmaps)
	October – December 2018	Drafting of the diagnosis notes and roadmaps
2019	April 2019	Presentation of Mainstreaming activities to PANORAMED capitalisation Meeting in Thessaloniki. Exchange with the Horizontal projects about future Mainstreaming perspectives
	March to June 2019	Organisation of bilateral meetings with the partners
	September 2019	Interviews with “takers” and “givers” about the implementation of the experimentations (part of the evaluation process)
	15 October 2019	Collective final meeting in Marseille: presentation of the work done by each partner; collective discussion on the good practices and difficulties met during the experimentation process
	24-25 October 2019	Presentation of the experimentation (case study of Valencia) during the event Med 4 You in Athens (24 th)

		Organisation of a Mainstreaming day (25 th). Presentation of the mainstreaming methodology to the Horizontal projects and presentation of national mainstreaming experiences in different EU countries (Portugal, Italy, France...)
	15 November 2019	Submission of the final report with preliminary recommendations
2020	March 2020	First update of the evaluation report
	September 2020	Second update of the evaluation report

3. ACTIVITIES IMPLEMENTED WITH EACH EXPERIMENTATION PARTNER

3.1. Projects and outputs used for mainstreaming experimentations

Discussion with the six mainstreaming partners, the identification of projects and the contacts with potential givers led to the identification of key projects and outputs relevant for the transfer process.

These projects and outputs are detailed hereafter for each partner:

GREECE: MINISTRY OF MARITIME AFFAIRS AND INSULAR POLICY

In Greece, the discussion with the Ministry of Maritime Affairs and with the main givers (Hellenic Centre for Maritime Research (HCMR) and the University of the Aegean) led to the identification of the following projects for the transfer of Maritime Data to the Hellenic Coast Guards Operation Centre:

- MESMA (7th Framework Programme), PERSEUS (MED 2014-2020), PORTODIMARE (ADRION), MARISCA (European Environmental Area Financial Mechanism), PROTOMEDEA (DG MARE), ECOAST (COFASP), AMARE (MED programme), i4Sea.

The Hellenic Centre for Marine Research will provide selected bathymetric data and data appropriately processed and derived from the EMODNET database, ready for application in the WebGIS platform on a Mediterranean scale.

Will also be provided processed outcomes and data from the Institute of Marine Biological Resources about the fishing pressure coming from trawlers and purse seines. The initial input of this data is originated from the Ministry of Maritime Affairs (fisheries control Directorate).

Selected periodic fishing footprints data will be given in terms of potential coastal fishing control (through MCDA tool).

Finally, data will be given for mapping periodic distribution of fishing fleet at a national range (also restricted use by professionals within the Ministry - not open data).

ITALY: EMILIA ROMAGNA REGION:

Two projects have been identified with the Emilia Romagna Region for the transfer process:

CASTWATER (MED 2014-2020)

In short, the project provide clear indications on the needs of companies to improve the water management system of their facilities and consequently this allows to activate 1) processes for updating and adjusting the contents of the calls for proposals to the needs of the territories and 2) improvement of regulations or implementation of procedures.

The outcomes of the project that led to this output are:

- Evaluation toolkit for SMEs to monitor & assess sustainable tourism water management
- Capacity building resources for public authorities on sustainable tourism water management
- Validated & tested online tool to monitor performance on “Sustainable tourism water management”
- Transferability plans for public authorities and tourism stakeholders of the partners' areas.

CO-EVOLVE (MED 2014-2020)

The Co-Evolve “Tourism Sustainability Toolkit” (D-13.6.2), or Coastal & Maritime tourism sustainability toolkit, is a set of indicators to evaluate the sustainability of tourism in coastal a maritime destination.

It is developed by selecting from the ETIS structure and tuning up a number of dedicated indicators to propose an ETIS-coherent Coastal and Maritime Tourism Sustainability Toolkit (D-13.6.1b), and basing on a methodology of analysis on types of destinations (D-13.6.1a) by Threats & Enabling factors for the development of sustainable tourism.

The “Tourism Sustainability Toolkit” includes 4 main indicators groups by:

- A) Destination management;
- B) Economic value;
- C) Social and cultural impact;
- D) Environmental impact.

The Sustainability Toolkit the individuates supplementary indicators for C&M tourism by destination type, all these described by selected indicators of the main groups from A) to D):

- 1) Beach/maritime tourism;
- 2) Nature/ecotourism;
- 3) Urban/cultural tourism;
- 4) Cruising;
- 5) Recreational boating.

The proposed toolkit copes with the needs of administrators and authorities dealing with and coastal and maritime tourism touristic destinations, but also touristic destinations managers, to have a friendly and customized tool for the self-assessment and the survey of tourism sustainability performance of their destinations according to ETIS model.

According to ETIS, the establishment and the regular work of a Stakeholder Working Group is required for the definition of the “destination” profile, the targets each indicator will head towards and the assessment/discussion of the indicators implementation outcomes, aiming at focusing priorities and planning relevant actions to improve tourism sustainability.

Ideally, all the indicators should be regularly monitored, but not all destinations will be able to obtain all the data required from the outset. This should not prevent them from starting the process of sustainability monitoring as collecting some data can help to establish the process, secure a link into the ETIS and lead to better information gathering (EC, 2016).

ITALY: PUGLIA REGION WITH ALBANIA AND MONTENEGRO AUTHORITIES

After several discussions, CO.CO.TOUR project has been identified by the Programme Monitoring Committee as potential project, whose results could be useful for the future IPA CBC Italy-Albania-Montenegro programme and for its main countries partners.

Co.Co.Tour project aims to guarantee a smart, inclusive and sustainable growth of the coastal communities in the target areas through a development of a cross-border model of cooperation based on heritage enhancing and tourism innovations. Starting from the example experience of Tricase Port Museum (IT), project creates two new eco-museum realities in Albania and Montenegro that become

dynamic centres for their communities on discovering and enhancing the material and immaterial heritage of coastal territories (sea traditions, cooking and local products, old crafts, flora and fauna, languages, sailing etc.) and developing its accessible and sustainable tourist offer.

The cooperation model will increase a cross border governance of the involved territories, sharing approaches, strategies and management standards, allowing heritage's identification and safeguarding and developing a community tourism offer based on diversification, de-seasonalisation, target enlargement (young, foreigners, disabled), quality and accessibility of the services. Exactly Community Tourism represents a growing and sustainable market strategy that combines quality of the service with an authentic encounter with the community and its heritage making local people kind of land managers of their coastal territory.

The project will activate a community tourism package for each territory by improving organizational and promotional capacity, activating public and dynamic eco-museums centres, improving accessibility of spaces and services by upgrading structures, developing web and ICT devices join with graphic and narrative tools in order to increase attractiveness and tourism competitiveness.

This projects results could contribute to:

- a diversification of the tourism offers for coastal municipalities
- the conception of a new cultural product (eco-museum)
- the definition of a methodology (See. First deliverable: guideline) involving local stakeholders/community, which can be re-used for the development of others tourism products

SPAIN: VALENCIA REGION

With the Region of Valencia, three INTERREG projects have been identified for mainstreaming activities:

ALTERECO (MED 2014-2020): Awareness campaign to improve the quality and comfort of tourist apartments

The number of overnight stays at private accommodation (second homes, rental dwellings, family and friends) in Comunitat Valenciana Region is estimated in 120 million, 76.7% of the total. This feature is accompanied by low accommodation quality and maintenance, which attracts low economic profile tourism.

In this context, the *Valencian Ministry of Housing, Public Works and Vertebration of the Territory*, in collaboration with the Valencian Institute of Building (IVE), within the framework of the ALTER ECO Interreg MED project, is **opening a new line of research in the field of urban regeneration through the promotion of improved comfort in the building stock of tourist dwellings in the Valencian Community.**

In order to improve the comfort of tourist rental dwellings, a series of tools were designed to provide information on possible improvements to the quality of existing tourist accommodation and, where appropriate, to refurbish them properly, in order to provide accommodation adapted specifically to the needs of the Mediterranean tourism sector. The goal is to improve sector competitiveness and reduce the seasonality of Valencian tourist destinations.

The final objective was to improve tourist dwellings and apartments, offering easy-access tools to help owners and managers assess possible areas of intervention and, where appropriate, refurbish them properly.

The set of tools designed to promote improved comfort in tourist dwellings consisted of:

Tourist dwellings Design Guide: a free document that offers a voluntary guide that complements applicable regulations to improve tourist dwellings so as to plan the most convenient improvements required in each case under set standards. The guide includes advice on thermal comfort, acoustic comfort, Accessible design, and sustainability and space quality.

Self-assessment questionnaire: a short self-assessment questionnaire addressed to owners to discover the potential for improving tourist dwellings. The owner must answer a few simple questions in order to discover the level of comfort, sustainability and accessibility of their home. Upon completing the questionnaire, the user is offered a series of useful tips.

At www.mejoratuviendaturistica.com the guide and the self-assessment questionnaire can be freely accessed and used.

CASTWATER (MED 2014-2020): Sustainable tourism water management in Med coastal areas

Improving the monitoring and assessment of the water sustainability performance of the tourism sector, by delivering learning and knowledge resources for public administrations, and **online monitoring tool for SMEs on sustainable tourism water management**.

Water demand management measures can be applied in order to achieve water consumption reduction and can help hotels reduce the amount of water consumed per guest per night by up to 50%.

CO-EVOLVE (MED 2014-2020): Promoting the co-evolution of human activities a natural system for the development of sustainable coastal and maritime tourism

Two outputs have been identified:

- **An ECO-cruise tool developed in order to evaluate the impact of cruise activities within ports and city areas.**

The proposed ECO-cruise tool has been designed for measuring specifically aspects related to their **socio-economic and environmental impact**. In addition to its theoretical description, a **practical application has been conducted to assess the cruise tourism impact on Valencia (Spain)**.

- **The Action Plan** including recommendations to contribute for increasing economic impacts of cruise activities and reducing their carbon footprint.

TOURISMED (MED 2014-2020): Fishing tourism business model to implement touristic itineraries

New fishing tourism business model in coastal areas to promote sustainable fishing tourism and to foster the preservation of the marine environment and the traditional fishing culture across the Mediterranean Sea. Training activities for fishermen, adaptation of the fishing boats, permitting process and pilot tests have been carried out in the framework

FRANCE: REGION SUD PROVENCE-ALPES-CÔTE D'AZUR REGION

The work done with the Region SUD Provence-Alpes-Côte d'Azur led to identify two Med project for the mainstreaming process:

MEET (MED 2017-2013) and DESTIMED (Med 2014-2020)

The project aims to:

- convince Mediterranean stakeholders to move forward from "sea, sand and sun" to an alternative touristic product based on sustainability, climate change anticipation and on low-seasons period. ...

- support the development of destinations/new slow tourism packages through new sustainable touristic packages;
- be able to measure sustainability of these destinations;

Deliverables

- Updated MEET manual (DESTIMED manual) to support protected areas to design and develop ecotourism packages (including commercialisation and pricing step);
- Protocol for ecotourism products – Mediterranean protected areas;
- Monitoring tools and ecological footprint calculator of tourism packages.

SLOVENIA: GOVERNMENT OFFICE FOR DEVELOPMENT AND EU COHESION POLICY MANAGING AUTHORITY

The selected project is **VIVIMED - Innovative services for the development of the tourism supply chain in the hinterland of the Mediterranean area.**

It is co-financed by the Programme: INTERREG V-A Italy - France (Maritime) 2014 - 2020

Under Thematic Objective: (3) enhancing the competitiveness of SMEs **Investment Priority:** (3d) supporting the capacity of SMEs to grow in regional, national and international markets, and to engage in innovation processes

VIVIMED project has created a network of dynamic and responsible actors, able to develop an innovative eco-friendly tourism offer, built around a public-private governance model which reinvigorates the Mediterranean hinterland regions, currently marginalized despite their great potential.

Through strategic and participatory plans in all selected territories, the project has sustained the untapped potential and territorial synergies as elements on which build innovative strategies of sustainable tourism in the Mediterranean hinterland, and this at several levels:

- *Architecture and sustainable home in historic villages*
- *Authentic and diverse tourist offer*
- *Experiential and active tourism*
- *Advantages of the typical products: link with the specificities of the territory*
- *The territorial synergy as opportunity to improve the competitiveness of the tourist offer and the skills of the tourism sector.*

The focus is on the two following output/approaches drawn from VIVIMED project:

- OUTPUT 1: public-private governance model for the promotion of sustainable tourism in the Mediterranean hinterland
- OUTPUT 2: capacity building of local/regional actors, especially small and micro enterprises (development of skills, workshops, coaching)

3.2. Operational transfer of outputs

The overall implementation of the Mainstreaming and the transfer of outputs took more time than expected due to the following main reasons:

- The project analysis delivered by PANORAMED Thematic Working Groups was not fully completed at the start of the mainstreaming process and the available information not always enough updated to be used
- Additional time was needed to identify operational takers within the administration of the 6 partners and to get them concretely involved
- The identification of relevant projects had to be adapted according to the profile of the takers and additional projects had to be taken into account
- Potential “givers” were not always available or willing to participate to the mainstreaming process. Time was needed to communicate and get them involved in the experimentation
- Lack of information on post-2020 programming (difficulties in contributing to future programmes when regulations are not yet finalised)

For these reasons, operational transfer of outputs could only start in October 2019. These transfers require time (political, administrative, technical constraints) and complementary evaluations will be done in March and September 2020.

As of November 15th 2019, the process is as follows:

GREECE: Ministry of Maritime Affairs and Insular Policy – Special service of EU Fund Management

Outputs detailed in part 3.1. of the report have been clearly identified with a cooperation between the Hellenic Coast Guards Operation Centre & Joint Search and Rescue Coordination Centre (JSRCC) (TAKER), the Hellenic Centre for Marine Research and the University of the Aegean (GIVERS).

Some maps have already been transferred from the HCMR to the Coast Guards Operation Centre. However, raw data are also necessary to feed the Web GIS Platform. These data are being prepared by the HCMR and the University of the Aegean and shall be transmitted in the following weeks to the Coast Guards Operation Centre.

Then, this Centre will have to test the integration of these data in his Web GIS platform and see if adaptation, modifications are necessary. This shall be done in the course of the year 2020.

Update March 2020

State of play of the transfer process

Data and maps have been transferred from the HCMR and the University of the Aegean to the Hellenic Coast Guards Operation Centres. However, these data do not always comply with the needs of the Operations Centres and cannot be fully used.

Stakeholders continue to exchange about data that could be transferred.

Noticeable effects

The most noticeable effect of the mainstreaming is the relationship that has been initiated between the partners, and especially within the State administration itself (cross-sectoral cooperation).

One of the main consequences is the involvement of these partners in the OSMoSiS strategic project.

For the moment, the operational transfer of data does not have strong impact on the national Web GIS platform.

Lessons learnt

The initial identification of outputs and givers was not fully relevant for the transfer process. However, the interest of the mainstreaming is to have initiated an exchange process between institutions that has developed their own exchange strategy. The mainstreaming process can then take a form that was not initially planned (new kind of cooperation with strategic projects for example)

ITALY: Emilia Romagna Region: Department in charge of EU programmes coordination

The two projects identified for mainstreaming (COEVOLVE AND CASTWATER) participated in the physical meeting held in May 2019 in Bologna. That meeting gathered all involved stakeholders: the receiver, several projects, the sectorial departments dealing with tourism at the region, ART-ER³, and representatives from Region SUD Provence-Alpes-Côte d’Azur and the consultant.

Discussions allowed to conclude which were the type of outputs most relevant for the region and more feasible for mainstreaming.

Once the outputs were agreed, the next step was to provide a presentation of the outputs suitable for mainstreaming purposes. The aim was to draft a mainstreaming document that would be circulated among the programming authorities in due time, so that they could consider taking the outputs into account.

A questionnaire was sent to the two projects, and bilateral and trilateral (region/ART-ER, project and consultant) meetings were held to make sure there was a common understanding of the outputs and the feasibility of the mainstreaming.

One of the main conclusions of those meetings was that mainstreaming does not necessarily happen at the programming phase. It may also be the case that a good practice from a project is considered during the implementation of a programme rather than during the programming. For example, good practice could inspire the drafting of terms of reference when issuing calls rather than the contents of a specific theme in the programme.

The drafting of the mainstreaming document is ongoing. The aim is to have it ready for the moment in which the programming will start. The Department in charge of EU programmes coordination is well involved in the overall programming process in Italy, which will facilitate the identification of the key persons or authorities that could get the document and the effective transfer of it.

Update March 2020

State of play of the transfer process

The emergency situation due to the coronavirus crisis has put the post-2020 programming on hold in Italy. Efforts now concentrate on the reprogramming of 2014-20 programmes to face the emergency.

³ ART-ER Attractiveness Research Territory is the Emilia-Romagna Joint Stock Consortium that was born in May 2019 from the merger of ERVET and ASTER, two of the main regional development agencies.

Probably, the 2014-20 period will be extended for one more year. On the other hand, the socio-economic analysis which is the base of the programming will change due to the crisis. Therefore, the programming is on hold until the situation is clearer.

Besides, the administrative activity is also affected by the emergency.

In this context, the mainstreaming document will be circulated both to the programming bodies and the implementation bodies as soon as the administrative activity is back to normality.

Noticeable effects

So far, no effects have been detected.

Lessons learnt

The identification of relevant persons at the taker level is key for the success of the transfer. In this case, the identified persons combine both the knowledge and network regarding the programming, and also the competent bodies in charge of sustainable tourism.

In addition, it is key to involve the technical staff in the day-to-day development and monitoring of the mainstreaming to ensure the continuity in the process.

ITALY: Puglia Region in cooperation with Albania and Montenegro Authorities

After several exchanges, the CO.CO.TOUR project has been identified during the monitoring committee of June 2019 to be the base of the mainstreaming activities in the framework of the IPA CBC programme involving Puglia and Molise regions, Albania and Montenegro.

A detailed presentation of the CO.CO.TOUR project results has been done through a webinar with Albania and Montenegro. If the results seem to be interesting and answering tourism challenges of Albania and Montenegro, it seems difficult to envisage the next step of mainstreaming process without a clearer vision of the future of the cooperation programme. At the moment, no discussions have been organised about the next programming period. Probably, the mainstreaming experimentation in the framework of this programme should wait for these first discussions to move forward.

Update March 2020

State of play of the transfer process

- The transfer process is stopped. If the CO.CO.TOUR project provided interesting outputs, it was not enough to envisage a change of policy or to feed the future cooperation programme. Moreover, it doesn't answer really to the challenge of the development of sustainable tourism during low season (what has been identified as a priority for Montenegro and Albanian tourism stakeholders).
- At the programme level, the JS is always available for the mainstreaming process, but perspectives are difficult to envisage in terms of mainstreaming. The elaboration of the future programme has begun: a survey has been launched to identify the future policy objectives. The first results are the following: the green tourism is the second priority that have been selected by stakeholders (in the framework of the PO 5).

Moreover, an evaluation should be carried out from the end of 2020... This exercise shouldn't feed the preparation of the future, according to the difference of timeline.

Finally, the list of approved projects from the last call has been published in the website: 8 projects in the field of sustainable tourism have been selected. Few of them have integrated a capitalisation part.

Noticeable effects

No effect

Lessons learnt

A methodological problem. **It's difficult to envisage that one project's output could feed a public policy and/or the future Cooperation programme.** Moreover, even if the CO.CO.TOUR project provides very interesting outputs and has been chosen by the Monitoring Committee, it is not strategic enough for a complete mainstreaming process.

SPAIN: Valencia Region

The regional working group on tourism (active before the mainstreaming experiment) hosted the activities of Panoramad from the beginning. The region (EU and sectorial services), a variety of projects dealing with tourism (but also energy, innovation and other related topics) and other connected stakeholders held several meetings from December 2018 to April 2019.

During the meetings, the most adapted and mature outputs for mainstreaming were identified. 4 projects were selected: COEVOLVE, ALTERECO, TOURISMED and CASTWATER.

The meetings also allowed to discuss among all participants which steps to take to make mainstreaming effective. Two types of activities were agreed: on the one hand, the drafting of a mainstreaming document with relevant and structured information on the outputs identified. That document would then be circulated among the programming authorities when the programming process would start.

On the other hand, the mainstreaming to the local level was agreed. Led by the initiative of Altereco, the projects would organize meetings with municipalities to explain the technicalities of their outputs and see if these municipalities would integrate some of them into their local policies. One meeting of was organized in Oropesa del Mar together with the technical staff in charge of tourism. The outputs of the projects were presented, and they all had the chance to discuss technicalities and the transferability of the outputs.

In addition, Altereco has had continuous contacts with the municipality of Gandia, and this municipality has expressed its interest in drafting local regulations to include the recommendations concerning the renovation of touristic apartments.

As of November 2019, the mainstreaming document is finalized, both in Spanish and English. The Director General of EU Funds is aware of it and ready to send it to the programming authorities of the regional ERDF programme when the process will start.

Update March 2020

State of play of the transfer process

The two levels of mainstreaming (regional and local) have continued to follow different paths. On the regional level, mainstreaming actions are waiting to have a clearer perspective on the programming process. The programming on ERDF programmes has not made significant progress to our exercise, and probably the current coronavirus crisis will delay the process even further.

Therefore, the mainstreaming document has not been circulated to the programming authorities yet.

Nevertheless, the local mainstreaming actions have continued their course. Tourismed is involved in high-impact communication actions. Their specific activity on the enlargement of economic activities of fishermen has been selected by DG Regio as one of the flagships for the celebration of the 30 years of Interreg.

On the other hand, CASTWATER has reported a major achievement. As a result of the project, the Valencian partner (Turisme València) has transferred the methodology to implement and monitor water saving actions (for touristic purposes) to the water supply company in Valencia (Global Omnium). A strategy for sustainable tourism will be drafted as a result of the project, and for this an observatory for sustainable tourism has been created.

Noticeable effects

The creation of the observatory illustrates the mainstreaming action implemented and allows for the actual insertion of the CASTWATER outputs in the management of water supply for the city of Valencia. The city has a population of almost 800.000 inhabitants and the last official statistics (2018) point to a global figure of 2 million tourists per year.

Lessons learnt

Projects in the experimentation have been particularly active in finding ways to insert their outputs among local authorities and bodies. The examples of CASTWATER and ALTERECO show both the efforts and the success of the transfer.

Other projects have tried the various tools at their disposal to make project outputs known and sustainable. Communication actions (like the Tourismed ones) may be the first step to actual insertion of the outputs in public policy.

In any case, the partners in these projects are stable bodies with stable specialised staff who is involved and ready to mainstream even though the project has come to an end.

The mainstreaming at regional and national level is conditioned by other factors (the programming progress among other) and is taking longer time than expected.

In all cases, **it is key to have staff in charge of the mainstreaming activities**. In the case of projects, it may be easier to have those persons well identified, as the strive for sustainability of outputs is usually part of the project activities.

In the case of mainstreaming at regional level, dedicated staff has been appointed to follow this PANORAMED activity, but it may be more difficult to find dedicated staff in the medium or long term and the continuity of the staff is key for the success of the exercise.

FRANCE: Region SUD Provence-Alpes-Côte d'Azur – European Affairs Directorate

The transfer of outputs of MEET and DESTIMED projects are on progress.

At the local level: the Azur Mercantour valley area (and more particularly the Valberg Tourism office) will use the DESTIMED outputs (method and especially the creation of local tourism clusters, the conception of packages, their promotion and commercialization and the tool measuring the ecological footprint of tourism packages) for the development of a new tourism product. It is called "geological week-end in the red rocks". They have still created a local ecotourism cluster, identified the content

and the targets, and calculated the cost. They need now to brand it, to communicate, to commercialize it and to check its sustainability.

At the interregional level coordinated by the Regional Council, two main activities are planned:

- Dissemination of the Azur Mercantour experience among the interregional network of valleys areas, as a source of inspiration for others, in particular those close to the coast, so as to increase the leverage effect of the transfer process.
- Exchanges to feed the on-going work for the writing of the Interregional convention of alpine region (CIMA- 2021 -2027) and the interregional part of the future ERDF Operational programme of the Region SUD Provence-Alpes-Côte d’Azur.

At the regional level, the Region SUD Provence-Alpes-Côte d’Azur has just defined an organisation of internal departments to prepare the future operational programme. The PANORAMED experimentation could feed the working subgroup linked to sustainable tourism issues.

Update March 2020

State of play of the transfer process

At local level: the Tourism office of Valberg located in the nearby valley Azur Mercantour is implementing a new packaged hiking tourism product based on sustainability principles and on low-season period. To develop this, they follow the DESTIMED project’s methodology (especially for pricing, commercialisation, communication and marketing).

At interregional level:

- in the framework of the nearby valleys areas network, several subgroups are organised notably to think and to prepare the future. A subgroup is focused on Climate Change. The leader of this subgroup will be contacted very quickly to integrate the results of the Valberg experience in the reflexions of this working group.
- a meeting is foreseen among all the nearby valleys areas of the interregional network. Then, with the agreement of the French national agency of territorial cohesion, this presentation could be organised under the confinement period under a webinar format.

Noticeable effects

At local level: the development of a new packaged sustainable hiking tourism product improved through the methodology and tools of DESTIMED. Thanks to DESTIMED, they have followed structured steps to develop their product notably: the creation of a tourism stakeholders cluster (which will be extended to all the future tourism projects), advices and support for the commercialisation and marketing steps, on which they have not a lot of experience.

At interregional level: expected dissemination among all the nearby valleys areas to spread this experience and to feed the reflections for the future of the nearby valley’s areas network.

Lessons learnt

- **additional time needed to apply the results of an ETC project** to its own project (even if it presents advantages). Human resources should be financially supported.
- **difficulty to develop a bridge between this local transfer process and the higher level:** how it could feed the reflections in the framework of the future interregional part of the South PACA operational programme and of the future interregional convention of the Alps massive.

SLOVENIA: Government Office, Unit in charge of EU programmes: Cohesion policy division

Consultation phase towards all relevant Slovenian stakeholders at national and local levels (May 2019); Three questions were raised, and the received answers helped defining the most suitable VIVIMED outputs for the transfer process.

Internal discussion and drafting of the dissemination and transfer plan (September 2019) - Main actions planned:

Presentation of outputs (VIVIMED) to S4 Unit, Government Office for Development and ECP (GODC), to consider inclusion into the SSS
Presentation of outputs (VIVIMED) to partners in programming exercise, to consider inclusion into the OP 21-27 – WORKSHOP 1
Presentation of outputs (VIVIMED) to partners like National Tourist Board and other relevant tourist actors - WORKSHOP 2
Hiring a service provider for identifying relevant stakeholders, Organising laboratory workshop
Study visit in Italy: selection of local tourist actors and/or tourist boards in identifying the most relevant solutions of sustainable tourism
Organisation of a participative dialogue meeting with National cluster Sustainable tourism in the first half of 2020.

Late October/early November 2019: direct contact between the Slovenian national coordinator and the most active VIVIMED partner engaged in the process, namely LUCENSE (Tuscany-Italy). Agreement on the operational steps in order to implement the actions included in the action plan with the active support of LUCENSE.

Update March 2020

State of play of the transfer process

A permanent contact exists with the giver, every two weeks or so since September/October 2019.

The public procurement procedure to select an expert in preparing and moderating the two workshops has been delayed because of the administrative change in the Ministry and now it is postponed due to the health crisis.

Regarding the planned events:

- The first workshop initially planned by the end of March has been postponed because Slovenia cannot organise events for an undetermined duration due to the health crisis. It is planned in June, and if this would appear less feasible, the possibility to organise it workshops online is already explored.

The study visit in one of the VIVIMED partners for a group of key national and local Slovenian representatives after the 1st workshop is also delayed. Due to health crisis, the first workshop with local and regional stakeholders in June.

Noticeable effects

This is no concrete noticeable effect at this stage due to the above delays in the implementation of the planned actions.

Lessons learnt

The giver has shown his willingness to be fully involved in the transfer of experience and methodology.

Existence of a strong link between the giver and the taker, which was expected once the supporting expert drops out of the day-to-day process

Difficulties relate to:

- Public procurement procedure longer than expected - the direct consequence is that the giver has not produced so far, any specific document on the VIVIMED experience and methodology, which would also include his active participation in the two workshops to be organised in Slovenia
- There are strong uncertainties as regards the timeline due to the current lockdown in Italy and Slovenia.

3.3. Key lessons and difficulties from the transfer process

The six experimentations carried out so far allowed to draw some conclusions on the key aspects that make mainstreaming work, or that could potentially block it. These conclusions refer to 3 main areas and are divided in 3 sections, as follows:

- Objectives and scale of the mainstreaming exercise
- Process of the mainstreaming
- Contents for mainstreaming

a. Objectives and scale of the mainstreaming exercise

The majority of the regions (takers) agree on the need **to set clear objectives** when designing the mainstreaming process. What do we want to achieve, or where do we wish to get are the common questions that the regions typically ask themselves in order to identify the specific policies that they want to target, to identify the projects and the other stakeholders involved.

Closely related to the objectives of the mainstreaming is the **scale at which the mainstreaming is considered**: strategic or operational, regional or local.

At the beginning of the experimentation, several “takers” wished to influence the strategic policy level. They thought it could be possible to take the good practice included in one MED project and directly change and improve the regional policy for sustainable coastal tourism or influence the programming of the regional ERDF programme for 2021-27, for example.

However, this link is not always direct, and the experimentations have concluded that the scale of the influence should be considered carefully when setting the objectives. **In many cases, the influence of a project output at a strategic level is not possible, and the influence should be expected at an operational stage first.** That is to say, the project output could influence and change the way in which a regional programme is implemented (for example, when designing term of reference for the calls for projects) rather than change the design of the policy at a strategic level.

In any case, if the objective and the scale selected by the “takers” would stay at the strategic level, the “taker” could explore the possibility of integrating the programming of policies and EU programmes to make sure the mainstreaming happens.

Another possible scale for mainstreaming is the influence at local level. In some experimentations, this was considered possible, but has specific challenges: the coordination of regional and local levels, the additional efforts to target the local level, etc.

The timing in which the mainstreaming takes place is another key to check if the objectives are realistic. If mainstreaming is intended to influence the organisation of calls for projects, it should take place well before the opening of a call, and not in the end of the programming period, for example.

As a collateral objective, the “takers” could also consider the exercise of **mainstreaming as an opportunity for horizontal cooperation among the concerned services or administrations**. The culture of internal cooperation among different administrations or services dealing with the various aspects of a theme should be promoted, as it is not always the case that those different services speak to each other to discuss about the theme, its challenges and solutions.

Update March 2020

Experimentations confirm the necessity of anticipation, sufficient available time, institutional and political support to generate “strategic impact”. In case of “strategic objectives”, it is necessary that mainstreaming activities are well connected with ongoing public policies and strategies. If not, there is a risk to produce guidelines or recommendations without real added-value.

Difficulty to combine the different scales between a local one to the more strategic one. In some cases, the expected influence and impact of a local transfer on regional and strategic policy is questioned

b. The process of mainstreaming

Mainstreaming does not happen at once. It is a process that needs to develop and adapt to the context of the public authorities and of the projects (givers).

One of the main keys to success signalled by the participants in the experimentation is the **identification of the right stakeholders**, mostly on the side of the regions. That concerns not only the relevant service, but even the **key persons that can make the mainstreaming works effectively**.

Once the right stakeholders have been identified, **time is needed to convince these people** of the benefits of the mainstreaming, both in the region and on the projects side. It is not always the case that “takers” know about the good practice contained in Interreg projects, and they need to be convinced on how they can benefit from them. It is not always the case that the projects see the benefits, either, or that they find time to mainstream.

Two main tools have been identified to promote mainstreaming and its benefits among the stakeholders. On the one hand, **regular meetings** between the takers and the givers. On the other hand, **targeted communication actions** to the public authorities could raise awareness on the benefits of mainstreaming at a more general level. Those actions could concern selected topics, showing the regions how Med projects can help improve a certain aspect of the regional policies. The target of those actions could also be extended to the policy makers to ensure the effectiveness of mainstreaming.

Another key to the success of mainstreaming is the **type of resources invested in it**. Time and assistance (and funds) are needed to follow the process and support the regions in every step of the mainstreaming.

Update March 2020

Experimentations show that initial objectives cannot always be reached, and that flexibility and adaptation is necessary to develop constructive relations between “talkers” and “givers”. The setting up of these relations (cross sectoral, multilevel...) can be one of the main achievements of the mainstreaming process.

Moreover, even if the mainstreaming process is supported by consultant, each one need a leadership from the “takers” side.

c. Contents of the mainstreaming

Mainstreaming needs contents to mainstream, projects and outputs. The six experimentations carried out agreed on the need to count on detailed information about those outputs in order to understand them fully and explore to which extent they could be transferred.

The information needs to be updated, clear and accessible. General information about a project is not enough for mainstreaming, and in many cases during the experimentations, the bilateral meetings between takers and givers were the key for the regions to express their context and needs and for the projects to explain what they did and how they could help.

In addition, the information and data should be as homogeneous as possible to be ready for mainstreaming (well structured, presented in accessible format, including precise methodological and technical description, directly usable (raw data), etc.).

Another aspect to take into consideration is the language in which the output is described or communicated. It should not create an additional barrier for the taker.

Finally, projects from previous programming periods were not considered adapted to the mainstreaming exercise as they refer to priorities of the past.

Update March 2020

Experimentations confirm the importance of bilateral exchanges to identify the right outputs and when necessary to adapt the choice of projects and outputs. ETC projects and outputs can represent one aspect of what is needed for the taker. It is sometimes necessary to have a broader view than ETC to understand the demand and comply with it.

According to the mainstreaming process, it should be envisaged to choose a group of projects (instead of a single ETC projects output) if we want to reach the objective of mainstreaming and a change of public policy.

4. MAIN FINDINGS AND RECOMMENDATIONS FOR THE FUTURE

The main purpose of the Mainstreaming experimentations was to test tools and a methodology in different institutional and territorial contexts and see how mainstreaming processes could be developed in other regions with other types of stakeholders.

The objective of the “main findings and recommendations” is to highlight key lessons from these experiences, identify the good practices, difficulties and propose guidelines for institutions and programmes that would like to launch similar processes in the coming years and promote the transfer of ETC results to EU programmes and public policies.

4.1. Generic recommendations for EU and national institutions

The first and main recommendation for the EU and national levels is the awareness on the importance of **making sure that Interreg outputs are used to feed into national or/and regional programmes**. This awareness has been reflected in the Cohesion Policy regulations (including Interreg) for some periods now and has been placed at a central position in the 2021-27 proposals and discussions. Therefore, the recommendation is already taken on board.

As a second recommendation, the mainstreaming experimentation has raised the **need to promote the integrated programming of regional policies and ETC programmes**. This would allow to make sure the transfer happens at the strategic level.

The elaboration of partnership agreements makes sure the programmes are linked to the national and regional priorities and policies, but do not necessarily influence those policies. It could be needed to **promote a culture of integration** and influence in both directions to make sure the transfer takes place.

How to take into account ETC in the preparation of partnership agreement? The example of Italy

In Italy a process of partnership consultation toward next PA 2021-27 has been launched in March 2019. Five working tables have been set-up, one for each Policy Objective of the new Cohesion Policies, coordinated by Central Ministries and two Regions representing the others and the papers with the outcome of the discussion have been published.

Regions asked for the inclusion of ETC in the discussion which corresponds to the article 17 of the CPR⁴ and article 2 of ERDF regulation⁵. The topic of coordination and integration between programmes for investment of jobs and growth and ETC programmes has been discussed in one of the meetings of each table and with more emphasis in the table about PO 5.

The final document of each working group included:

- one chapter on the embedding of the priorities of macro-regional and sea basin strategies in cohesion policy programmes

⁴ Article 17 of the CPR: “Each programme shall set out a summary of the main challenges, taking into account macro-regional strategies and sea-basin strategies where Member States and regions participate in such strategies” and “for each specific objective the interregional and transnational actions with beneficiaries located in at least one other Member State”.

⁵ Article 2 of ERDF Regulation : « the ERDF or the Cohesion Fund, as appropriate, may also support activities under the Investment for jobs and growth goal, where they (b) enhance cooperation with partners both within and outside a given Member State”

- One chapter on the coordination with ETC and the contribution of ETC to the Specific Objectives in terms of modalities and types of actions.

The following step will consist in finding a way to translate and report these indications in the Partnership Agreement, whenever possible given its short and pre-defined template. Special working group among all Regions and the National Cohesion Department is especially working on this issue.

However, the state of emergency in Italy has put the programming process on hold, and efforts concentrate now on the reprogramming of 2014-20 programmes.

Member states are not obliged to include Interreg in the partnership agreements, and that certainly helps the quick approval of Interreg programmes. However, **including INTERREG as observer in the partnership agreement discussions could be a first step to make INTERREG programmes directly linked to national and regional priorities.** The second step (the influence in regional policies by Interreg) is still to be explored. In IPA countries, discussions between DG NEAR and Interreg could help progress in that direction.

Update March 2020

The articulation between ETC and regional programmes remain a key challenge. **ETC programmes should be more involved in the process** to develop links with regional authorities that have new responsibilities in this field.

Nevertheless, **the post-2020 programming process may be affected by the current coronavirus crisis** in several ways. The timing may even be delayed. Therefore, we need to wait until some official guidelines are issued before analysing how the programming will progress in the upcoming months.

4.2. Involvement of ETC and regional managing authorities / other programme bodies in mainstreaming processes

The involvement of managing authorities (MAs) from regional programmes needs specific support. As they usually have other day-to-day issues and urgencies to deal with, they need a framework to mainstream and to be mobilised. In short, a mainstreaming culture needs to be promoted and relevant tools need to be implemented.

MAs from regional programmes need clear methodologies, budget and supporting actions to get into the mainstreaming culture. They could develop their own mainstreaming strategy, with related actions. But if that strategy is not defined, there are some relevant tools to help in that process:

- the development of close relationships with projects,
- the mobilisation of existing thematic working groups within ETC and regional programmes,
- the internal coordination among regional services in charge of a theme.

Interreg programmes could define mainstreaming strategies with reasonable and realistic objectives and relevant methods. In addition, simplification should be one of the inspiring values of the strategy, avoiding that “mainstreaming” constitutes an additional burden for the beneficiaries without tangible added value. Such a strategy would help develop all the supporting actions. Besides the strategy, a realistic budget, human resources and the strategic management of projects and outputs would be needed.

Monitoring Committees also have a strong role to play in mainstreaming activities with the mobilisation of key players in relation with National Contact Points (NCPs) and national authorities.

The actions to be taken by the ETC programmes could be for example:

- the strategic management of projects, so that they describe their outputs in a more targeted way, and the adaptation of the monitoring systems; accordingly, the integration with other monitoring systems in the regions or member States could be considered as well,
- the organisation of training to MAs of regional programmes,
- the implementation of targeted communication, including thematic workshops, for the regional authorities.

In addition, National Contact Points (NCPs) and national authorities in the Interreg programmes could play an active role in the process, mainly to filter the projects to be mainstreamed to the regions. Smart filters⁶ could be applied to help define the scale and identify the potential added-value and the transferability of outputs.

A “smart filter” could include the following criteria:

- The output must be of interest for local, regional, national actors or authorities
- The output must have the capacity to improve a practice, a public policy...
- Detailed information and technical data should be available about this output
- The Giver must be available to transfer this output

Update March 2020

The preparation of the future 2021-2027 operational programmes involving each thematic department **should be seen as an opportunity to disseminate the results of mainstreaming activities** and to promote the needed bridge between ETC and others public policies.

However, it implies that there is continuity in organisations concerning staff members and that staff members of organisations are fully dedicated to project implementation monitoring allowing them to know projects and their results.

4.3. Implication of mainstreaming and transfer activities for projects and beneficiaries

Mainstreaming should not be an “administrative obligation” for all projects. The strategy developed by the programme should contain criteria for outputs worth mainstreaming, in view of the defined objectives.

In any case, projects and beneficiaries would be guided by their MA on how to describe the outputs or how to detect if they are mature enough to be mainstreamed.

Already in the application phase, projects could define a specific budget and time to carry out mainstreaming actions in case they will implement mainstreaming actions. And they could already foresee if they have mainstreaming potential and the expected actions to be carried out. Special

⁶ The idea is that all projects and outputs might not be relevant for a mainstreaming process. In order to be efficient, a mainstreaming process should focus on projects having minimum transferability capacities.

attention at the application phase could be paid to the fact that projects may need to extend the time of their involvement in the Interreg project to make sure the mainstreaming is effective.

At the implementation stage, contacts between projects and the region (taker) could be promoted to start defining a potential transfer plan.

Update March 2020

A mainstreaming process needs a leadership from the “takers” side.

For the future, one can learn from the experience of INTERREG Europe programme. Each project consists of 2 phases:


- Phase 1 of 1 to 3 years relating to the exchange of experience and at the end of this period obligation to develop a transfer plan within each partner territory
- Phase 2 : monitoring of transfer activities for 2 years with minimum follow-up activities coordinated between European partners required by the programme

If INTERREG Europe has a specific procedure that cannot apply to all ETC programmes (focus on the improvement of regional policies), its phased approach can be a source of inspiration for mainstreaming activities (elaboration of relevant outputs, setting up of a transfer plan, implementation of mainstreaming activities).



MAINSTREAMING SCENARIO

In order to make a better use of the outputs of ETC projects and support their sharing with other stakeholders, different steps could be considered in the programmes and projects life cycle:

PROGRAMME LEVEL (ETC programmes)

Start of the programme	Implementation phase	Mainstreaming phase
		
<ul style="list-style-type: none"> - To define a mainstreaming strategy (priorities, calls for projects, projects communities) - To dedicate time, budget and human resources for future mainstreaming activities - To prepare specifications for calls for projects and application forms regarding mainstreaming objectives and mainstreaming requirements - To provide additional budget and incentives for projects - To impose negative incentives in case projects do not fulfil basic obligations (deliverables, availability of information and data, communication and dissemination...) - To look for consistency between the strategy developed at programme level and contribution that can be provided at project level - To consider the potential and good practices of 2014-2020 Horizontal Projects (Interreg MED programme) - To have contacts with regional authorities, that must include a “cooperation dimension” in their post-2020 programming. To exchange with them during the preparation phase and consider the possibilities of mainstreaming activities for the coming years 	<ul style="list-style-type: none"> - To identify potential key players and partners that could be involved in mainstreaming processes - To create working groups, events, and animation tools to identify needs and communicate about projects results - To setup thematic communities through Horizontal Projects (?). Horizontal projects must have clear guidance - To promote connexions with regional levels, with the support of national contact points (NCPs) - To provide training and showcasing about the best situation of givers (see example in Italy), by contemplating some types of rewards. To develop a culture of mainstreaming - To use (or get inspired by) the TAIEX peer to peer system to share the best practices 	<ul style="list-style-type: none"> - When projects enter their “mainstreaming phase” to provide methodological support and technical assistance - To select and focus on relevant outputs representing strong potentials for mainstreaming (clear, operational, available, transferable outputs...) - To promote mainstreaming in a flexible way in order to be strategic and avoid a formal or administrative approach

PROJECT LEVEL

Start of the project	Implementation phase	Mainstreaming phase
 		
<ul style="list-style-type: none"> - To include in project application forms time and budget dedicated to Mainstreaming activities (to be adapted in the case of different projects typologies (study projects, pilot projects, capitalisation projects) - To provide technical assistance/training activities for projects promoters - To have a clear view of targets, mainstreaming objectives and mainstreaming potential of the project 	<ul style="list-style-type: none"> - During project implementation, to explore possibilities of mainstreaming with regional authorities (and other potential public authorities (“takers”); To develop targeted communication and deliverables for regional services - To dedicate time and human resources for the uptake of projects outputs - To pay a specific attention to the nature and content of the deliverables (must be clear, focused, operational, understandable...) - To ensure that outputs and information sources (data, maps...) are fully accessible for potential “takers” - Depending on the nature of deliverables, to specify in coordination with the programme, the best way to promote the results of the project (capitalisation, transfer, mainstreaming...) - To establish a transfer plan for future mainstreaming/dissemination activities in connexion with potential “takers” 	<p>In the final (“mainstreaming”) phase of the projects:</p> <ul style="list-style-type: none"> - To ensure that project partners remain available to contribute to the “mainstreaming” phase - To ensure that all useful deliverables are accessible under relevant formats (technical documents, synthesis, methods...) - If necessary, for potential “takers”, to provide multi-language documents or dedicated assistance (so as not to hinder or delay a smooth process) - To implement the transfer plan with relevant “takers” - To anticipate measures in case the transfer process exceeds the duration of the project

Possible contribution of the mainstreaming approach to the activities of the second generation of Horizontal Projects and to the design of policy recommendations:

The 25th of October, a special working day was dedicated to Mainstreaming activities, back to back to the Med 4 you event organised by the Med programme in Athens.

One of the objectives of this day was to provide information about the Mainstreaming experimentations implemented by the TWG9 of the PANORAMED project. More specifically, it was the occasion to:

- provide guidelines to the second generation of Horizontal Projects of the Med programme whose main objective is to mainstream the results of the first generation of projects
- contribute to the preparation of the policy papers drafted by the Thematic working groups 5 and 6 (coastal and maritime tourism, maritime surveillance). This contribution was especially important to help the Working groups define their strategy and identify their key targets

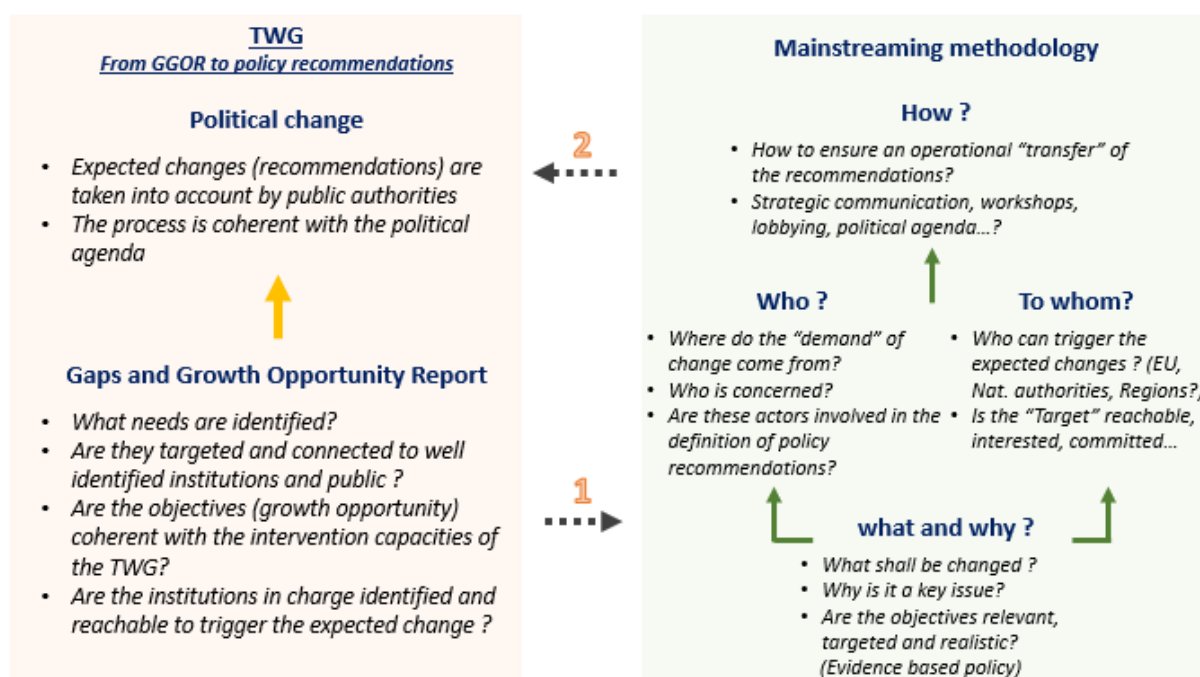
During this working day, synthetic methodological guidelines have been provided, explaining how the mainstreaming methodology should be used to trigger political change from ETC projects.

The main objectives of the second generation of Horizontal projects is to share and “mainstream” the results of modular projects already implemented.

For this purpose, the Horizontal Projects need a methodological support that will be provided during the next months. A first presentation of the lessons learned and recommendations from the Mainstreaming experimentation was provided to the Horizontal Projects during the Mainstreaming day in Athens the 25th of October 2019.

A summary of recommendations and “to do” / “not to do” is provided hereafter:

Contribution of the mainstreaming methodology to the drafting of policy recommendations



« To do » and « not to do » recommendations for the successful implementation of a mainstreaming process

To do

- To have a clear view of the final objective (what is going to be changed)
- To have a clear view of the “taker” (target institution aiming to use, disseminate, share the outputs)
- To involve both the “givers” and the “takers” as soon as possible in the process
- To ensure that “givers” are available and willing to be involved in a mainstreaming process
- To draft a “transfer plan” with the main steps for the mainstreaming process (workshops, meetings, drafting steps...)
- To have relevant budget and human resources to animate the process

Not to do

- To be too ambitious, not enough specific and realistic with mainstreaming objectives
- To forget that people need time and budget to participate to your initiative
- To forget that the decision making process can be very long (political agenda)
- To setup too complex and demanding processes for the partners

TIPS

- Chose targeted and realistic objectives
- Invest time, money and human resources in the animation process
- Anticipate as much as possible; retro schedule; time is always missing!
- Setup a “coworking process” involving “takers” and “givers” (articulation between “offer” and “demand”)

CONCLUSION

This final report shall be used by Managing Authorities to elaborate their mainstreaming strategies and methodology in the perspective of post 2020 programming.

These authorities can refer to the mains recommendations and perspectives for the future developed in the document and summarized in the executive summary.

These recommendations are not definitive as the experimentations are going on and will be monitored and assessed in March and September 2020.

Final conclusions will be delivered at that time in coordination with the progress made by the Horizontal projects, considering also the drafting of the Policy Recommendations that shall be achieved by the end of March 2020.

ANNEXES

Glossary

Capitalisation	<p>Organisation of data concerning the implementation of programmes, projects, their impacts, the methods used in order to make the accumulated experience usable for other programmes, projects or stakeholder groups.</p> <p><i>(Source: Programme Interreg MED)</i></p>
Giver	<p>Public organisation that provides the information related to the European territorial cooperation (ETC) project output, result or method due to be transferred to the taker <i>(see below for definition)</i>.</p>
Mainstreaming	<p>Also called "transfer process", it is the process of integrating new knowledge and good practices into regional, national or European policy-making levels. <i>(Source: Programme Interreg MED)</i></p> <p>In the specific context of Panoramed experimentation, it is the process aiming to transfer outputs of ETC projects towards national/regional ERDF-funded programmes, thematic programmes or any other relevant public policy.</p>
Roadmap	<p>A synthetic document dedicated to the Panoramed « Takers », which defines the main steps, the expected deliverables and the timeline for the transfer process</p>
Supporting team of experts	<p>Team of consultants that provides support to the transfer teams at each step of the transfer process. It provides methodological documents, takes part in key meetings and coaches the two sides for an effective process during the whole experimentation period.</p>
Taker	<p>Public organisation, that identifies and makes use of the outputs in its activities, programme, policy making (can be local, regional, national institution) from the giver.</p>
Thematic experts	<p>Experts involved in the comprehensive analysis of cooperation projects under WP5 and WP6</p>
Transferability	<p>All used protocols and results must be transferable to the MED area and therefore, the actions must be reusable and/or adaptable. The partnership must ensure that the following criteria are met: a) comparability of data and information; b) reliability of data and information; c) strength of methodology and protocols used; d) relevance of format; e) clear definition of target. <i>(Source: Programme Interreg MED)</i></p>
Transfer plan	<p>Tool dedicated to each "Transfer team", to support them in an operational transfer /re-use of ETC output/result/method. It consists in a detailed action plan and is made up of three main parts:</p> <ul style="list-style-type: none"> Part 1: Detailed analysis of selected outputs Part 2: Summary analysis of the context of the partners involved Part 3: Recommendations (technical and methodological) and action plan for the operational transfer.
Transfer teams	<p>Grouping of all stakeholders involved in the experimentation process: takers, givers, supporting experts, thematic experts, etc.</p>