

DELPHI CONSULTATION

Mainstreaming territorial cooperation projects

Final Report

(July 2013)

Glossary

ETC –European Territorial Cooperation

JTS –Joint Technical Secretariat

MA –Managing Authority

NCP –National Contact Point

NOPs - National Operative Programmes

OP – Operative Programme

PA – Partnership Agreement

ROPs - Regional Operative Programmes

SFM-Structural Funds Mainstream

TCPs- Territorial Cooperation Projects

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BACKGROUND OF THE CONSULTATION

In the framework of the Capitalisation process of the MED Programme (2007-2013) carried out by CeSPI (Centro Studi di Politica Internazionale) and the Institut de la Méditerranée (IM), a consultation has been launched focusing on Mainstreaming and in particular on **the integration of transnational projects' results into structural funds mainstream programmes**.

The consultation has involved 21 institutional representatives (at European, National, regional and local levels) and experts coming from 5 MED countries (France, Greece, Italy, Slovenia, Spain), following the DELPHI methodology (see ANNEX 1 for further details).

1. FOCUS AND DESCRIPTION OF THE ANALYSIS

The issue of **the integration of transnational projects' results into structural funds mainstream programmes** is of particular relevance for the MED programme and in general for territorial cooperation. In the previous programming period, the Ex-post evaluation of the MEDOCC programme pointed out that there was “no evidence of coordination with mainstream Structural Funds support despite the programme area being strongly anchored within Objective 1” (Ex-post evaluation). Furthermore, the Ex-post evaluation of Interreg III initiative¹ concluded that although “transnational cooperation programmes covered very large territorial spaces and were thus by nature interacting with many Structural Funds mainstream programmes (Objective 1-3)”, coordination was ensured in a “static” and “passive” way.

On the basis of these conclusions, the Med Programme has foreseen the coordination between the Med programme and **Regional operational programmes** (ROPs) among the selection criteria of project proposals: “to avoid implementing similar projects and to promote capitalisation of experiences and initiatives”; as source of inspiration for the definition and the implementation of Med projects; as a support to prolong actions initiated by the Med programme.

Notwithstanding, during the current programming period, a **limited number of projects** have tackled the issue of integrating their results **into the structural funds mainstream programmes**. Capitalisation activities have not yet identified concrete results in this field . During the consultations undertaken in the framework of the capitalisation process (Peer review meetings, June 2012), project representatives have stressed that the mainstream process cannot be seen as a short-term process and consequently mainstreaming can hardly be achieved within the duration of the project. To achieve concrete results on mainstreaming a strong sensitisation and coordination are needed with key stakeholders responsible for the programming and management of those programmes at all levels. It is worth stressing that in the majority of the cases, those stakeholders have not often been involved in or accurately informed about project activities. Moreover, as regards to Regional Operational Programmes mainstreaming is often hindered by a lack of coordination between departments of the same regional authority.

For this reason, mainstreaming needs follow-up activities beyond the duration of the project and whose implementation depends very much on the pro-activeness of the people involved in the projects.

At programme level, a first response to this need has been given through capitalisation projects. The Interreg IV C programme has dedicated part of its resources to implement capitalisation projects, with the aim of fostering the integration of projects' results' into structural funds mainstream

¹ http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/expost2006/interreg_final_report_23062010.pdf

programmes. Also the call for capitalisation projects launched by the MED programme consider mainstreaming as one of the main expected results.

But making a step forward in this field does not depend exclusively on territorial cooperation programmes and projects. As recognized also by the Barca Report: “Possibilities of programmes are used inadequately. That can be found back in the fact that territorial cooperation hardly is mentioned in national mainstream programmes”. **Structural funds mainstream programmes do not foresee concrete ways to coordinate with territorial cooperation programmes or to integrate TCP’s results.** Thus, in order to ensure an effective coordination, more reciprocity is needed. As pointed out also by the OP Med “The contributions must come from both sides emphasizing exchanges of know-how, of good practices, of innovative actions. It is about using other resources to promote new approaches and avoid duplication of similar initiatives in different programmes”.

This need has also been emphasized by the European Parliament, which in its report (April 2011) has stressed how “the mainstreaming of the ‘territorial cooperation’ objective with the ‘convergence’ and ‘competitiveness and employment’ objectives is needed; [and called] for the programming to be better coordinated than it has been before; suggests that regional operational programmes should have the option to take an interest and participate in the cross-border, transnational and interregional projects that concern them by defining a territorial approach to the allocation of funding [...]”².

This objective will acquire an increasing strategic importance in the 2014-2020 programming period, where a strengthened coordination will be sought between territorial cooperation and structural funds National/regional Operational programmes: in the framework of the implementation of macro-regional strategies, or, more in general, as an answer to the increasing need to optimise the use of resources.

The following months will be crucial for that, since draft regulations are expected to be approved and the programming process of the future structural funds programmes, including the territorial cooperation one, will be officially launched. Unofficially, the Task force of the MED programme in charge of the planning of the programme for the next programming period has already declared the strategic relevance of creating a stronger coordination between the different programmes.

But, what are the main obstacles in linking Territorial cooperation and Structural Funds Mainstream Programmes? What enabling conditions and operational criteria are needed in order to reach a concrete integration between territorial cooperation and structural funds mainstream programmes? The capitalisation process of the Med programme has tried to answer to this question through this consultation, whose main conclusions are synthesized in this report. In the first part, the main obstacles encountered in linking Territorial cooperation programmes with Structural Funds Mainstream Programmes are identified. In the second part, enabling conditions are discussed and possible actions for better coordination are put forward.

²European Parliament, 2011, Report on “Objective 3. A challenge for territorial cooperation – the future agenda for cross-border, transnational and interregional cooperation”, Committee on Regional Development, Brussels, (2010/2155(INI)) (<http://www.europarl.europa.eu/sides/getDoc.do?type=REPORT&reference=A7-2011-0110&language=EN>)

2. MAIN OBSTACLES IN LINKING TRANSNATIONAL COOPERATION AND NOPS/ROPS

European Territorial cooperation (ETC) programmes and the other programmes funded by structural funds represent two separate dimensions – someone spoke of “**two different worlds**”- of the European Union (EU) regional policy. This problem does not concern only the linkage between territorial cooperation and structural funds mainstream (SFM) programmes, but the mainstreaming of Territorial Cooperation projects (TCPs) results into national/regional development policies in general. The experts involved in consultation stressed that transnational cooperation programmes are considered a “separate thing” from the “normal” working activity of the administrations involved.

This implies **a mismatch between Transnational cooperation programmes and structural funds mainstream programmes**, in terms of the objectives pursued, in terms of timing of implementation, in terms of the actors in charge of the programming cycle. All this factors matter in hindering successful mainstreaming process.

What is at the origin of this mismatch? The stakeholders that took part to the consultation identified three main obstacles.

The first obstacle concerns a deep question: **(A) a lack of strategic/integrated long-term vision**. The second obstacle is the presence of **(B) institutional and operative bottlenecks** (lack of communication, coordination, capitalisation and evaluation, scarce capacities and resources, ...). The third one concerns **(C) structural weaknesses of Territorial Cooperation Programmes**.

(A) Lack of strategic/integrated long-term vision

National and regional administrations in charge of the National Operative Programmes and Regional Operative Programmes (NOPs/ROPs) don't seem **to believe** in the mainstreaming potentialities of the territorial cooperation. This condition could be generated by different reasons.

First of all, there is a lack of strategic/integrated long-term vision. European Territorial Cooperation and Structural Funds Mainstream programmes respond to *different logics and objectives*. In NOPs/ROPs the emphasis is put on investments with concrete/ visible outputs to be realized within their territories in the seven- year period, while in ETC the main focus is on transnational networking and on the definition/elaboration/testing of joint “*soft outputs*” (analysis, master plans, new methods, small experimentations at local level; etc.) to face common problems. As some experts pointed out, it is difficult to persuade mainstream programmes to invest National/regional resources (through the ROP/NOP) in transnational networking and “soft actions”.

Authorities in charge of managing NOPs/ROPs do not perceive Territorial Cooperation Programmes as having concrete impact at territorial level. There is a lack of awareness of the Managing Authorities responsible for ROPs/NOPs on the added-value of ETC programmes for local development.

As regards to regional authorities, Territorial Cooperation Programmes are often considered a “separate thing” from the “normal” working activity in the administrations, and in some cases in a instrumental way: something that will not necessarily bring relevant results for the administrations themselves, but that may be useful to cover some expenses.

Thus, *the lack of knowledge and understanding of TCPs' outputs and results is a major obstacle in the integration between SFM and TCP*. The consultation has allowed to identify two main causes at the origin of this obstacle.

First of all, this is due to the fact that the Managing Authorities and/or intermediate bodies in charge of managing ROPs/NOPs are **overloaded** with process and management related issues

(consumption of funds, audit and control). Moreover, mainstream programmes have to comply with **rules** which can make the transfer of practices from European Territorial Cooperation difficult (e.g. even if an MA is interested in a specific ETC practice, it cannot commit itself alone but it has to obtain the approval of its Monitoring Committee).

The second reason for that is a **lack of evidence of the results achieved as well as visibility** of TCPs' outputs. The **uncertainty of the benefit of TCP projects in terms of local development**, makes national/regional authorities in charge of Mainstream programmes not to rely on territorial cooperation programmes as an instrument for national/ regional development policies.

Another issue raised, many times, by the stakeholders responsible for managing the NOPs/ROPs at national and regional level is that **the difference in budget between SFM and TCP** matters a lot on how territorial cooperation is perceived. According to the experts involved, this issue is definitively at the origin of the underestimation of the relevance of territorial cooperation programmes by Mainstream stakeholders. Resources available for ETC programmes are considerably scarce if compared to the financial allocation of single NOP/ROP.

The underestimation of the relevance of territorial cooperation programmes has been translated, on the one hand, in a **low political interest and decision maker's involvement** and, on the other, on the lack of **political input** to coordinate ROPs/NOPs with TCP at all levels. There is **no conditionality** to ensure such a coordination nor in the EU Regulations; or at national level in the National Strategic Reference Frameworks and consequently in the ROP and NOP of the current programming period.

Finally, when pursuing the integration between these programmes, **timing** can also be an important obstacle. For certain mainstream programmes, most of the funds were committed already in 2012, so no practice could effectively be transferred from ETC to SFM programmes.

(B) Institutional and Operational Bottlenecks

The scarce integration between ETC and SFM programmes is also due to a weak or non-existent coordination between competent actors during the implementation phase. According to the experts involved in the consultation, coordination is hindered by three main obstacles.

The majority of the experts identified in the **fragmentation of technical structures involved** one of the main factors having led to a weak coordination. The Managing Authorities in charge of ETC programmes and of NOPs/ROPs are institutionally different and the **structural dialogue or communication** between them during all phases of programming is normally weak.

In Italy, for example, people in charge of territorial cooperation are unacquainted of working with those who are in charge of the elaboration and management of the structural funds mainstream programmes, both at regional and at national level. When dialogue occurs, it is often reserved to departments/people not in charge of the specific concerned topics, so that coordination activities are relegated to a superficial level, hardly sufficient for achieving an effective mainstreaming.

However, in Italy, the consultation has allowed to identify the peculiar case of the Tuscany Region, where a coordination mechanism (*Cabina di regia*) for the Cohesion policy has been set up one year ago, involving all the people responsible for managing all programmes funded by structural funds, that is the regional operative programmes and the Italy-France Maritime operative programme. The *Cabina di regia* was set up under the political impulse of the Regional President, who has chaired many of its meetings, with the aim of optimizing the use of financial resources, especially in consideration of the current financial crisis. This should be considered a step forward to ensure a more integrated approach in the implementation phase.

Also *in France* the dialogue between the authorities responsible for territorial cooperation and structural funds mainstream programmes is considered as insufficient: this happens although NOPs/ROPs and territorial cooperation programmes are monitored by the same institution, the DATAR and its antennas at regional level (SGAR). The ROPs' monitoring committees have rarely integrated the results of Territorial Cooperation projects. Hopefully, the fact that regional authorities will directly manage the ROPs should increase the possibility to integrate TCPs' results into the ROPs in the next programming period. In this perspective, the process of drafting the Partnership Agreement has already allowed some improvements. The Bretagne Region, for example, has identified all the relevant actors operating in different EU programmes within the regional territory in order to set up coordination mechanisms among them, in view of capitalizing experiences to be used by the Regional Council in the process of negotiating the PA with the central level.

In Greece, the main obstacle in linking TCPs' results and the NOPs/ROPs is that there is no systematic, direct link between them mainly because the National Special Managing Authorities – responsible for the management of NOPs – does not participate in Territorial Cooperation Programmes. Regions are more involved, but the regional services responsible for ROPs are not. The National level has specified that the coordination has been possible only during the planning process, but not during the implementation phase. This is perceived as a problem and has been due mainly to a weak communication between the departments responsible for the management of the SFM and of the ETC programmes, as well as to the several problems ETC programmes have faced in Greece due to delays in launching the call for proposals and consequently in allocating the resources.

Moreover, the fragmentation of structures is followed by a **fragmentation of skills**: the experts consulted stressed that people in charge to formulate ROPs/NOPs usually do not have the knowledge and sensibility needed to adequately handle the inputs coming from specific cooperation projects, usually focused on specific sectors/themes.

Finally, a third obstacle is the **lack of funds** necessary to integrate TCPs' results into regional development policies. Although the art. 37.6.b (Reg. 1083/2006)³ foresees the possibility to allocate resources for interregional cooperation in the ROPs, these resources have rarely been used at this aim. The consultation has also stressed that in the case of Italy these resources have hardly been used, what has allowed to re-allocate them in other measures of the ROP in order not to lose money.

(C) Structural weaknesses of European Territorial Cooperation Programmes (ETCP)

The experts involved in the consultation have stressed that **there are no adequate mechanisms to foster mainstreaming during the project cycle**:

1. At the beginning project's **expectations** are often oversized in relation to the available budget and time;
2. Both during the selection phase as well as through monitoring, not enough attention is devoted, to **evaluate the project capacity to support mainstreaming**;
3. Monitoring activities are mainly reserved to administrative/financial aspects and not on results. It is worth noting that there are signs that the situation is improving, through the capitalisation activities or through the on-going evaluation or other result-oriented activities

³ “At the initiative of the Member State, the operational programmes financed by the ERDF may also contain for the Convergence and Regional competitiveness and employment objectives: [...] (b) actions for interregional cooperation with, at least, one regional or local authority of another Member State”.

implemented by some TCP programmes, such as the INTERREG IVC which produce every year a qualitative analysis included in the Annual report to be presented to the EC.

4. **Weak visibility** is given to ETC project's results;
5. Finally, the enormous quantity and diversity of TCPs approved make it difficult to mainstream results into regional/national policies. This is due to a **weak concentration** of the objectives and priorities defined in the OP which is translated in a fragmentation of projects in a myriad of topics.

3. ENABLING CONDITIONS TO OVERCOME THE OBSTACLES

(A) Enabling conditions to overcome the lack of strategic/integrated long-term vision

The consultation has stressed that improving mainstreaming of TCPs' outputs in NOPs/ROPs requires the adoption of a strategic/integrated long term vision, that ensure coherence between the operations funded by the Mainstream programmes and Territorial cooperation programmes; and establishes a formal link between these programmes, by foreseeing coordination activities and by allocating funds to reach this aim.

The majority of the experts involved agree that it will not be possible to make a concrete step forward in this direction without a strong *political push*. On their opinion coherence and coordination will not be achieved spontaneously. The experts seem to agree that this *political push* should come first from the EU level, by making a specific reference in the Structural funds' regulations. But this would be just a "good start": integration between the different programmes is a process that should be developed at national level, already in the Partnership agreements, formally recognising the importance for Operation Programmes to integrate results coming from Territorial cooperation programmes. Moreover, Operational programmes themselves are other relevant channels to achieve concrete results. In order to allow integration between programmes, coherence and coordination should be accompanied by the possibility for NOPs/ROPs to include a small percentage of **funds** dedicated to the implementation of practices coming from the ETC programmes.

This is the right moment for a more integrated approach to be push forward in the new programmes, in order coordination and synergies between the different funding sources to be improved in the 2014-2020. At present, the planning process for the next programming period has already been launched. The partnership agreements are in preparation and the drafting of the Operational programmes has started almost everywhere.

(B) Enabling conditions to overcome institutional and Operational Bottlenecks

The creation of a "familiarity of working" between the diverse persons in charge of managing the different programmes, and the setting of coordination mechanisms and/or structures should be pursued.

Regardless of the regional development issue addressed, very rarely one single body can achieve mainstreaming in a region. It is therefore necessary that coordination mechanisms are put in place, involving MA and members of the OP Monitoring Committee as well as officials in charge of Territorial cooperation.

The consultation has also shown that in order to put in place coordination, a clear **mandate and support from higher levels** and politicians to cooperate and coordinate all the different

programmes is needed. There is evidence that the political input is essential in promoting coordination. This was the case of the Tuscany Region, for example, where a “Cabina di Regia” on Cohesion Policy was set up by the Regional President. This is also the case of those areas in which a macro-region or a sea basin strategy have been established. In the latter case, the political input comes directly from the EU level, affecting the programming phase. The draft regulation establishing the common provisions for structural funds for the next programming period (2014-2020) foresees in its art. 14(c) that the Partnership agreement shall set out “The main priority areas for cooperation, taking account, where appropriate, of macro-regional and sea-basin strategies” and in its art. 87.3(e) that “The Operational Programmes shall describe, [...] where Member States and regions participate in macro-regional strategies and sea-basin strategies [...] the contribution of the planned interventions to such strategies”.

The relevance of the political input to make a step forward in the integration among programmes is confirmed by what is happening in the case of Macro-regional strategies. In the **Adriatic – Ionian Macro-region**, the strategy drafting process is an occasion for the stakeholders to meet up (several meetings have been organised with the European Commission and authorities responsible for the preparation of the partnership agreements) in view of ensuring a stronger coordination and complementarity of the future programming already in the partnership agreement. The European Commission will screen the partnership agreements in order to check their complementarity and coherence to ETC and in particular with macro-regional strategies.

Nonetheless, it is necessary to bear in mind that in the Western Mediterranean area, the integration between ETC and structural funds mainstream/country-specific programmes is not considered as an immediate priority by the European Commission, as no basin or macro-regional strategy exists. Although, during the consultation, the stakeholders stressed the need for the EU level to take concrete actions by actively promoting synergies between these two dimensions, in the next programming period **it will be mainly up to the national and to the regional level to foster the link between Territorial Cooperation and NOP/ROP.**

(C) Enabling conditions to overcome structural weaknesses of European Territorial Cooperation Programmes

The consultation has also shown that it would not be possible to improve the situation without **changing mindsets** of key stakeholders responsible for the management of the NOPs/ROPs, at national and regional level. In order to foster integration between these programmes, it is necessary to change the way Territorial cooperation is perceived by those actors, by overcoming some of its structural weakness. At this regard, **Territorial cooperation programmes** have an important role to play, by strengthening the projects capacity to achieve effective mainstreaming, by contributing to give evidence of the results achieved by ETC projects, by carrying out focused communication activities targeting more specifically those authorities responsible for managing SFM programmes.

4. POSSIBLE ACTIONS TO BE UNDERTAKEN

The consultation has identified some actions for overcoming three major obstacles hindering integration between ETC and SFM Programmes.

OBSTACLES	<p style="text-align: center;">(A) Lack of strategic/integrated long-term vision</p> <p style="text-align: center;">(B) Institutional and Operational Bottlenecks</p>
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ENABLING CONDITIONS	<p>Clear mandate and support from higher levels and politicians to cooperate and coordinate all the different programmes</p> <p>The creation of a “familiarity of working” between the competent authorities, by ensuring a direct and strong involvement of people of NOPs/ROPs MAs through permanent and appropriate coordination mechanisms (inter-sectoral and intra-governmental) with the ETC programmes counterparts</p>
ACTIONS	
<i>Strong input from the EU level</i>	<p>The EC could impose more strictly (conditionality) that each mainstream programme includes a section dedicated to the synergies with the relevant ETC programmes</p> <p>DG REGIO and in particular the geographical units should be more pro-active in promoting ETC programmes towards the mainstream programmes</p>
<i>Formal linkages between the programmes</i>	<p>Into NOPs/ROPs clear references could be included to ETC programmes and specific activities to enhance their coordination</p> <p>Each NOP/ROP could include a small percentage of funds dedicated to the implementation of practices coming from the ETC programmes</p> <p>MED Programme should participate/observe the process of defining the Adriatic-Ionian Macro-regional Strategy, by capitalising MED projects’ experience as well as by identifying for integration modalities for the next programming period</p>
<i>Ensuring effective and multilevel coordination mechanisms in each Participating Country</i>	<p>Permanent co-ordination boards/ platforms/ task force (inter-sectoral and intra-governmental) could be created, with representatives and persons in charge for ETC and National/regional operational programmes</p> <p>It is worth to allow the participation of people in charge of territorial cooperation within a regional authority to the meetings of the Monitoring committee of the ROP.</p> <p>Coordination activities between programmes should be implemented also through a sectoral approach (geographical and thematic), involving structures/people directly in charge of the specific concerned topics. E.g. Baltic sea transport, Mediterranean ICZM and MSP, etc.</p>
<i>Fostering people to people contact</i>	<p>It is necessary to reinforce the pivotal role of NCP for the transfer to or the mobilization of experts, and the creation of linkages among departments</p> <p>TCPs Technical Coordinators at country level could be designed, to operate in parallel with NOPs/ROPs management authorities. They should have the responsibility of gathering summarized reports from the project partners with indication of authorities who may be concerned. Moreover, the TCPs National Technical Coordinators should have the responsibility of informing the concerned authorities as indicated in the reports</p> <p>The JTS of the MED programme (through its liaison officers, project officers, ...) should constantly ensure the dissemination of the information on projects’ results to Mainstream programmes</p> <p>It would be useful to establish a list of contact persons for each programme/ issue;</p>

	fostering informal dialogue, sharing of legal documents, minutes and invitations to meetings
	Conferences/ events could be organised, aiming at fostering <i>people to people</i> contact between authorities responsible for ROP/NOP and territorial cooperation programmes
<i>Promoting a bottom-up and participative approach</i>	An improvement in the capacity to introduce TCPs' outputs in NOPs/ROPs can be achieved through the enhancement of competences of ETC local stakeholders in local planning .
	From the beginning (from the elaboration of the Partnership Agreement to the definition of the Operational Programmes) a participative and bottom-up process (place based approach) should be ensured in order to better represent the instances of relevant ETC stakeholders and to better identify the integration's opportunities, should be created
	It is necessary to establish an effective consultation mechanism and appropriate involvement of all skills needed in each step of the formulation processes of plans or operative programmes, within the same administrations involved, with particular attention to skills and experiences coming from TCPs.
<i>Ensuring effective coordination mechanisms at transnational level</i>	Transnational platforms (supported by the national one), which include different types of stakeholders (sectoral, regional, national, non-governmental, private sector) could be set up for enabling discussion within different fields and among them in order to identify cross-cutting issues that could be better tackled by the ETC programme and contribute to better performance of the mainstream programmes
<i>Promoting Trans-programmes dialogue and interaction</i>	The linkages between ETC programmes should be promoted also through existing structures like INTERACT , involving both regional and national mainstream programmes under the technical point of view.
	Specific resources and activities for inter-program linkage and for the promotion of clustering TCPs should be included into transnational, regional and national programmes)
	Joint participation to other programmes' (MC) meetings should be allowed, to extend knowledge and compare challenges, problems, solutions, coordination mechanisms.

OBSTACLE	(C) Structural weaknesses of ETC programmes
ENABLING CONDITIONS	Improving evaluation, capitalisation and dissemination of ETC added-value for local development
ACTIONS	
<i>Call for</i>	The application form could be adapted to ask specific questions related to the

<i>proposals</i>	mainstreaming process in each region (e.g. is the partner involved the MA of the mainstream programme? If not, is a letter of support from the MA or relevant body provided? If the partner is not the MA or intermediate body, what is the role this partner in the implementation of the OP? Which priority and measure of the OP is addressed by the ETC project?)
	Letters of support from the relevant mainstream actors (e.g. MA) or direct participation of these actors should be more systematically encouraged in ETC programmes
	Programme guidelines should specify much more clearly the programme's expectations in terms of mainstreaming. Expectations should be clarified by indicators
	It is necessary to reinforce the system of incentives to mainstreaming in the call for proposals
<i>Selection process</i>	Project's activities can be listed according to their capacity to support the mainstreaming . It is possible to list activities weighing their relative probability to sustain the mainstreaming. For example a final conference with vague targets, involving key actors only in the final phase of the project, and with bad linkages between activities-resources-expected results for the mainstreaming, should have a low rating
	Before the approval of a TCP, it should ideally be checked whether the project fits well into the regional strategies of the participating regions and in particular in their Operative Programme
<i>Capitalisation, visibility and dissemination</i>	Capitalisation should be promoted from the beginning of each programming period (supporting long-term vision and allocating funds to it)
	At programme level a system of linked open data should be compulsory
	A permanent mechanism for monitoring/collecting/elaborating the results of TCPs should be created, in order the NOPs/ROPs to be informed and have access to these results
	ETC programmes should better communicate to demonstrate what they can bring to mainstream programmes. <i>Ad hoc</i> communication activities are needed, specifically targeting the authorities responsible for managing NOP/ROP.
	Give concrete examples with dissemination activities (e.g. articles, videos; testimonies, etc.) dedicated to the benefits the mainstreaming OP have gained from ETC should be further developed. Concretely showing how an OP has benefited from the input of ETC would help the "mainstreaming world" to better understand ETC added value.
	Working groups (clusters) for mainstreaming should be created on the basis of thematic priorities . These groups should include from local actors up to the corresponding EU DG (Regio, Climate, etc.), but also and specially project's representatives . They would work only through the projects results selected by the Programme, and only in the priorities where something concrete has been

	developed.
<i>Evaluation process</i>	Evaluation activities (quantitative and qualitative) should focus on results (i. e. contribution of TCPs to the regional planning) and not only on their capacity to spend resources.
	The evaluation system should incorporate new indicators and methods to evaluate the projects goals and linkages with local/national policies through interviews or others new tools.
	Programme evaluation capacity should be increased by involving highly skilled people with proved field experience in mainstreaming.

ANNEX 1 – DELPHI METHOD

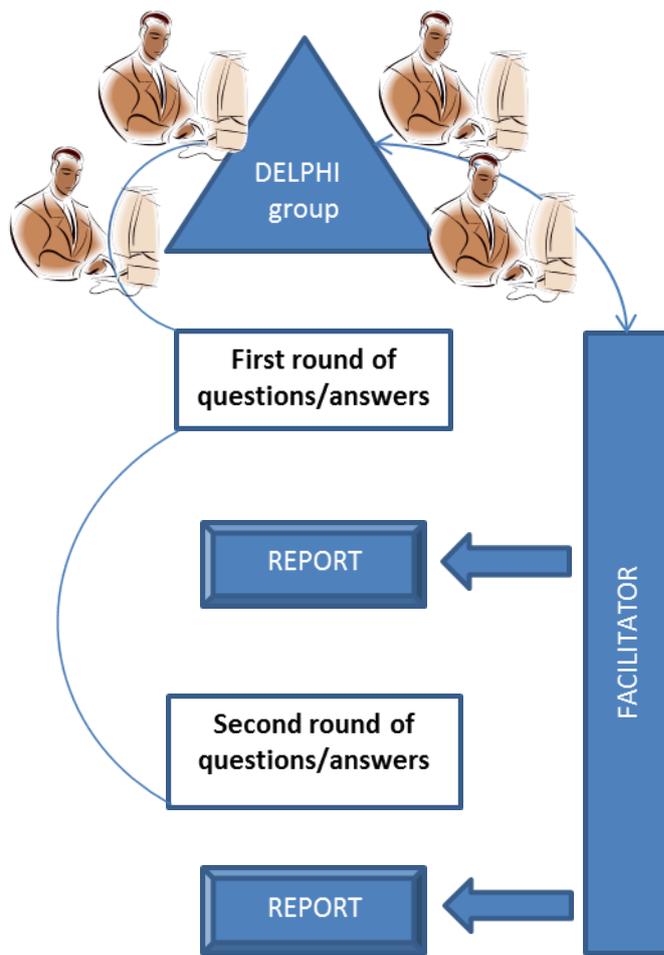
The Delphi method is a systematic, interactive exchange of ideas as well as a forecasting method which relies on a panel of experts and/or specific stakeholders.

Experts/stakeholders answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts' ideas and forecasts as well as the reasons for that. Thus, experts are encouraged to revise their earlier answers in light of the other panel members' replies.

The Delphi method is based on the principle that ideas and forecasts that emerge from an exchange among a structured experts' group are more accurate than those coming from unstructured groups or individuals.

The key characteristics of the Delphi method are the following:

- *Structure of information flow*: initial experts' contributions are collected in the form of answers and comments to questionnaires. The panel director controls interactions among participants by processing information and filtering out irrelevant contents. This avoids the negative effects of face-to-face panel discussions and solves the usual problems of group dynamics;
- *Regular feedback*: participants comment on their own forecasts, on the responses of others and on the progress of the panel as a whole. At any moment they can revise their earlier statements;
- *Anonymity of the participants*: usually all participants maintain anonymity. Their identity is not revealed even after the completion of the final report;
- *Facilitator's Role*: the person coordinating the Delphi method can be known as a facilitator, as he/she facilitates the experts' panel responses. Experts are usually selected for their knowledge.



ANNEX 2 - QUESTIONNAIRES

Questions of the first round

During the first phase of the consultation, the stakeholders involved answered to the following questions:

- A) What are **the main obstacles** in linking transnational cooperation, ROPs/NOPs and/or national/regional development plans? (please, list the obstacles and give a short explanations)
- B) What **enabling conditions and actions** should be fulfilled to overcome these obstacles? (please, indicate for each obstacle which conditions and actions should be implemented)
- C) What kind of governance structure, **coordination mechanisms**, should the diverse actors (Managing Authority and JTS of the Med programme, Regional authorities, National authorities, ...) set up to enable mainstreaming?

Questions of the second round

- 1) **What policy fields are the most open to mainstreaming?**

- 2) **Obstacles (A) Lack of strategic/integrated long-term vision and (B) Institutional and Operational Bottlenecks**
 - a) Among those identified by the stakeholders, what are the most relevant actions to improve the mainstreaming? Would you propose anything different?

 - b) What actors involved in Territorial cooperation and structural funds programming cycle (EC; Member States; Regional authorities; Local authorities; project stakeholders) should be in charge of implementing the actions you considered as the most relevant?

Obstacle - (C) Structural weaknesses of ETC programmes

- a) Among those identified during the first phase of the consultation, what are the most relevant actions to improve the mainstreaming of the transnational cooperation projects financed by the MED programme? Who should implement them?
- b) Would you propose different/ additional actions?