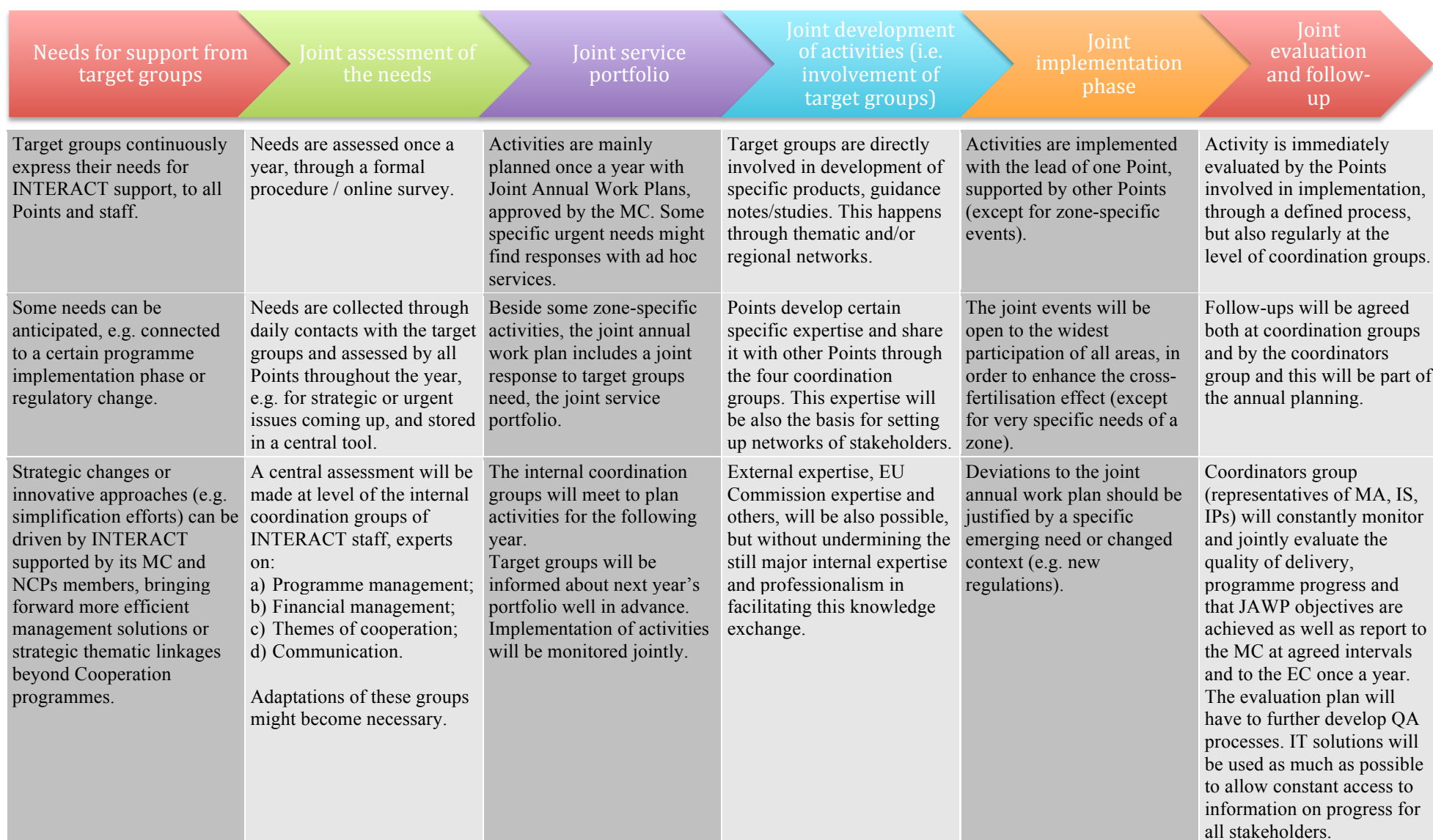


ANNEXE 4: INTERACT III JOINT SERVICE PORTFOLIO

Increasingly since the beginning of the 2007-13 period, the INTERACT Points have developed joint approaches and activities, providing more and more joint occasions for programmes to exchange their experiences.

The INTERACT staff have developed specific expertise on themes, operational areas and programme management issues. At the same time, these specificities were shared across the Points, through internal INTERACT coordination groups, and across Europe, through many joint activities. This approach showed many successes and it should be further enhanced and streamlined for INTERACT III.

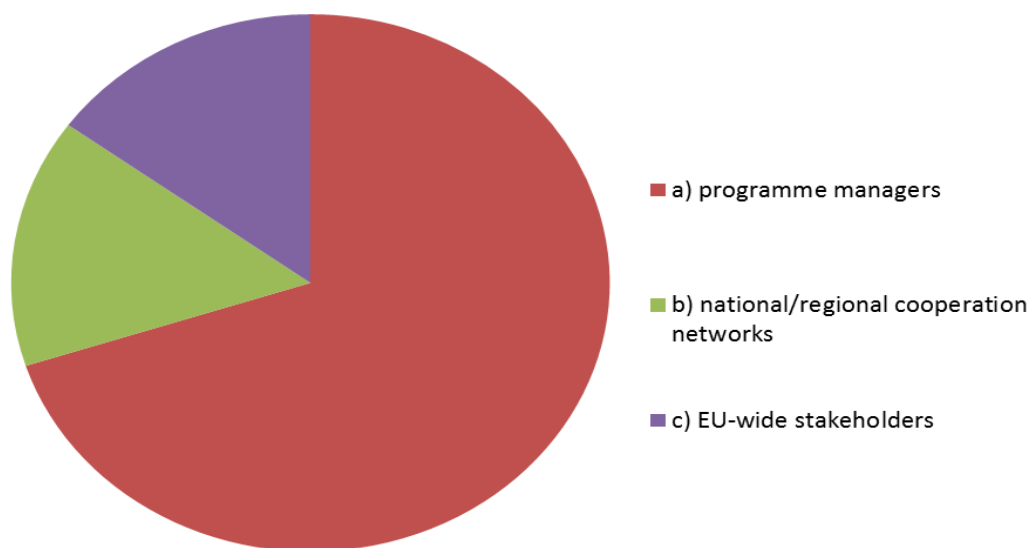
The following table describes a chronological visualisation of how joint services delivery would typically work.



ANNEXE 5: INTERACT III TARGET GROUPS

The extension of the target groups will not lead to diminished attention on the core target group, i.e. cooperation programme managers. The objective is to provide the necessary links and networks for ETC to be coordinated with the other relevant stakeholders. It will have to be considered for the level of financial and human resources foreseen for INTERACT III. A rough estimation of the focus, in terms of human-financial resources devoted to the target groups is shown in the below chart.

Estimation of INTERACT III focus - resources devoted to target groups



A) PROGRAMME MANAGERS (ETC, IPA II CBC, ENI CBC ALL STRANDS)

This target group covers the programme bodies involved in programme and project management, control/audit and communication, including the new intermediate bodies or beneficiaries of new territorial development instruments, which might be put in place by programmes. It will still remain the most important target group of INTERACT III and it can be estimated that approximately 70% of the available resources should be still devoted to this target group.

As programmes will still be managed with different approaches (centralised – decentralised, etc.), according to different regional or national realities, the way to approach these target groups might differ substantially.

These target groups will not be concerned on the three specific objectives of INTERACT III in the same way. They will be mostly addressed in relation to one or more specific objectives, approximately according to the following table:

	To improve management and control capacity of ETC programmes	To improve the ETC capacity in capturing and communicating the programme results	To improve the cooperation management capacity to implement innovative approaches	Remarks
Managing / Joint secretariats / Certifying Authorities / EGTCs managing programmes/ Intermediate bodies	Yes	Yes	Yes	Still as the main target groups, they will be involved in all the specific objectives of INTERACT III
First Level Controllers	Yes		Yes	More and more, first level controllers and auditors with a certain experience will be able to suggest innovative approaches, simplifying, harmonizing and in general making control work more efficient.
Audit Authorities and Group of Auditors	Yes		Yes	
ETC, IPA II CBC and ENI CBC programmes Monitoring Committees Members	Yes, but limited	Yes	Yes, but limited	National networks of MC members can be addressed upon request to the specific INTERACT Points. Mostly this will be connected to the themes of cooperation, but it can be also extended to good practices in management.
Organisations responsible for managing Revolving Funds set up by programmes, ITDs	Yes	Yes, but limited	Yes	Mostly targeted to exchange management good practices, but also on some thematic linkages, if appropriate. As these are partly new instruments, pilots must be probably run and good practices need to be promoted.

B) NATIONAL / REGIONAL COOPERATION STAKEHOLDERS

This target group covers territorial cooperation and in general cooperation stakeholders (not necessarily ETC), other than the programme management bodies. The resources devoted to these target groups, might be still limited to the requests and according to the evolving context, approximately 15% of total.

Even though these target groups have been addressed more and more at the end of 2007-2013 period, especially on the themes of cooperation and strategic embedment of cooperation, a systematic involvement of these groups is new for INTERACT. These target groups will be mostly addressed on thematic links to cooperation:

	To improve management and control capacity of ETC programmes	To improve the ETC capacity in capturing and communicating the programme results	To improve the cooperation management capacity to implement innovative approaches	Remarks
National Coordination Units - Networks / EGTCs	Yes	Yes	Yes	These are key stakeholders, responsible for the Territorial Cooperation. Often the same persons representing Member States in the monitoring committee of INTERACT or the NCPs, having the overview on ETC in a specific country.
ETC project partners / EGTCs managing projects	Yes	Yes	Yes	According to Article 23(2) of the ETC Regulation, the Joint Secretariat should assist beneficiaries in implementation of operations, for which the JSs may need INTERACT support. Of course projects can only be targeted in close cooperation with programme managers and through JTSs support. INTERACT can provide a wider perspective across programmes and bring in external expertise. All three INTERACT specific objectives are relevant as they can only be achieved, if they are translated by programmes to the project level. IT tools for project partners (such as self-learning platforms etc.) could be developed together with programme managers.
Key cooperation partners on specific themes / EGTCs / JAPs / CLLDs/ITIs		Yes, but limited	Yes, but limited	Key cooperation partners should be addressed, mostly to capture and promote specific achievements of ETC, e.g. best practice projects on a specific theme. The same for EGTCs (European Grouping of Territorial Cooperation), ITI, JAP (Joint Action Plan) and CLLD bodies involving cooperation projects. These might be also involved for sharing innovative management practices.
Coordinators of macro-regional and sea-basin strategies	Yes, but limited	Yes	Yes, but limited	Addressing macro-regional and sea-basin strategies actors for the main benefit of ETC programmes, in particular on their effort to align different sources of funding, far beyond territorial cooperation, thus contributing to wider impacts for cooperation. Exchange between different macro-regions also on management and governance practices will be possible.
New partners and thematic networks		Yes, but limited		New cooperation partners and existing thematic networks, which could be strategically beneficial for ETC should be addressed for the benefit of ETC to bring in new expertise and increase impacts in specific themes (e.g. innovation centres, having no territorial cooperation experience).

	To improve management and control capacity of ETC programmes	To improve the ETC capacity in capturing and communicating the programme results	To improve the cooperation management capacity to implement innovative approaches	Remarks
Target groups of ETC promotion (e.g. local authorities – citizens – wider public – media – universities etc.)		Yes		As indicated by the INTERACT communication evaluation, this should be a clear target group of communication activities, even though this must be coordinated with the programme managers.
Other structural funds programme managers, including Growth and jobs programmes as well as ESF programmes	Yes, but limited	Yes, but limited	Yes, but limited	On the thematic links to ETC, other programmes (regional-national) should be involved. Also on Article 96(3)(d) cooperation (cooperation in the IGJ), where programme managers could also exchange on innovative management practices. Other example: use of flat rates in ESF programmes.
Regional stakeholders	Yes, but limited	Yes	Yes, but limited	ETC programmes around the EU have different involvement of the regional stakeholders. In some cases, they follow-up on the implementation of the programmes and ensure coordination. Therefore, their involvement is key when addressing ETC and essential when dealing with the thematic links.

C) EU-WIDE STAKEHOLDERS

This target group covers a very important part of the INTERACT community: INTERACT has always built strategic links between programme managers, working on the ground, and EU strategic players and decision-makers, such as e.g. the Commission and the National Authorities. These target groups have always been addressed also in INTERACT I and II, but they have never been explicitly defined as target groups of INTERACT activities. Nevertheless, as they will strongly influence programmes implementation, they are an essential part of the INTERACT community and need to be involved in many INTERACT activities.

This also follows up on a clear request by the INTERACT Monitoring Committee to the European Commission, to have an even clearer and more important role in the INTERACT activities planning and implementation.

The resources devoted to these target groups might be still limited to the requests and the need to involve them for the primary benefit of the Cooperation programmes managers, approximately 15% of total.

	To improve management and control capacity of ETC programmes	To improve the ETC capacity in capturing and communicating the programme results	To improve the cooperation management capacity to implement innovative approaches	Remarks
European Commission DG Regional Policy Cooperation Units	Yes	Yes	Yes	Participation of the EU Commission officers in INTERACT activities is very often the key of success: programme managers appreciate opportunities provided in the framework of INTERACT events or consultations to openly exchange with the EU Commission. This is usually very beneficial for the EU Commission as well, in order to test specific approaches with practitioners.
European Commission - other DG Regio Units and other DGs	Yes	Yes	Yes	In accordance with the new legal package, coordination across policies and their tools is becoming even more important. It is possible to apply management solutions from other funds. Thus, it is necessary to keep contacts to these stakeholders as well, in order to exchange on management practices, innovative approaches, or thematic work.
COCOF and other relevant EC networks	Yes		Yes, but limited	With a new Regulation devoted to the ETC, more and more the COCOF guidance will have to address specificities of cooperation, involving cooperation stakeholders of the Member States. INTERACT can use its contact networks and expertise to support this process.
EU Parliament (Regi committee) and Committee of the Regions		Yes, but limited		As far as this is necessary to exchange on cooperation themes. INTERACT can act as ETC expert and raise the voice of ETC or support the EP and CoR by contributing to their work or commenting working documents and opinions.
European-wide associations (e.g. AEBR, AER, CPMR, etc.), cross-border organisations (e.g. CBC research institutes, Euregions and EGTCs)	Yes, but limited	Yes, but limited	Yes, but limited	These networks address slightly different target groups than INTERACT. Their expertise and networks can be very valuable for ETC and for INTERACT. INTERACT can also share its expertise with these target groups and gain new insights (e.g. thematic cooperation in a specific field, regional specificities of territorial cooperation). These networks are very aware of the thematic achievements of their target groups, as well as they know what challenges they are facing. It could be very beneficial both for INTERACT and for them to exchange information but even more to organise joint activities, such as seminars, studies, surveys etc.
EU-wide financing institutions and programmes (EIB, Jaspers, Jeremie, Jessica, etc.) and EU-wide financial engineering stakeholders	Yes, but limited		Yes, but limited	Innovative approaches in financing cooperation should be explored, especially for specific sectors and private partners involvement. For these, other financing institutions should be addressed.