![Interreg IPA South Adriatic - Co-funded by the European Union]

CLUSTERING PLAN

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CLUSTERING

PLAN

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EXECUTIVE SUMMARY

This report aims to provide a general overview of the capitalization activities that have been carried out, a description of the methodologies used and how the results have been clustered.

Capitalization is the process of identifying, analysing, and transferring the good practices and lessons learned from a project or a program to other contexts and stakeholders since it has become important to lavish efforts into promoting the consolidation, reuse and transfer of knowledge and experience built by past Interreg projects. It is a key element for enhancing the impact and sustainability of the interventions and for fostering innovation and cooperation.

The report presents the main steps and the comprehensive methodologies adopted during the capitalisation process for identifying the fundamental lines of development of funded projects and the best practices developed during the 2014-2020 programming period and for combining them with the objectives of the new cohesion policy and attention to sustainability articulated in its four dimensions: environmental, social, economic, and institutional, as foreseen by Agenda 2030.

The result has been the design of a roadmap for a new vision in the South Adriatic area focused on relevant topics such as governance, SMEs, smart cities, active mobility, and tourism to stay ahead of the challenges: climate change, technology revolution, social responsibility, gender gap, ageing population.

The report also describes how the results of the capitalization have been clustered according to different criteria; the clustering allows to identification of the common features and the specificities of the experiences, as well as highlighting the best practices and the challenges faced.

Introduction

In European territorial cooperation, the process of 'capitalising' results achieved was not defined in any EU regulation for the period 2014-2020; so far, the emphasis has rather been on communication strategies and actions. Moreover, no obligation to pursue this objective has been established.

In the absence of any regulatory provision, three main approaches to capitalisation have emerged over time:

> ➢ exploiting and improving the visibility of project/programme results (*communication* orientation);
> ➢ identification of good practices for the dissemination of results (*knowledge* orientation), but also to improve good practices in mainstreaming processes and to transfer project results, management practices, etc. (*transfer* orientation);
> ➢ capitalisation as the valorisation of the programmes' impacts and their future positioning (*impact evaluation* orientation).

Among the three approaches mentioned above and reported in the *Capitalisation Management Guide* (2020) in the context of European Territorial Cooperation (ETC) programmes, the analysis and animation activities envisaged in the Collaboration Agreement between the Apulia Region and ARTI - as it results from the *capitalization roadmap* prepared by the Managing Authority of the Programme and the Joint Secretariat (JS) on 2 December 2021 and from the interlocutions occurred between the Parties to the Agreement - have followed an approach mainly oriented towards the identification of the most significant results obtained within the funded projects, which can be effectively transferred or used, as well as the identification of the actors who could do so. (*Demand-offer orientation*)

To achieve this ambitious objective, several preparatory activities were carried out: all partial results were continuously refined in subsequent activities in an *incremental process*.

This document reports the different steps taken for the definition of the contents of macro-areas of capitalisation and clusterisation.
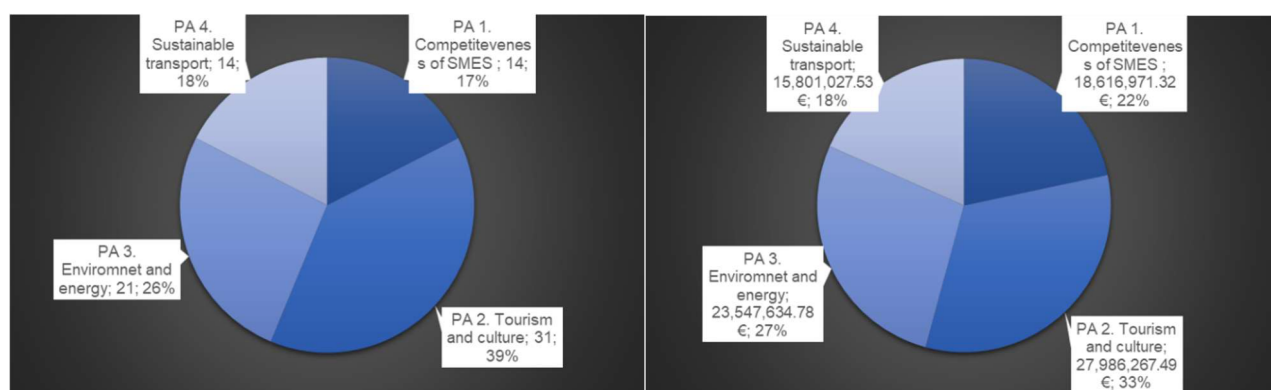
Summary data

In the 2014-2020 programming period, the Interreg IPA CBC Italy-Albania-Montenegro Programme, co-financed by the European Union through the Instrument for Pre-Accession (IPA II), had a total budget of 92,707,558 euro (including 15% of national co-financing). The Programme was managed by the Apulia Region, which participated for Italy together with the Molise Region, while Albania and Montenegro participated at the national level. The objective was to promote economic growth and to broaden and deepen the areas of cooperation in the South Adriatic area, by implementing joint actions between national and regional institutional and non-profit actors and favouring a smart, inclusive, and sustainable development.

In the period 2014-2020, the Programme included 4 Priority Axes, (PA):

- ➢ PA 1. Strengthening the cross-border cooperation and competitiveness of SMEs
- ➢ PA 2. Smart management of natural and cultural heritage for the exploitation of cross-border sustainable tourism and territorial attractiveness
- ➢ PA 3. Environment protection, risk management and low carbon strategy
- ➢ PA 4. Increasing cross accessibility, promoting sustainable transport service and facilities, and improving public infrastructures

in turn, divided into some Specific Objectives (SO).

Below is the percentage breakdown between PAs by number of projects and by total eligible expenditure allocated to the operations (Figure 1).

Figure 1: Breakdown of projects by Priority Axis according to number of projects (left) and eligible expenditure (right).
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

The distribution of projects is essentially the same whether one looks at the number of projects or total eligible expenditure: in both cases, in the first place, there is the PA dedicated to tourism and culture (39% and 33%, respectively)**, in second place, the PA dedicated to environment and energy** (26% and 27%, respectively). Substantially similar is the share distributed by the remaining two PAs, competitiveness for SMEs and sustainable mobility.

The projects to be funded were selected through four calls:

- ➢ 1st Call for Standard Projects (32 projects)
- ➢ Call for Thematic Projects (8 projects)
- ➢ 2nd Call for Targeted - Normal Projects (20 projects)
- ➢ 2nd Call - Targeted - Small Scale Projects (20 projects).

In addition, there are the Capitalisation Restricted Procedure Actions for the capitalisation of 21 projects selected from the 1st Call for Standard Projects.

Projects' Analysis

This section gathers the results of the initial analyses conducted on the funded projects, with the information available at that time. These analyses were refined with a detailed examination of each output to assign a reusability grade. The results of this second phase will be presented in the following section.

1. *Textual analysis of projects*

The first phase of the in-depth analysis of the projects included an analysis referring to statistics on the frequency of words in the description of 80 projects, categorised per PA.

In the box below, the main results were obtained using the text analyser and word counter provided by the Lexicool platform.

PA 1. Strengthening competitiveness of SMEs	PA 2. Tourism and culture	PA 3. Environment and energy	PA 4. Sustainable transport	Output
Cooperation	Tourism	Energy	Transport	Model
SMEs	Cultural	Efficiency	Maritime	Pilot
Competitiveness	Heritage	Management	Mobility	Platform
Enterprises	Development	Buildings	Ports	Plan
Business	Innovative	Training	Network	Strategy
Creation	Sustainable	Awareness	Connections	Capacity building
Development	Management	Carbon	Development	Agreement
Innovative	Natural	Citizens	Management	Labs

Table 1: Results of textual analysis carried out on project descriptions and list of outputs using Lexicool's text analyser
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

From the same source information, word clouds were also developed for each Priority Axis (Figure 2).
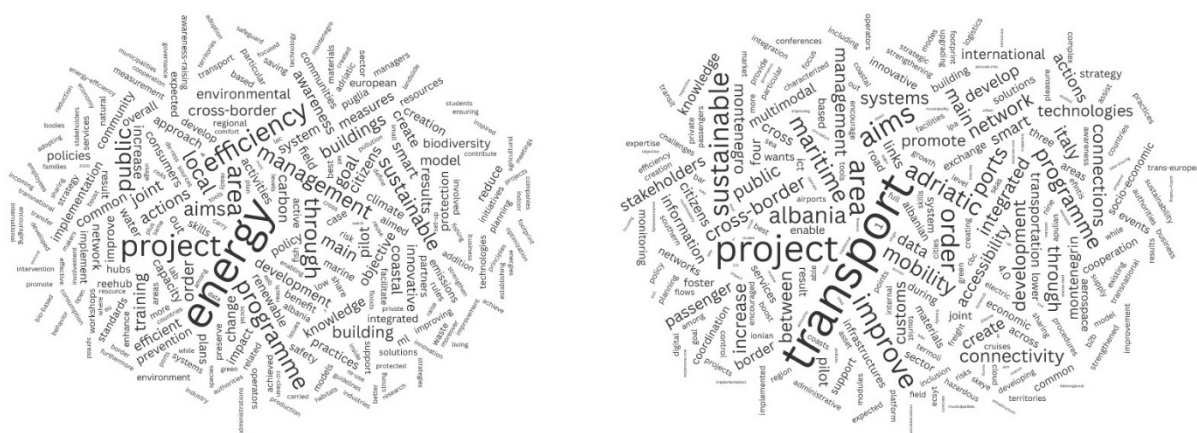
Figure 2: Word clouds based on project descriptions using flourish.studio.
PA 1. Strengthening competitiveness of SMEs (top left); PA 2. Tourism and culture (top right); PA 3. Environment and energy (bottom left); PA 4. Sustainable transport (bottom right).
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

These results, although partial, allow for some preliminary considerations that will then be complemented by the results obtained from the other analysis activities:

➢ the thematic concentration of projects congruent with the PA;
➢ **cross-cutting interest in innovation, development, and management;**
➢ **training and awareness** activities are **mainly related to PA 3, environment, and energy.**

2. *Top-down clustering of projects based on emerging needs*

The first phase of clustering used a heuristic approach to enhance the information collected and processed to prepare the 80 project sheets according to the scheme required by the JS, then flown into the Programme projects' catalogue[1].

The basic idea behind this proposal is to provide a roadmap for the clusterisation of the themes based on an understanding of the **emerging needs of the populations of the Programme Area**.

Specifically, the five emerging needs identified were:

➢ **more safety**
included in this emerging need is the demand by citizens for safer conditions related to both climate change (prevention against floods, and fires) and energy security
➢ **more connectivity**
the need for more efficient physical connections in and between territories certainly stems from a greater propensity to travel for tourism reasons but is also linked to other reasons (study, work, technology transfer, etc.)
➢ **more innovation**

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[1] https://www.italy-albania-montenegro.eu/sites/default/files/2023-09/230913_IT-AL-ME_2014-2020_Projects%20Catalogue.pdf

the challenge to achieve smart, inclusive, and sustainable development, which is also the objective of the Programme, certainly requires increased attention and investments in innovation

➢ **more nature & culture**

the projects financed in the 2014-2020 period have shown great attention to the protection and enhancement of natural resources (biodiversity, ecosystems) and the culture of the territories concerned (UNESCO heritage, local traditions)

➢ **more knowledge**

knowledge and skills are to be understood as indispensable and transversal prerequisites for the achievement of all Programme objectives.

To verify that this clustering criterium fitted the purpose and was suitable for the corpus of funded projects, it was verified that:

➢ each project responded to at least one of the emerging needs
➢ each emerging need was associated with a non-empty set of projects.

The results of the proposed clustering are contained in Table 2.

PA/SO	Project's name	Theme	more safety	more connectivity	more innovation	more nature & culture	more knowledge
1.1	3C4SME	Credit access					X
1.1	BRE	Business registration					X
1.1	FILA	Agro-food research and business					X
1.1	HISTEK	Technicians in Key Enabling Technologies					X
1.1	NERRAnT	Interregional market opportunities			X		X
1.1	INNOTOURCLUST	Cross-border tourist cluster				X	
1.1	inTERaCt 4.0	4.0 growth model for enterprises			X		
1.1	FOOD4HEALTH	Food quality and traceability	X				X
1.1	PHASE	E-health	X		X		X
1.1	SMART ADRIA Blue Growth	Blue growth			X		X
1.1	EBIT	Business digital evolution			X		
1.1	LONETA	NET - negative emission tech	X		X		
1.1	SME BE SMART	Green and blue economy growth			X		
1.1	WELLNESS	4.0 employees well-being			X		
2.1	3D-IMP-ACT	3D mapping of historical sites			X	X	
2.1	Co.Co.Tour	Smart eco-museums			X	X	
2.1	CROSS BORDER OL	Olive-trees tourism				X	
2.1	HAMLET	Small village culture				X	X
2.1	NEST	Smart tourism development			X	X	
2.1	OPEN TOURISM	Tourist services				X	X
2.1	P.A.S.T.4Future	Accessible and sustainable tourism				X	
2.1	REGLPORTS	Nautical tourism				X	X
2.1	wISHfUl	Healthcare tourist network				X	
2.1	Due Mari	Virtual interactive tours			X	X	
2.1	BioTourS	Dolphin observation					X
2.1	G.W.A.	Maritime tourism				X	
2.1	INTERFIDE-CRT	Religious tourism				X	
2.1	CASTER	Sports tourism				X	
2.1	CAVES	Speleological tourism				X	
2.1	EXCELLENT	Tourism less developed regions				X	
2.1	EXTRA	Sustainable tourism				X	
2.1	FRIENDS4FAMILY	Rural tourism					X
2.1	ROOTS	Touristic thematic experiences				X	X
2.2	ADNICH	Theatre production for cultural heritage				X	
2.2	CIRCE	Audiovision platform				X	
2.2	COMPLICITIES	Suburban regeneration				X	
2.2	MONET	Museums revitalisation				X	X
2.2	TOURNEE	Theatrical pieces				X	
2.2	3C	Cultural industries network			X	X	
2.2	AIDA	Abandoned buildings, theatres				X	X
2.2	EArPieCe	Integration musical repertoire			X	X	
2.2	FAME	Musical artists partnerships				X	
2.2	RECON	Modernisation archives and videos			X	X	
2.2	NetFolk	Folk music				X	X
2.2	REMOTE	Cultural enrichment sites				X	
3.1	3 WATCH OUT	Civil protection	X				
3.1	ADRINET	Marine ecosystem preservation	X		X	X	
3.1	BLUE LAND	Safeguard of marine and costal habitats	X		X	X	X
3.1	FLAT	Flood and landslide management system	X				
3.1	LASPEH	Protecting wildlife	X			X	
3.1	Welcome	Beach pollution	X			X	
3.1	CrossWater	Water management system	X				
3.1	TO BE READY	Hazard prevention	X				
3.2	REEHUB	Energy efficient buildings	X				
3.2	ADRIA_Alliance	Climate change awareness	X				X
3.2	AWeS0Me	Building materials from agricultural waste	X		X		
3.2	CO-CLEAN	Energy efficiency	X				X
3.2	EFFECTS	Energy efficient schools	X				X
3.2	LEC	Local energy communities					X
3.2	REEHUB PLUS	Energy efficient buildings	X				
3.2	SMARTPORT	Ports energy profile	X	X			
3.2	SOLAR	Carbon footprint airports	X	X	X		
3.2	DE-RESS	Carbon emission mitigation	X				
3.2	ENEA	Energy efficient buildings	X		X		
3.2	Re-sources	Renewable energy	X				X
3.2	SESC	Smart energy	X				X
4.1	#DynaMob 2.0	Sustainable mobility			X	X	
4.1	ON CLOUD NINE	New airline routes		X			
4.1	PORTS	New ship routes		X			X
4.1	SAGOV	Maritime transport infrastructures		X	X		
4.1	ALMONIT - MTC	Improving transport networks		X			
4.1	CRISIS	Hazardous materials transportation	X				X
4.1	EFINTIS	Ports digitalisation	X	X	X		
4.1	ISACC	Antifraud custom controls	X		X		
4.1	LASTING	Nautical transportation			X	X	
4.1	SuMo	Sustainable mobility port cities	X	X			
4.1	ECSYT	Nautical transports connections		X			
4.1	PORTS 4.0	4.0 in ports		X	X		
4.1	SkEye	Aerospace technology			X		
4.1	TRADAM	Transport Assets Data Management			X		

Table 2: Clustering of projects based on emerging needs.

Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

3. *Preliminary reclassification of projects' results*

Following interlocutions with the JS, the analysis was further refined. Therefore, the next step consisted of reclassifying, for each of the 80 projects, the results they produced according to the definition of result provided by the Agency for Territorial Cohesion (ACT) "final and conclusive outcome of an action, activity or operation". The project result is generally a product of the actions/activities of the various stakeholders. Results are therefore the tangible products/services provided derived by the implementation of a series of activities within a project. They measure the effects of the supported interventions concerning the direct beneficiaries, target population or users of the infrastructure" (ACT, 2021a).

In this analysis, the following macro-categories were identified:

- ➢ pilot actions / installations / small investments
- ➢ desk research and survey / mapping
- ➢ action plan / policy paper / draft law / guidelines
- ➢ technical/scientific documents
- ➢ training and/or awareness and capacity building activities
- ➢ performance / festivals / artistic productions
- ➢ reproducible audiovisual or printed material
- ➢ tourist packages
- ➢ MoU / network / cluster /communities
- ➢ ICT tools

The table below shows the results achieved reclassified by category and PA. The values in the cells should be read as: 'in at least 5 projects of the PA 1. Competitiveness for SMEs at least one pilot action/installation/small investment was produced' and so on (Table 3).

Results categories	PA 1. Strengthening competitiveness of SMEs	PA 2. Tourism and culture	PA 3. Environment and energy	PA 4. Sustainable transport	Total
pilot actions/installations/ small investments	5	13	16	6	40
desk research and survey/mapping	6	12	4	7	29
action plan/policy paper/ draft law/guidelines	7	12	13	6	38
technical/scientific documents	1	3	10	4	18
training and/or awareness and capacity building activities	8	18	13	6	45
performance/festivals/artistic productions	0	7	1	0	8
reproducible audiovisual or printed material	0	10	1	1	12
tourist packages	1	9	0	0	10
MoU/network/cluster/ Communities	10	12	6	6	34
ICT tools	7	15	6	5	33
TOTAL	45	111	70	41	267

Table 3: Reclassification of outputs by PA. Preliminary results.
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

Table 3 facilitates the identification of the most frequent result categories, in order:

➢ at least one training and/or awareness and capacity building activity in 45 projects;
➢ at least one pilot action/installation/small investment in 40 projects;
➢ at least one action plan/policy paper/draft law/guidelines in 38 projects;
➢ at least one ICT tool in 33 projects.

It also allows us to identify in which PA there was a higher concentration of achievements and in which category (boxes with blue values; e.g. pilot actions/installations/small investments especially concentrated in PA 3. Environment and energy).

These preliminary results were further refined following the analysis performed by Fleurs International, as detailed in the following section.

4. *Preliminary bottom-up clustering of projects based on achievements and potential takers*

Finally, to ensure that 'the results are not only transferred but also re-used by other specific actors and that there is, therefore, a gradual improvement of policies' (ACT, 2021b), there was a subsequent in-depth examination of the results produced.

Therefore, the result categories have been reclassified based on intrinsic characteristics that, in some way, already point towards a lesser or greater possibility of capitalisation and transferability, i.e. 'capitalisability'. (Figure 3).

minimum
- pilot actions/installations/small investments
- training and/or awareness and capacity building activities
- performance/festivals/artistic productions
- reproducible audiovisual or printed material
- MoU/network/cluster/communities

medium
- desk research and survey/mapping
- technical/scientific documents
- tourist packages
- ICT tools

maximum
- action plan/policy paper/draft law/guidelines
- technical/scientific documents

Figure 3: Result categories by level of capitalisation
Source: ARTI

A refinement of this activity was conducted by Fleurs Internationals, the external supplier that assisted JS and ARTI in evaluating the reusability of outputs, as presented in the next section. In this one, the analysis progressed with some preliminary assumptions on possible 'capitasable' results and potential takers. These, in turn, can also be reclassified into some macro-categories:

- ➢ government and local authorities;
- ➢ hospitals;
- ➢ civil protection;
- ➢ tourism promotion companies;
- ➢ CC sector;
- ➢ enterprises;
- ➢ research institutes;
- ➢ education and training institutions;
- ➢ port and airport authorities;
- ➢ shipping and transport companies;
- ➢ project planners and installers (Table 4).

Table 4 (wide table). Column header abbreviations:
- A = pilot actions / installations / small investments
- B = desk research and survey / mapping
- C = action plan / policy paper / draft law / guidelines
- D = technical / scientific documents
- E = training and/or awareness and capacity building activities
- F = performance/festival/artistic productions
- G = reproducible audiovisual or printed material
- H = tourist packages
- I = MoU / network / cluster /communities
- J = ICT tools

PA/SO	Project's name	Theme	A	B	C	D	E	F	G	H	I	J	potentially capitalisable results (desk analysis)	potential takers
1.1	3C4SME	Credit access		×	×						×		draft law to facilitate access to credit	government and local authorities
1.1	BRE	Business registration		×	×		×				×	×	query platform designed for the business registration	government and local authorities
1.1	FILA	Agro-food research and business	×			×							the FILA model	enterprises / research institutes
1.1	HISTEK	Technicians in Key Enabling Technologies		×							×		assessment interactive toolkit	enterprises / education and training institutions
1.1	INERRAnT	Interregional market opportunities	×		×						×	×	platform demand/offer for technologies; DIH model	enterprises / governement and local authorities
1.1	INNOTOURCLUST	Cross-border tourist cluster		×					×	×			offer analysis (overview on the project's area tourism resources); demand analysis (overview on the world's most significant tourism trends and needs)	tourism promotion companies
1.1	inTERaCt 4.0	4.0 growth model for enterprises	×	×	×							×	business growth needs related to Industry 4.0 paradigm; solutions; recommendations	research institutes / enterprises / government and local authorities
1.1	FOOD4HEALTH	Food quality and traceability	×		×	×	×				×	×	technology platform on traceability of product origin, food education, demand and supply of innovations, database for start-ups and innovative MSMEs	enterprises
1.1	PHASE	E-health	×	×			×					×	3 pilot eHealth systems	hospitals / government and local authorities
1.1	SMART ADRIA Blue Growth	Blue growth		×							×	×		
1.1	EBIT	Business digital evolution				×					×			
1.1	LONETA	NET - negative emission tech				×					×			
1.1	SME BE SMART	Green and blue economy growth				×					×			
1.1	WELLNESS	4.0 employees well-being				×								
2.1	3D-IMP-ACT	3D mapping of historical sites	×	×					×			×	mapping of historic architectures and sites in the reference territories, 3D models	tourism promotion companies
2.1	Co.Co.Tour	Smart eco-museums	×	×	×		×			×	×			
2.1	CROSS BORDER OL	Olive-trees tourism		×	×	×								
2.1	HAMLET	Small village culture	×	×			×	×	×			×		
2.1	NEST	Smart tourism development		×					×	×			smart tourism entrepreneurial development roadmap for skills' updating and upscaling of tourism entrepreneurs	tourism promotion companies
2.1	OPEN TOURISM	Tourist services	×			×					×			
2.1	P.A.S.T.4Future	Accessible and sustainable tourism	×	×	×		×		×	×		×	a web platform and APP including more than 600 point of interests for tourists with special needs	tourism promotion companies
2.1	REGLPORTS	Nautical tourism	×		×		×					×	cross-border nautical tourism development plan	shipping and transport companies / tourism promotion companies
2.1	wiSHfUl	Healthcare tourist network	×	×					×	×	×	×	healthcare tourist offers tailored on users'specific medical needs	tourism promotion companies
2.1	Due Mari	Virtual interactive tours		×								×	virtual tour for 600 sites	tourism promotion companies
2.1	BioTourS	Dolphin observation	×	×								×	Cross-border youth camps; data and geo-referred photos of Cetaceans	education and training institutions
2.1	G.W.A.	Maritime tourism	×		×				×	×		×	Cross-Border strategy for water sports tourism	tourism promotion companies
2.1	INTERFIDE-CRT	Religious tourism	×		×		×		×		×	×	religious tours	tourism promotion companies
2.1	CASTER	Sports tourism	×		×		×		×					
2.1	CAVES	Speleological tourism				×								
2.1	EXCELLENT	Tourism less developed regions			×		×						Training Plan for the high-quality learning experience of the cross-border Adriatic Tourism Academy	education and training institutions / tourism promotion companies
2.1	EXTRA	Sustainable tourism				×								
2.1	FRIENDS4FAMILY	Rural tourism				×				×				
2.1	ROOTS	Touristic thematic experiences				×			×					
2.2	ADNICH	Theatre production for cultural heritage		×			×	×	×		×		studies on specific aspects of cultural intangible heritage	
2.2	CIRCE	Audivision platform	×			×		×						
2.2	COMPLICITIES	Suburban regeneration		×	×		×							
2.2	MONET	Museums revitalisation		×					×	×	×			
2.2	TOURNEE	Theatrical pieces				×	×	×	×					
2.2	3C	Cultural industries network	×			×	×				×			
2.2	AIDA	Abandoned buildings, theatres		×	×		×	×	×					
2.2	EArPieCe	Integration musical repertoire				×		×	×		×			
2.2	FAME	Musical artists partnerships	×				×					×		
2.2	RECON	Modernisation archives and videos						×				×	film cataloguing through controlled multilingual vocabulary in general well-known terms through a web application	CC sector
2.2	NetFolk	Folk music				×					×			
2.2	REMOTE	Cultural enrichment sites				×	×							
3.1	3 WATCH OUT	Civil protection	×	×	×						×	×	territorial analysis and risk inventory; guidelines	civil protection
3.1	ADRINET	Marine ecosystem preservation	×			×						×	reports on sea conditions, fishing best practices, environmental risk management plan	government and local authorities
3.1	BLUE LAND	Safeguard of marine and costal habitats	×		×							×	strategic documents, regulatory legislation analyses, geoportal	government and local authorities
3.1	FLAT	Flood and landslide management system	×			×	×						analysis of the current situation; recommendations for improvement of protection and risk mitigation; practical guidebook for action	government and local authorities / civil protection
3.1	LASPEH	Protecting wildlife	×	×	×	×							joint strategic plan and conservation plans	government and local authorities
3.1	Welcome	Beach pollution	×		×			×	×				marine litter management plan and legal framework	government and local authorities
3.1	CrossWater	Water management system	×		×	×							guidelines for improving the local water management plans in a sustainable and eco-compatible way	government and local authorities
3.1	TO BE READY	Hazard prevention	×			×	×						operating procedures for remote management emergency	civil protection
3.2	REEHUB	Energy efficient buildings	×	×	×		×						energy audits methodology	project planners and installers
3.2	ADRIA_Alliance	Energy efficient buildings	×		×		×						sustainable energy and climate action plan	government and local authorities
3.2	AWeS0Me	Building materials from agricultural waste	×			×	×						analysis of the state of the art of local agro-waste, analysis of physical properties of the prototypes	government and local authorities / project planners and installers
3.2	CO-CLEAN	Energy efficiency	×		×									
3.2	EFFECTS	Energy efficient schools	×	×		×						×	protocols for energy efficiency in buildings and to define a specific customization for schools; a census tool	education and training institutions / government and local authorities
3.2	LEC	Local energy communities	×		×		×				×		general model for local energy communities	local stakeholders
3.2	REEHUB PLUS	Energy efficient buildings	×			×	×						a manual for energy performance requirements; best practices for legislation on energy efficiency; a manual for energy efficiency (in old and new buildings); a manual of	project planners and installers / government and local authorities
3.2	SMARTPORT	Ports energy profile	×		×	×				×			report of energy needs and production; guidelines for greater sustainability of the local energy system; report on the current status of port areas; a feasibility plan for docks electrification and sustainable mobility within the port	port and airport authorities
3.2	SOLAR	Carbon footprint airports		×	×	×							toolkit for sustainable management of CO2 emissions in airports	port and airport authorities
3.2	DE-RESS	Carbon emission mitigation				×								
3.2	ENEA	Energy efficient buildings				×								
3.2	Re-sources	Renewable energy		×		×							"Smart Industry Development Strategy"	enterprises
3.2	SESC	Smart energy			×	×					×		regional strategy of education and training for the implementation of smart energy knowledge according to European standards	education and training institutions / government and local authorities / enterprises
4.1	#DynaMob 2.0	Sustainable mobility	×	×	×							×	DynAPP for monitoring traffic peak and roads condition	government and local authorities
4.1	ON CLOUD NINE	New airline routes	×	×										
4.1	PORTS	New ship routes		×		×	×						analysis of the state of the art of sea highways and routes in the Adriatic-Ionian region + mathematical model	port and airport authorities / shipping and transport companies
4.1	SAGOV	Maritime transport infrastructures		×		×					×	×		
4.1	ALMONIT - MTC	Improving transport networks	×		×									
4.1	CRISIS	Hazardous materials transportation		×		×							multimodal safest routing algorithm for their transportation; the design and development of a berth allocation algorithm; ICT platform for monitoring and supporting decision-making regarding hazardous materials' transportation	shipping and transport companies / government and local authorities
4.1	EFINTIS	Ports digitalisation		×	×					×	×		Action plan for development of the ICT connection	port and airport authorities / government and local authorities
4.1	ISACC	Antifraud custom controls	×			×	×						pilot digital form with info and parameters of a good, aimed at verifying in customs control points	port and airport authorities
4.1	LASTING	Nautical transportation	×	×	×	×				×			a strategic plan for the transnational passenger transit system; research on passengers travelling through the eastern/western coasts of the Lower Adriatic; a joint study looking forward to improving multimodal connections	port and airport authorities / government and local authorities
4.1	SuMo	Sustainable mobility port cities	×			×							development plan related to the sustainable and multimodal urban mobility systems	port and airport authorities / shipping and transport companies
4.1	ECSYT	Nautical transports connections		×	×								"Sustainable strategic planning of port sector transport"	shipping and transport companies
4.1	PORTS 4.0	4.0 in ports		×		×							policy recommendations for maritime transport players to adapt themselves to the digital revolution	government and local authorities / shipping and transport companies
4.1	SkEye	Aerospace technology		×							×			
4.1	TRADAM	Transport Assets Data Management				×		×						

Table 4: Clustering of projects based on results and potential takers.

Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

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Project Outputs' analysis based on the Level of Reusability

A subsequent stage of analysis involved a more detailed assessment. This stage aimed to evaluate the capitalisation of each output produced within the projects financed by the Programme, based on specific criteria. As described in more detail below, the partner Fleurs International developed a tool to assign a score to each project output. Nine different evaluation factors were identified to assess the degree of reusability of the outputs. Each factor was rated on an increasing value scale, and the final score of the outputs was calculated based on the weighted average of the scores given to the nine factors. Finally, the information collected through the tool was compiled into a catalogue that will be integrated into the Programme's overall database.

1. Methodology

This activity aims to identify the most significant results obtained within funded projects to be effectively transferred or utilised.

The process of capitalisation of project outputs of the Interreg IPA CBC Italy-Albania-Montenegro Programme 2014-2020, led by the JS and ARTI and developed by Fleurs Internationals[2], has had as an operating result the assessment of an *ad hoc* tool which aims to assign a score to each project output, but also to collect other relevant information.

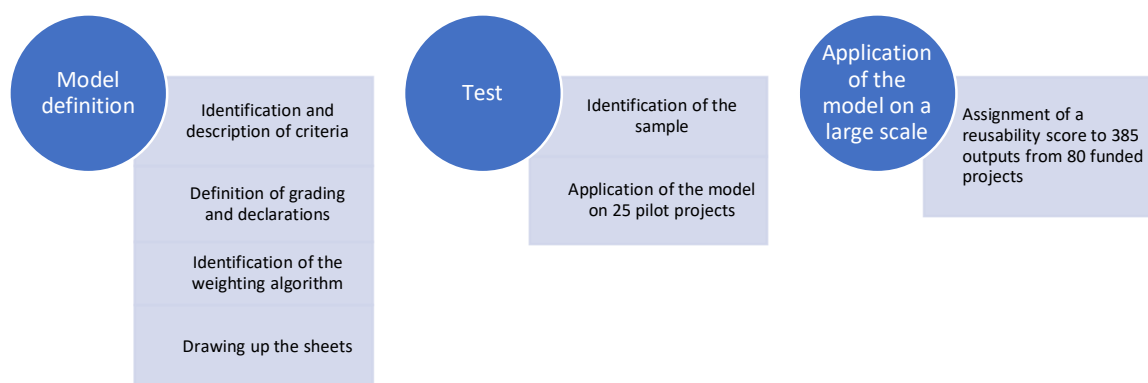The logical framework adopted in this analysis is described below (Figure 4).

Figure 4. Project Outputs' analysis based on the Level of Reusability.

This intensive work led to the identification of the 9 final criteria. The table below (Table 5) provides the list, declaration, and definition of the grading criteria used for evaluating the capitalisation of each output.

Criteria	Declaration	Grading	
ACCESSIBILITY	To refer to accessibility via the web, document format, multimedia (e.g. with subtitles, audio transcriptions, image description etc), applications (for disabled people etc), physical (e.g. for equipment)	0	Output not accessible
		1	Output partially accessible
		2	Output accessible discreetly
		3	Output adequately accessible to the majority of users
		4	Output fully accessible by anyone in any format
AVAILABILITY	An output is considered available when it is readily accessible to users or interested parties at a specific time and place (Constant access, archived data, use of redundant systems, planned preventative maintenance)	0	Output unavailable
		1	Output partially available
		2	Output available discreetly
		3	Output adequately available for the majority of users
		4	Output fully available to anyone and adequately protected from failures/risks
MAINTENANCE	An output is considered maintainable if it can be easily maintained, updated, repaired and improved over time. Good maintainability means that maintenance, repair and future development activities can be carried out with minimal impact on existing operations and at low cost	0	Output impossible to maintain
		1	Partially maintainable output
		2	Output maintainable fairly
		3	Output maintainable adequately for the majority of users
		4	Output fully maintainable for anyone and adequately protected from failures/risks
COMPLIANCE WITH EU STANDARDS	Ability of the output to respect and satisfy rules, guidelines, techniques or specific requirements established by the Interreg Program with particular reference to: coherence and uniformity in the presentation of contents, accuracy/completeness/usefulness with respect to EU objectives, alignment with strategic objectives and priorities EU. Compliance with the provisions established by the Interreg regulations in force, with particular attention to eligibility criteria, reporting requirements and evaluation procedures. Adoption of the Interreg style manual for the drafting of project documents and reporting, in order to guarantee coherence and uniformity in the presentation of contents. Ensuring a high level of quality of project outputs, in terms of accuracy, completeness, relevance and usefulness with respect to the set objectives. Alignment of the project with the priorities and strategic objectives of the European Union, in particular with Territorial Cohesion and the Sustainable Development Goals.	0	Output not compliant with standards
		1	Output partially compliant with standards
		2	Output reasonably compliant with standards
		3	Output adequately compliant with standards for the majority of users
		4	Output fully compliant with standards for everyone and adequately protected from failures/risks
OPEN STANDARDS, COMMON PROTOCOLS	Output designed and implemented using publicly recognized and accepted standards to ensure interoperability, the ability to work effectively with other systems, products or services without compatibility issues. Output not subject to intellectual property restrictions. Open standards: Technical specifications defined by internationally recognized standards bodies, accessible to all and not subject to intellectual property restrictions. Examples: ISO, IEC, W3C, OASIS. Open protocols: Sets of rules that govern communication and interaction between computer systems, freely accessible and implementable by anyone. Examples: HTTP, TCP/IP, XML, JSON.	0	Output lacking open standards/common protocols
		1	Output partially equipped with open standards/common protocols
		2	Output discreetly equipped with open standards/common protocols
		3	Output adequately equipped with open standards/common protocols
		4	Output fully equipped with open standards/common protocols
ADAPTABILITY	Ability of the output to modify its characteristics to meet the different needs, conditions or contexts in which it will be used. An "adaptive" output is able to flexibly respond to changes, variations or specific requirements without requiring substantial modifications or rewrites.	0	Unadaptable output
		1	Partially adaptable output
		2	Discreetly adaptable output
		3	Output adaptable adequately for the majority of users
		4	Output fully adaptable for anyone and adequately protected from failures/risks

COSTS OF THE REUSE	Expenses or costs associated with repeating, modifying, or further using the output in contexts or purposes other than those for which it was originally created. These costs can vary based on the complexity of the output and the degree of customization or adaptation required for its reuse.	0	Output with high reuse costs
		1	Output at partial reuse costs
		2	Output at reasonable reuse costs
		3	Output adequately reusable without additional reuse costs for the majority of users
		4	Output fully reusable without further reuse costs for anyone and adequately protected from failures/risks
TECHNICAL SUPPORT FOR REUSE	Assistance and advice provided to facilitate and facilitate the process of reusing output in new contexts or purposes. This may include activities and services, including: technical consultancy, configuration assistance, training, troubleshooting, updates and maintenance, risk management, documentation, ongoing support.	0	Output not reusable in the absence of technical support
		1	Partially reusable output in the absence of technical support
		2	Output can be discretely reused in the absence of technical support
		3	Output adequately reusable in the absence of technical support for the majority of users
		4	Output fully reusable in the absence of technical support for anyone and adequately protected from failures/risks
OBSOLESCENCE	Process by which an output gradually becomes less relevant or usable due to technological advances, changes in market needs, and other factors (evolving regulations, cessation of manufacturer support, or physical deterioration in the case of physical products).	0	Output with a high obsolescence rate
		1	Output with partial obsolescence rate
		2	Output with a fair obsolescence rate
		3	Innovative output adequately for the majority of users
		4	Fully innovative output for anyone and adequately protected from failures/risks

Table 5: Evaluation grid for reusability.

The weighting algorithm initially assigned a relevance level to each criterion, using an increasing value scale from 0 to 4. The weight of the i-th criterion is determined by dividing its relevance level by the sum of the relevance levels of all criteria, as illustrated in Table 6.

	ACCESSIBILITY	AVAILABILITY	OPEN STANDARDS, COMMON PROTOCOLS	MAINTAINABILITY	COMPLIANCE WITH EU STANDARDS	ADAPTABILITY	COSTS OF THE REUSE	TECHNICAL SUPPORT FOR THE REUSE	OBSOLESCENCE	Sum of the relevance of the criteria
Relevance of the criterion (from 1 to 5)	3	5	3	3	5	5	5	3	5	37
Weight	8,11%	13,51%	8,11%	8,11%	13,51%	13,51%	13,51%	8,11%	13,51%	100%

Table 6: The weighting algorithm.

The identification of criteria, and the weights to be assigned to them, were operations quite complex and required numerous fine-tuning sessions between contractors and suppliers to adapt it to the requirements of the Programme. Therefore, before the large-scale application of the evaluation and weighting model, a sample of 25 projects was selected.

As a whole, the activity produced in turn three distinct outputs:

1 - Comprehensive Analysis: It offers an in-depth analysis of the projects within the 'Interreg IPA CBC Italy-Albania-Montenegro' Program. The methodology used involved systematically evaluating each project's output through the use of project forms.

2 - Data Repository: This segment presents a table that encapsulates the data fields essential for the construction of a Business Intelligence (BI) dashboard. This table was meticulously derived from a query executed on the Comprehensive Analysis, ensuring a robust foundation for subsequent analytical endeavours.

3 - Data Analysis: In this part exemplar analyses were offered, showcasing potential investigative approaches utilising the data housed in the Data Repository. This Business Intelligence (BI)

dashboard is designed to illuminate the versatility and depth of analysis achievable with the available data set.

2. The Comprehensive Analysis

The Comprehensive Analysis provides general information about each output, such as the project to which it belongs, the description and the type of output, and the specific objective in which the output is inserted for the 2014-2020 period. In addition, in this sheet, the evaluation of the level of capitalisation is provided.

To illustrate the richness of the Comprehensive Analysis content, an example record is shown below (Table 7).

PROJECT ACRONYM	TYPE OF PROJET	FULL TITLE OF PROJECT	OUTPUT	OUTPUT DESCRIPTION	LEVEL OF THE DETAIL IN THE OUTPUT DESCRIPTION	NOTE	TYPE OF OUTPUT	TYPE OF OUTPUT (AGENZIA COESIONE)	2014-2020 Specific Objective	ACCESSIBILITY	AVAILABILITY	OPEN STANDARDS, COMMON PROTOCOLS	MAINTAINABILITY	COMPLIANCE WITH EU STANDARDS
01	3D-IMP-ACT	1st CALL - STANDARD PROJECTS	Virtual reality and 3D experiences t	OT T.1.1	Web-GIS based mapping of historic sites and relative networks in the reference territories	Medium		Educational Materials	TRAINING MATERIALS	Tourism and culture	4	4	4	3	3

ADAPTABILITY	COSTS OF THE REUSE	TECHNICAL SUPPORT FOR THE REUSE	OBSOLESCENCE	FINAL SCORE	LEVEL OF REUSABILITY	N° OF STAKEHOLDERS DIRECTLY INTERESTED IN THE REUSE	TYPE OF STAKEHOLDER	N° OF STAKEHOLDERS INDIRECTLY AFFECTED BY THE REUSE	TYPE OF STAKEHOLDER2	2021-2027 Specific Objective addressed
2	3	2	3	3,08	High - Optimal	4	Citizens Public (users) Tourism industry operators Museums	9	Local authorities Regional authorities National authorities Training centre Universities Students Professors Researcher Cultural heritage organisation	S.O. 4.2 culture and tourism in economic development, social inclusion and social innovation, (Tourism)

COHERENCE WITH STRATEGIC PRIORITIES (AGENDA 2030 priorities) https://asvis.it/	ASSUMPTIONS	Web Link	EUSAIR
Goal 9: BUSINESSES, INNOVATION AND INFRASTRUCTURE	The reuse requires technical support in order to ensure the update of the output	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://3dimpact.italy-albania-montenegro.eu/sites/3dimpact.italy-albania-montenegro.eu/files/2022-07/O.T.1.1.pdf	Sustainable Tourism

Table 7: The track record in the Comprehensive Analysis.

This analysis also provides information on the number and type of stakeholders interested in reusing the outputs. It identifies the specific objective of the Interreg IPA CBC Italy-Albania-Montenegro 2021-2027 Programme to which the output could belong and its alignment with strategic priorities (e.g., Agenda 2030). Additionally, the final score of the outputs—calculated based on the average of the scores given to the nine criteria—is provided, along with assumptions (identifying the criteria expected to have the greatest influence on the reuse of the output) and the web link for accessing the outputs itself.

With the information from the Comprehensive Analysis, it was possible to update Table 3 with the final results of the composition of output categories for different Priority Axes (Table 8).

Results categories (according to Agenzia Coesione Territoriale taxonomy)	PA 1. Strengthening competitiveness of SMEs	PA 2. Tourism and culture	PA 3. Environment and energy	PA 4. Sustainable transport	Total
STUDIES, RESEARCH, PATENTS	30	66	19	48	163
INFORMATION MATERIALS, PUBLICATIONS AND MULTIMEDIA PRODUCTS	15	7	13	52	87
GUIDELINES, RECOMMENDATIONS, DECLARATIONS, JOINT ACTION PLANS	13	22	13	14	62
FORMAT, TEMPLATE, SHARED PROTOCOLS	17	3	2		22
TRAINING MATERIALS	6		1	13	20
DATABASE, PLATFORMS, SOFTWARE	3	1	8	6	18
n/a	1	1	1	7	10
SMALL-SCALE INFRASTRUCTURES AND NEW SERVICES FOR THE COMMUNITY				2	2
NETWORKS AND OBSERVATORS				1	1
TOTAL	85	100	57	143	385

Table 8: Reclassification of outputs by PA. Final results.
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

Table 8 facilitates the identification of the most frequent result categories, in order:

  ➢ studies and research (163 outputs);
  ➢ information materials, publications, and multimedia products (87 outputs);
  ➢ guidelines, recommendations, declarations and joint action plans (62 outputs).

It also allows us to identify in which PA there was a higher concentration of achievements and in which category (boxes with blue values; e.g. studies and research concentrated in PA 2. Tourism and culture).

3. Data Repository

The data repository is the core of the Project Outputs' analysis. It was designed, implemented and filled to easily feed an online filterable dashboard to be hosted on the programme portal in the future.
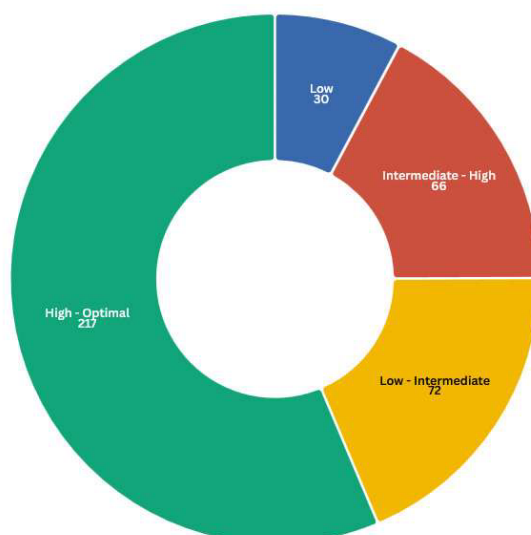
The list of the fields in the data repository are as follows:

  ➢ project acronym
  ➢ type of project
  ➢ full title of project
  ➢ output description

➢ type of output
➢ type of output (according to Agenzia Coesione's taxonomy)
➢ 2014-2020 specific objective
➢ EUSAIR
➢ final score
➢ level of reusability

According to the final scores, four level of reusability have been identified (Figure 5):

➢ Low
➢ Low-intermediate
➢ Intermediate-High
➢ High-Optimal

Figure 5: Reclassification of outputs by level of reusability.

Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

Created by ARTI with flourish.studio

For the most part, the outputs have a high level of reusability (56% out of the total).

In the table below, the top 10 outputs for reusability (Table 9).

PROJECT ACRONYM	OUTPUT DESCRIPTION	TYPE OF OUTPUT	2014-2020 Specific Objective	FINAL SCORE
13 | SOLAR	Joint toolkit for sustainable management of CO2 emissions in airport – Handbook	INFORMATION MATERIALS AND PUBLICATIONS AND MULTIMEDIA PRODUCTS	Environment and Energy	3.7
78 | FOOD4HEALTH	Common protocols addressed to MSMEs for strengthening the framework conditions and EU standards in the cooperation area	GUIDELINES, RECOMMENDATIONS, DECLARATIONS, JOINT ACTION PLANS	Competitiveness of smes	3.7

77 | G.W.A.	JOINT CROSS-BORDER INTEGRATED ADVENTURE TOURISM SERVICE	STUDIES, RESEARCH, PATENTS	Tourism and culture	3.65
78 | FOOD4HEALTH	Local "Food4Health Community Labs"created	FORMAT, TEMPLATE, SHARED PROTOCOLS	Competitiveness of smes	3.65
78 | FOOD4HEALTH	Creation of a "Food4Health technological platform" with advanced tools and services to promote quality food and consumer health.	FORMAT, TEMPLATE, SHARED PROTOCOLS	Competitiveness of smes	3.65
79 | PHASE	PHASE_Validation of the Infarct.NET Pilot	STUDIES, RESEARCH, PATENTS	Competitiveness of smes	3.65
79 | PHASE	PHASE_Validation of Pilot 3 Chronicity	STUDIES, RESEARCH, PATENTS	Competitiveness of smes	3.65
13 | SOLAR	Low carbon/low energy plan – Albanian Civil Aviation Authority	STUDIES, RESEARCH, PATENTS	Environment and Energy	3.62
15 | EFINTIS	Action plan for development of the ICT connection	GUIDELINES, RECOMMENDATIONS, DECLARATIONS, JOINT ACTION PLANS	Sustainable Transport	3.59
21 | ADRINET	Joint Coastal Management Tool	STUDIES, RESEARCH, PATENTS	Environment and Energy	3.57

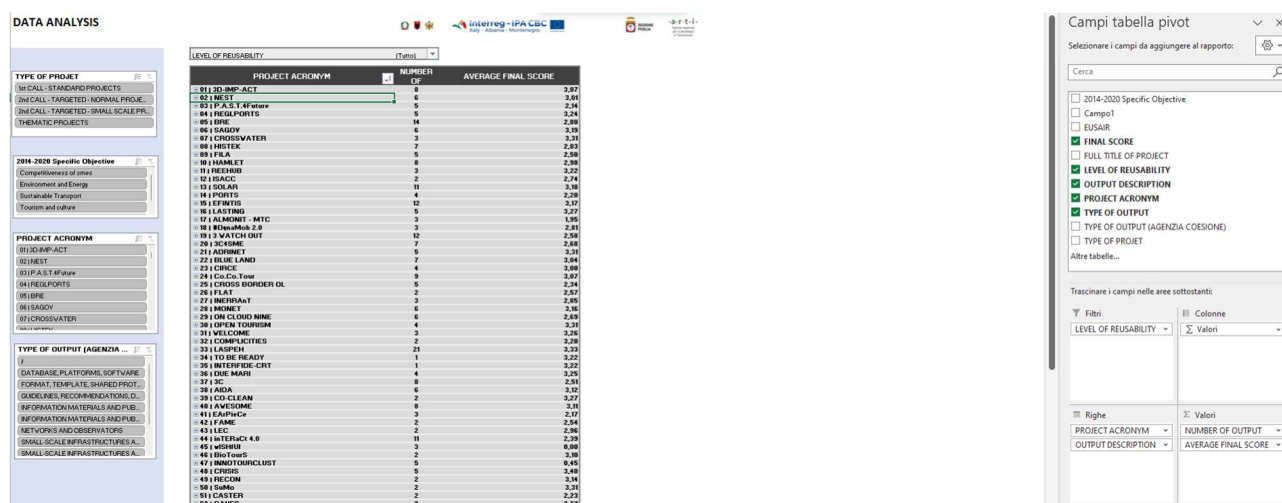**Table 9: Top 10 results for reusability.**
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

4. Data Analysis

If the Data Repository has been implemented at the level of individual outputs (about 400), Data Analysis, on the other hand, allows customised analyses to be carried out at the level of individual projects (80) by applying specific filters that have been identified following careful listening to the information needs of the Programme.

After the possibly combined application of several filters (type of project, level of reusability, etc.), the tool can return the number of projects or the average final score and so on.
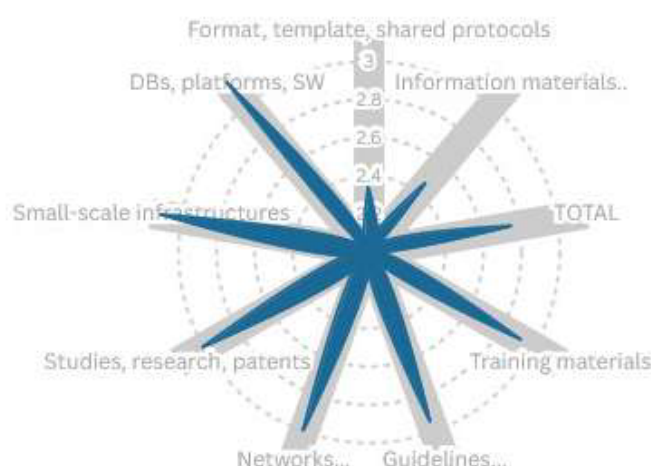
Below is a screenshot of how this section has been organised (Figure 6).

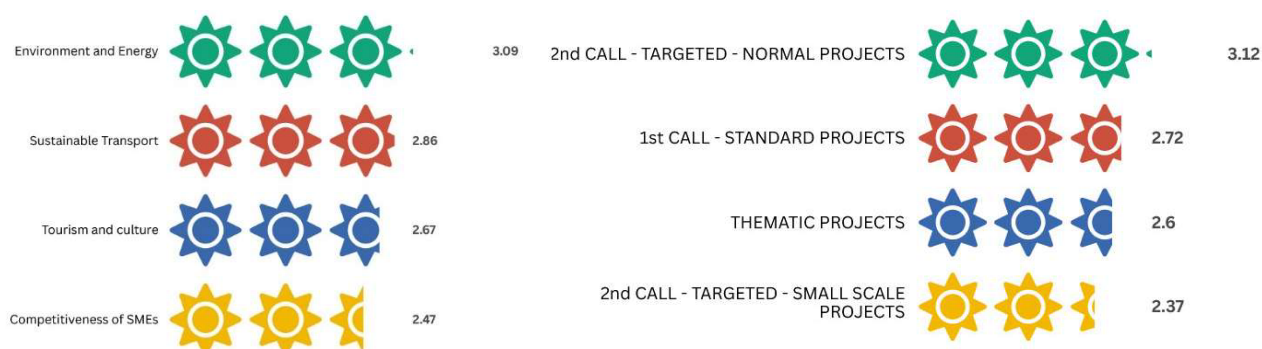**Figure 6: Data Analysis: Business Intelligence dashboard**

5. Data Visualization created with Flourish

Using the information available in the BI dashboard, ARTI has developed some examples of data visualization created with Flourish[3].

Figure 7: Average level of reusability by category of output
Created by ARTI with flourish.studio

If the average level of reusability is 2.76 (on a value scale from 0 to 4), Databases, platforms, and software are the outputs with the highest average reusability scores (average score of 3.16).
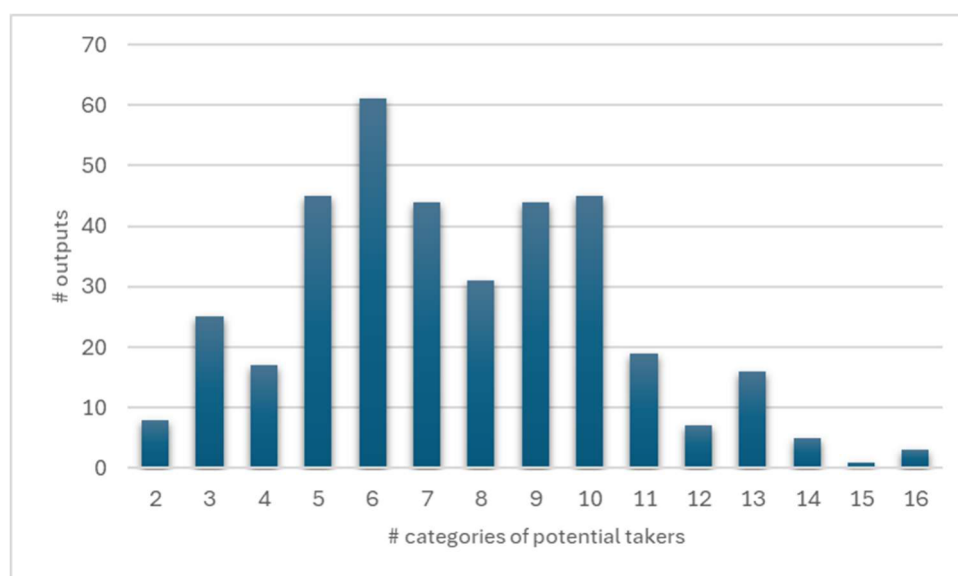

Figure 8: Average level of reusability by Priority Axis (left panel) and call (left panel)
Created by ARTI with flourish.studio

On average, the PA Environment and energy and the projects funded by the 2nd call – targeted – normal projects have the outputs with the highest level of reusability (Figure 8).

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[3] https://flourish.studio/

Scouting of potential takers

The detailed analysis conducted by Fleurs International on each output allowed for the identification of stakeholder categories potentially interested in their reuse. In the chart below, the distribution of outputs by the number of categories interested in potential reuse (Figure 9).

Figure 9: Distribution of outputs by number of categories of potential takers
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

It is evident that the **outputs impact a significant number of potential taker categories**: almost all outputs target at least five categories.

The table below provides information on which outputs are suitable for reuse across a wider range of potential taker categories (Table 10).

Results categories (according to Agenzia Coesione Territoriale taxonomy)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	n/a
DATABASE, PLATFORMS, SOFTWARE	1	1		1	1	3	3	2	4			1	1			
FORMAT, TEMPLATE, SHARED PROTOCOLS		2		1	14	2	1	1	1							
GUIDELINES, RECOMMENDATIONS, DECLARATIONS, JOINT ACTION PLANS		3		14	8	9	2	10	4	4	2	2	4			

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INFORMATION MATERIALS AND PUBLICATIONS AND MULTIMEDIA PRODUCTS	1	6	1	3	8	8	7	20	17	3	1	8				4
NETWORKS AND OBSERVATORS										1						
SMALL-SCALE INFRASTRUCTURES AND NEW SERVICES FOR THE COMMUNITY	1							1								
STUDIES, RESEARCH, PATENTS	3	11	5	25	30	22	17	7	19	11	4	5		1	3	
TRAINING MATERIALS	2	2	11	1			1	3								
TOTAL	8	25	17	45	61	44	31	44	45	19	7	16	5	1	3	14

Table 10: Distribution of categories of outputs by the number of categories of potential takers

Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

Fleurs International identified 44 different types of potential takers. Below is a table showing the number of outputs in which each category appears (Table 11).

Categories of potential takers (Stakeholders directly affected by the reuse)	# outputs
Local authorities	258
National authorities	250
Regional authorities	249
SMEs	196
Third sector	137
Cultural heritage organisations	123
Universities	119
Metropolitan cities	92
Public (users)	85
Citizens	82
Organisations representing SMEs	77
Higher education institutions	70
Museums	69
Research centres	62
Ports	59

Schools	58
Innovation agencies	57
Students	55
Environmental agencies	54
Primary schools	54
Secondary schools	54
Business support centres and agencies	53
Coastal zone management organisations	53
Tourism industry operators	50
Training centres	43
Chambers of Commerce	42
Researchers	37
Logistic and transport enterprises	35
Nature management organisations	34
Airports	30
Cluster organisations	23
Energy agencies	23
Energy suppliers	20
Artists	16
Professors	14
Farmer organisations	12
Water management organisations	11
Health institutions	10
Shipping agents	8
Incubators	5
Regional Development Agency	5
Agencies specialized on the craft sector	2
Advisers	1
Religious authorities	1

Table 11: Distribution of categories of potential takers by the number of outputs involved
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

The word cloud helps to provide insights into the relative importance of different stakeholders considered as potential takers of the outputs produced by the projects funded by the Programme (Figure 10).

Figure 10: Categories of potential takers. Created with Flourish
Source: ARTI elaborations on Interreg Programme - IPA CBC Italy - Albania – Montenegro data

Capitalisation Events and a South Adriatic Roadmap

The Programme Managing Authority -ARTI Collaboration Agreement envisages also the definition and co-organization of five thematic events aimed at capitalisation.

Ideally, thematic events should aim at:

- ➢ presenting trends up to 2030 through the involvement of internationally recognised key figures on selected topics
- ➢ motivating re-users, gathering their needs
- ➢ select results for re-use according to user needs
- ➢ create/integrate existing thematic/learning communities with users supporting funded projects to transfer results into other programmes
- ➢ create local groups with PA stakeholders to push for common policies.

Thus set the objectives, all information gathered in the analysis process was used to set up the content and the format of the thematic events (Figure 11).
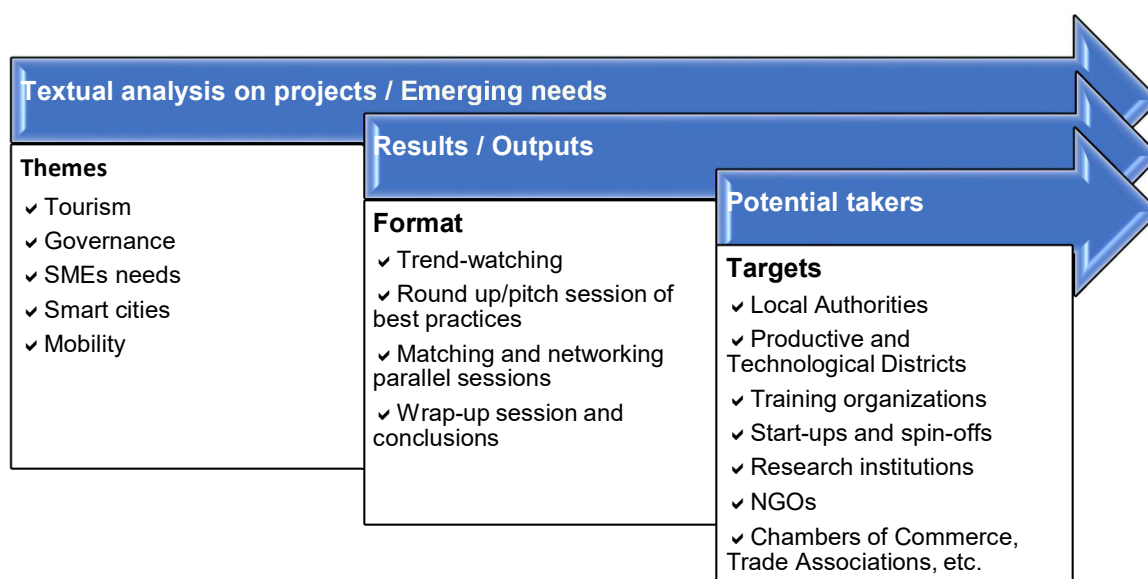

Textual analysis on projects / Emerging needs

Themes
- ✔ Tourism
- ✔ Governance
- ✔ SMEs needs
- ✔ Smart cities
- ✔ Mobility

Results / Outputs

Format
- ✔ Trend-watching
- ✔ Round up/pitch session of best practices
- ✔ Matching and networking parallel sessions
- ✔ Wrap-up session and conclusions

Potential takers

Targets
- ✔ Local Authorities
- ✔ Productive and Technological Districts
- ✔ Training organizations
- ✔ Start-ups and spin-offs
- ✔ Research institutions
- ✔ NGOs
- ✔ Chambers of Commerce, Trade Associations, etc.

Figure 11: Logical framework from projects and output analysis to capitalization thematic events.
Source: ARTI

ARTI also identified experts capable of offering insight into the future developments of the themes and functional to the smart, inclusive and sustainable development of the Programme area. The experts were selected using several broad criteria, considered appropriate and consistent with the capitalisation project of the Programme:

➢ international relevance
➢ expertise in the subject matter
➢ public speaking skills
➢ fluency in the English language.

Preference was given to experts with cross-disciplinary knowledge from several areas of specialisation. A fair balance between women and men was also not neglected.

The themes identified for capitalisation after this analysis phase are illustrated in the table below:

MACRO-THEME	Brief description
TERRITORY, TOURISM, HOSPITALITY & FUTURE	✔ The impact of **megatrends and mega threats** on the tourism and hospitality industry up to 2030, with a specific focus on the territories of the Programme area ✔ The impact of **climate change, the technology revolution and the rapidly ageing profile** of the population are defining the industry's landscape, threats, and opportunities
REGIONAL INNOVATION GOVERNANCE: NEW FRONTIERS IN INTERREGIONAL COOPERATION ACTIONS	✔ The new scenarios in **interregional cooperation between administrations and innovation stakeholders** for more sustainable development in the Programme area up to 2030 ✔ In-depth reflections on pre-commercial procurement on climate change innovation, **smart specialization strategies**, skills for innovation and recommendations to reinforce innovation ecosystem networks
ENTERPRISES AND START-UPS IN THEIR ECOSYSTEM OF INNOVATION. TECHNOLOGIES FOR BUSINESSES AND INNOVATION PROCESSES	✔ The **innovation landscape** for enterprises up to 2030 and the interdependence between **social responsibility, technological advancement, and environmental management** of the entrepreneurial ecosystems to achieve a positive impact ✔ Reflections on **open innovation** and implications of the **emerging ICTs**
PROJECTS AND NEW TECHNOLOGIES FOR GREENER AND SAFER CITIES	✔ The city of the future up to 2030, where the perfect **synergies between new technologies and a human-centric approach** can design greener and safer cities ✔ Key challenges in urban environments, including green spaces, mobility, and renewable energy, as well as good practices in programmes and project design
URBAN PLANNING & SUSTAINABLE ACTIVE MICRO-MOBILITY	✔ The perspectives for urban planning and **active mobility** for cities and regions to contribute to safer, more affordable, accessible, and sustainable transport systems up to 2030 ✔ **Urban participatory planning** and analysis of the demands of (future) users with a people-centred approach and reflection on the effects on different user groups (e.g., **gender sensitivity**)

Table 12: Themes and brief description of capitalization events.
Source: ARTI

The insights developed during the thematic events were clustered to provide a roadmap for a new vision in the South Adriatic area (Table 13).

SOUTH ADRIATIC ROADMAP_Feb 2024		
Roadmap for a new vision in the South Adriatic area – MAIN TOPICS		
TOURISM *TERRITORY, TOURISM, HOSPITALITY & FUTURE* *An industry with immense influence, characterized by its resilience to obsolescence, and its power to unite territories by creating value and wealth.*	**Sustainable Tourism**	Increased **sensitivity to sustainability** Climate change will impact tourism (mountain and seaside) → reduced season days, loss of natural ecosystems, the surge in Spring and Autumn travels, a revolutionised European tourism map with more travellers heading North. More emphasis on staff working conditions. Preference for outdoor activities (such as bike tourism, glamping, and hiking). Limitation of over-tourism.
	Smart Tourism	Considering the opportunities opened by the **technological revolution** on travel policies, used also to intercept and satisfy "travel snacking" mediated fruition. Relevance of quality video and multimedia material (augmented, immersive, thrilling experiences). The expectation of maximum flexibility.
	Slow & Silver Tourism	**Rapidly ageing profile of the population** → shifts in senior tourism (open-minded: already travelled extensively). Other targets: the rise of singles and solo travellers, the transformation of tourists into part-time residents (micro-entrepreneurs and back-to-land enthusiasts), and a long-term increase from wellness tourism to longevity tourism. Seeking authentic experiences and identities, including "Roots Tourism" with migrants' descendants returning to their ancestors' origins. Micro tourism, proxy tourism, experiential tourism.
GOVERNANCE *REGIONAL INNOVATION GOVERNANCE: NEW FRONTIERS IN INTERREGIONAL COOPERATION ACTIONS* *Public Authorities between new technologies, better public services, and pressure on funding.*	**Regional anticipatory innovation governance**	Innovation governance must have space for: ▪ effective and efficient products and services (enhancement-oriented innovation); ▪ directed innovation to solve societal challenges (mission-oriented innovation); ▪ undirected entrepreneurial discovery (adaptive innovation). Need to design and implement effective **place-based policies with appropriate governance structures → interregional perspective on S3** as a specific applicative case. **Better knowledge** of innovation and market trends, diversified value chains, increased market opportunities and access to R&D&I resources → entrepreneurial discovery process and quintuple-helix model Learn from others' successes but also from failures → capacity to connect different regions with different levels of innovation ecosystems seeking to cooperate on the same value chains.
	Digital government	**Artificial intelligence for the public sector** → to improve policy-making processes, public service delivery and the internal management of public administrations, by processing huge amounts of data, supporting public officials in decision-making processes and providing tailor-made applications and customised solutions to citizens. Public sector innovation → **e-government services** mean not only reengineering processes and reorganizing administrative structures and legal and regulatory systems but addressing also the cultural and cognitive aspects of the digital transformation, even changing knowledge codes, practices, and behaviours.
BUSINESS NEEDS *ENTERPRISES AND START-UPS IN THEIR ECOSYSTEM OF INNOVATION TECHNOLOGIES*	**Businesses' social impact and preservation of local communities**	Consider the **centrality of people** in all company endeavours → achieve a positive social and environmental impact through business activities, raising awareness on the issue, and managing the twin transition. Overcoming challenges in ethics, ensuring a human-centric approach, and integrating these considerations into the design phase as critical imperatives for responsible and impactful technological development

FOR BUSINESSES AND INNOVATION PROCESSES *The ecosystem of innovation is the network of actors and factors that support and influence the innovation performance of enterprises and start-ups.*	Managing the globalization	Support the transition to **sustainable and resilient industrial systems**, with particular attention to securing supply chains, especially in food, energy, and raw materials.
	Deep tech innovation	Emphasis on the **dissemination and adoption of disruptive innovations** among consumers. Innovation forms a continuous cycle; organizations must actively engage in it to **attract new talents** and generate further innovations. Facilitating access to emerging technologies and integration of emerging techs in disruptive products/services.
SMART CITIES **PROJECTS AND NEW TECHNOLOGIES FOR GREENER AND SAFER CITIES** *Cities are the epicentres of human civilization, hubs of innovation, culture, and progress. However, rapid urbanization is detrimental to the environment and the quality of life. We need to shift the focus from merely constructing concrete jungles to building sustainable, people-centric environments that enhance our lives while preserving the planet.*	Revitalization of urban spaces	The primary challenge and opportunity for today's cities is to become resilient and healthy living spaces, achieving **carbon neutrality** to enhance the **quality of life for citizens.** It is imperative to bridge gaps, increase accessibility, and create opportunities for all members of society for cleaner and safer urban spaces → transforming cities into resilient, smart, and digitally-enabled hubs.
	Human-centric and future-proof urban environments	A human-centric approach is crucial in designing cities that are accessible and inclusive for people of all ages and abilities **Technology** plays a pivotal role: the **human-centric approach** acknowledges that technology should serve the people and not the other way around. It is urgent to plan cities based on criteria of sustainable development, social cohesion, job creation, attention to vulnerable groups and territorial rebalancing and to foster gender equality.
	Resilient environments *	**Environmental variations** caused by climate changes and wrong management → testing new solutions of **natural risk management** and **biodiversity protection** to improve the cross-border framework conditions
MOBILITY **URBAN PLANNING & SUSTAINABLE ACTIVE MICRO-MOBILITY** *It involves creating favourable conditions for active transport modes, by offering safe, accessible, and attractive infrastructure and services. It also involves reducing inequalities in the use of public spaces, by allowing everyone to benefit from active mobility, regardless of their age, gender, income, or ability.*	Creating conducive conditions for active mobility	**Growing density in cities** increases mobility requirements and presents us with the challenge of strategically allocating urban space → providing safe, accessible, and attractive infrastructure and services for active and/or sustainable modes of transport such as walking, and cycling
	Reducing inequalities in the use of public spaces – a new paradigm for streets	Promoting **equal opportunities** through spatial structures is crucial and achieved by considering gender differences when collecting data and incorporating diverse perspectives, needs, and the mobility of care as the starting point for transport planning. Adopting a **gender perspective** enables the perception of inequalities in the use of space by people of different genders and ages, origins, and social situations. The aim is to uncover and reduce these inequalities.
	Sustainable mobility *	Developing **cross-border mobility** → improvement of the accessibility, interoperability, and connectivity of the area, especially in the field of maritime and multimodal transport. Particular attention to common and coordinated **governance of transports**. Improvement of the **intra-regional connectivity** → new sustainable solutions for transport and networks to strengthen and improve internal links. Integrated transport (passenger and freight) for a full inclusion of areas characterized by complex accessibility. Improving the **access to TEN-T network** → exploring opportunities arising in the South Adriatic Area as an alternative route at the European level also in the East-West route, that goes from the Black Sea to the Italian Adriatic regions (the so-called Corridor VIII) to increase **trade competitiveness** and **maritime safety**.

Table 13: Roadmap for a new vision in the South Adriatic area.
Source: ARTI

Towards an Action Roadmap

As a final step, a list of possible actions to be funded in the upcoming calls of the Interreg IPA South Adriatic Programme 2021-2027 has been prepared.

To arrange this list, a series of elements has been taken into consideration:

➢ actions carried out by projects assessed as having particularly significant impacts in the evaluation of the 2014-2020 Programme;
➢ valuable insights expressed by the experts during the five thematic events and the most relevant challenges: climate change (including marine and biodiversity conservation), technology revolution, social responsibility, gender gap, ageing population;
➢ needs expressed by stakeholders who participated in the matching and networking parallel sessions.

All actions identified have been reclassified under five thematic cores:

➢ Innovation and technological transfer (TT);
➢ Education and training;
➢ Nature and culture;
➢ Policy;
➢ Science and new technologies.

Moreover, the possible actions have been put into relation to the Priority Axes and the Specific Objectives of the 2021-2027 Programme in a **matrix diagram**. Whenever relevant, the needs and challenges expressed by stakeholders were also included at the intersection of action and Specific Objectives. Anyway, some bottlenecks are considered transversal, as for examples:

➢ costs for web hosting services throughout the service life of the IT platform;
➢ lack of interoperability with other platforms, coupled with the existing constraints posed by a lack of common technical languages;
➢ the current absence of technical devices ensuring continuous network connectivity in some Programme areas, hindering the optimal utilization of the IT platforms;
➢ legislative limitations and intellectual property issues, which could potentially hinder the seamless utilization and sharing of valuable datasets.

This intricate interplay of technology, accessibility, and legal considerations underscores the complexity of future endeavours in capitalizing on the outputs of some projects.

Within the matrix diagram for the Action Roadmap, it is possible to highlight that some actions extracted from the analysis are particularly transversal to all axes and objectives:

- ➢ Small-scale Infrastructural Interventions
- ➢ Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining
- ➢ Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement
- ➢ Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO2 reduction, active mobility)
- ➢ Dissemination of Best Practices
- ➢ Development of new Policies/Laws/Regulations
- ➢ Integration or Harmonisation of Instruments/Policies/Programmes/Funds
- ➢ Adoption of EU Standards/Initiatives in IPA Contexts
- ➢ Data Gathering and Valorisation Tools
- ➢ E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems

If some actions are very typical in a cooperation programme (i.e., dissemination of best practices), especially in an IPA context (e.g., integration and harmonization of instruments), other ones are innovative and of relevance. In particular, we refer to the action to collect data to support decisions in different contexts. There is a widespread willingness to enhance the use and analysis of the extensive data collected seen as having potential for transformative insights, and more robust analytical frameworks.

Finally, it is noteworthy how the list has been settled considering the actions aimed at specific objectives, not the guise in which they must be materially prepared and delivered as output (e.g., an awareness-raising campaign could be delivered as a dissemination activity, meetings with school groups, awareness-raising advertising posters, etc).

Actions Roadmap for PA 1. SMART	S.O. 1.1 SMEs
Small-scale Infrastructural Interventions	X Investments for TTO creation and replication
Improved Management Procedures	X lack of mid-term and long-term strategy for the demand-offer analysis
Cross-border Networking Actions/Clusters/PPPs	X
Industrial Alliances/ Commercial Partnerships	X
S3 Thematic Platforms	X
SME Internationalization Support	X
Technological Transfer	X to create functional food products to address new markets
Living Labs/Open Innovation	X to enhance open innovation skills of TTOs' staff and University's Third Mission to co-design solutions
Other forms of Higher Education-Research-Industry Collaboration (incl. 4-helix approach)	X
Vouchers and Support for Innovative Start-Ups	X
Crowdfunding	X
Hackathons	X
Protocols for Qualifications Recognition/Competences Validation	X to support the SMEs' engagement in education overcoming cultural, social, and legislative barriers
Students and Workers' Mobility	X
Traineeships for Innovation	X i) to connect the Higher-VET to the S3 of the territories ii) to overcome skills deficit in industrial processes
Structural Forms of Collaboration with Schools/Universities	X
Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining	X
Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement	X
Female and Youth Leadership and Entrepreneurship	X
Matchmaking Events Students and Innovative SMEs and Start-ups	X
Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO_2 reduction, active mobility)	X reduction of food waste
Reuse of Waste for New Products	X
Renewable Energy Communities	X
Valorisation of Food Traditions/ Local Products	X experimenting healthy recipes to generate new diets able to solve health issues
Traditions' Valorisation and Promotion	X to leverage traditional and cultural products more effectively
Dissemination of Best Practices	X
Development of new Policies/Laws/Regulations	X business register reform to exploit several benefits (fiscal system, market transparency, regional development)
Promotion of Common Strategies/Protocols/Standards	X
Integration or Harmonisation of Instruments/Policies/ Programmes/Funds	X to improve the Higher-VET technical training offer
Adoption of EU Standards/Initiatives in IPA Contexts	X to sustain the transfer, sharing and adoption of European quality standards, and the enhancement of typical and traditional products of the agri-food and fishery value chains
Pre-Commercial Procurements	X
Transnational Labs/Testing and Experimentation Facilities	X i) to support agricultural and fish communities and MSMEs ii) to reproduce an innovative model in rural and coastal areas
Joint Analysis, Research and Monitoring Activities/ Measurement Campaign	X
Data Gathering and Valorisation Tools	X business datasets for accurate supply-demand matchmaking, marketing analysis, company internationalization
Algorithms/Models to Make Decisions	X

Actions Roadmap for PA 1. SMART	S.O. 1.1 SMEs
Technical and Scientific Capacities Strengthening	x
E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems	x
Demonstration of (Deep) Tech in Real Environments with End-Users/Integration of Cutting-edge Solutions	x
Development of Shared Languages/Common Ontologies	x

Actions Roadmap for PA 2. GREEN	S.O.2.1 Risks	S.O.2.2 Biodiversity	S.O.2.3 Energy
Small-scale Infrastructural Interventions	X	X	X
Improved Management Procedures	X	X	X
Cross-border Networking Actions/Clusters/PPPs			X
Industrial Alliances/ Commercial Partnerships			X
S3 Thematic Platforms			X
SME Internationalization Support			X
Technological Transfer	X		X
Living Labs/Open Innovation		X	X
Other forms of Higher Education-Research-Industry Collaboration (incl. 4-helix approach)			X
Vouchers and Support for Innovative Start-Ups			X
Structural Forms of Collaboration with Schools/Universities	X	X	X
Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining	X	X	X
Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement	X	X	X
Awareness Raising Actions (e.g., good habits, consumer behaviour); (incl. special needs)	X	X	X
Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO_2 reduction, active mobility)	X	X	X
Reuse of Waste for New Products			X
Common Protocols of Natural Risk Management	X	X	
Initiatives for Protection and Preservation of Habitats/ Ecosystems/Biodiversity	X	X	
Certification Obtaining and Maintenance			X
Renewable Energy Communities			X
Valorisation of the Areas	X	X	
Valorisation of Food Traditions/ Local Products		X	
Dissemination of Best Practices	X	X	X
Improved Policy Decisional Processes	X	X	X
Shared Methods for Policies Monitoring and Evaluation	X	X difficulties in monitoring and following up on the application of the recommendation at local and national level	X
Solutions for Digital Government		X	X
Development of new Policies/Laws/Regulations	X	X	X to create a circular supply chain from agro-waste to building materials
Promotion of Common Strategies/Protocols/Standards	X	X	X
Integration or Harmonisation of Instruments/Policies/ Programmes/Funds	X	X	X
Adoption of EU Standards/Initiatives in IPA Contexts	X	X	X
High-Level Experts' Groups/Creation of European Grouping of Territorial Cooperation	X	X	X
Pre-Commercial Procurements	X	X	X
One-stop shop (i.e., a single access point offering a wide range of services or information in a single place)			X
Other Pilot Initiatives (test of new tools and solutions)	X	X	X
Transnational Labs/Testing and Experimentation Facilities	X	X	X
Joint Analysis, Research and Monitoring Activities/ Measurement Campaign	X	X	X
Data Gathering and Valorisation Tools	X	X to improve effectiveness in the use of data by implementing analysis conducted through Artificial Intelligence services	X

Actions Roadmap for PA 2. GREEN	S.O.2.1 Risks	S.O.2.2 Biodiversity	S.O.2.3 Energy
Algorithms/Models to Make Decisions	x		x
Technical and Scientific Capacities Strengthening	x	x	x
Feasibility Studies	x	x	x
E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems	x	x	x
Demonstration of (Deep) Tech in Real Environments with End-Users/Integration of Cutting-edge Solutions			x
Development of Shared Languages/Common Ontologies	x		x
Citizen-science Activities	x	x	x

Actions Roadmap for PA 3. CONNECTED	S.O.3.1 Connectivity
Small-scale Infrastructural Interventions	X i) reliable investments to cover maintenance costs/equipment updates ii) funding for the comprehensive digitalisation of the ports' systems
Improved Management Procedures	X
Cross-border Networking Actions/Clusters/PPPs	X
Industrial Alliances/ Commercial Partnerships	X
Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining	X
Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement	X
Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO_2 reduction, active mobility)	X
Valorisation of the Areas	X
Dissemination of Best Practices	X
Improved Policy Decisional Processes	X
Shared Methods for Policies Monitoring and Evaluation	X
Solutions for Digital Government	X
Development of new Policies/Laws/Regulations	X
Promotion of Common Strategies/Protocols/Standards	X
Integration or Harmonisation of Instruments/Policies/ Programmes/Funds	X
Adoption of EU Standards/Initiatives in IPA Contexts	X
High-Level Experts' Groups/Creation of European Grouping of Territorial Cooperation	X
Pre-Commercial Procurements	X
Other Pilot Initiatives (test of new tools and solutions)	X
Joint Analysis, Research and Monitoring Activities/ Measurement Campaign	X
Data Gathering and Valorisation Tools	X
Algorithms/Models to Make Decisions	X
Feasibility Studies	X
E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems	X to promote coordinated governance of maritime transports (incl. multimodal transport systems)
Demonstration of (Deep) Tech in Real Environments with End-Users/Integration of Cutting-edge Solutions	X
Citizen-science Activities	X

Actions Roadmap for PA 4. SOCIAL	S.O.4.1 Skills	S.O.4.2 Tourism
Small-scale Infrastructural Interventions	X	X
Improved Management Procedures		X i) eco-tourism management in the Adriatic Sea ii) proper management strategies to prevent over-tourism
Cross-border Networking Actions/Clusters/PPPs	X	X
Industrial Alliances/ Commercial Partnerships		X
S3 Thematic Platforms	X	X
SME Internationalization Support		X
Technological Transfer	X	
Living Labs/Open Innovation	X	X
Other forms of Higher Education-Research-Industry Collaboration (incl. 4-helix approach)	X	
Vouchers and Support for Innovative Start-Ups	X	X
Hackathons	X	
Common Standards for Education Systems/Training/HE Curricula	X	
Protocols for Qualifications Recognition/Competences Validation	X	
Students and Workers' Mobility	X	X
Traineeships for Innovation	X	X
Structural Forms of Collaboration with Schools/Universities	X	i) to foster a sense of environmental responsibility among students ii) to expand young people's engagement in sustainable practices
Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining	X	X
Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement	X ii) shortage of cybersecurity skills ii) to achieve higher levels of communication and direct connection with port authorities	X
Female and Youth Leadership and Entrepreneurship	X	X
Matchmaking Events Students and Innovative SMEs and Start-ups	X	X
Awareness Raising Actions (e.g., good habits, consumer behaviour); (incl. special needs)	X	X communication strategies on environmental awareness constantly updated
Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO_2 reduction, active mobility)	X	X
Common Protocols of Natural Risk Management		X
Initiatives for Protection and Preservation of Habitats/ Ecosystems/Biodiversity		X
Valorisation of the Areas	X	X respecting the socio-cultural authenticity of the hosting communities, safeguarding their cultural heritage and traditional values, and fostering tolerance
Valorisation of Food Traditions/ Local Products	X	X
Traditions' Valorisation and Promotion	X	X
Protection and Enhancement of Cultural Heritage	X	X
Dissemination of Best Practices	X	X
Improved Policy Decisional Processes		X
Shared Methods for Policies Monitoring and Evaluation	X	X
Solutions for Digital Government	X	
Development of new Policies/Laws/Regulations	X	X
Promotion of Common Strategies/Protocols/Standards		X
Integration or Harmonisation of Instruments/Policies/ Programmes/Funds	X	X
Adoption of EU Standards/Initiatives in IPA Contexts	X	X
High-Level Experts' Groups/Creation of European Grouping of Territorial Cooperation	X	
Other Pilot Initiatives (test of new tools and solutions)	X	X
Joint Analysis, Research and Monitoring Activities/ Measurement Campaign	X	
Data Gathering and Valorisation Tools	X	X
Algorithms/Models to Make Decisions		X extensive use of data to inform decision-making processes and mitigate environmental impacts associated with over-tourism
Technical and Scientific Capacities Strengthening	X	X to establish a cohesive and standardized framework for the Virtual and Augmented Reality approach to cultural heritages within a multi-level knowledge paradigm
Feasibility Studies		X

Actions Roadmap for PA 4. SOCIAL	S.O.4.1 Skills	S.O.4.2 Tourism
E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems	X	X i) refining the user interface to optimize functionalities, and ensure a user-friendly experience ii) to make technological advancements universally accessible and inclusive (incl. people with special needs)
Demonstration of (Deep) Tech in Real Environments with End-Users/Integration of Cutting-edge Solutions	X	X
Development of Shared Languages/Common Ontologies	X	X to create a harmonized framework that transcends project-specific nuances to facilitate more effective collaboration, and knowledge exchange
Citizen-science Activities	X	X to adopt an innovative scientific tourism model, aligned with the principles of the blue economy

Actions Roadmap for PA 5. GOVERNANCE	S.O.5.1 Governance
Small-scale Infrastructural Interventions	X investment to improve the IT infrastructures and purchase technical equipment
Improved Management Procedures	X
Cross-border Networking Actions/Clusters/PPPs	X
S3 Thematic Platforms	X
Technological Transfer	X
Living Labs/Open Innovation	X
Students and Workers' Mobility	X
Traineeships for Innovation	X
Structural Forms of Collaboration with Schools/Universities	X
Training and Mentoring Activities (for Partners and/or Third Parties)/Qualification Obtaining	X training health operators to effectively utilise and harness the full potential of e-health platforms
Technical (incl. digital literacy), Managerial, and Entrepreneurial Competencies Enforcement	X
Awareness Raising Actions (e.g., good habits, consumer behaviour); (incl. special needs)	X to enhance awareness among disease-patient associations about e-health benefits
Promotion of Eco-Friendly Practices (incl. EE, RES, RUE, CO_2 reduction, active mobility)	X
Common Protocols of Natural Risk Management	X
Renewable Energy Communities	X
Valorisation of the Areas	X
Protection and Enhancement of Cultural Heritage	X
Dissemination of Best Practices	X
Improved Policy Decisional Processes	X
Shared Methods for Policies Monitoring and Evaluation	X i) to measure the social impacts of emerging e-health services, utilizing simplified tools, expanding doctor participation, and fostering interoperability among different platforms ii) to create experimentation sandboxes tailored to different fields and sectors, used as controlled environments for testing the methodology's efficacy in real-world scenarios, providing valuable insights into its adaptability and performance across a range of contexts
Solutions for Digital Government	X demand for the design of new services that cater to the evolving needs of both patients and healthcare providers
Development of new Policies/Laws/Regulations	X i) to deepen the legal landscape of telemedicine ii) to create a legal framework for new professionals specializing in the analysis of medical data, ensuring that the deployment of advanced diagnostic tools is supported by a skilled workforce
Promotion of Common Strategies/Protocols/Standards	X
Integration or Harmonisation of Instruments/Policies/Programmes/Funds	X
Adoption of EU Standards/Initiatives in IPA Contexts	X
High-Level Experts' Groups/Creation of European Grouping of Territorial Cooperation	X
Pre-Commercial Procurements	X
Other Pilot Initiatives (test of new tools and solutions)	X
Joint Analysis, Research and Monitoring Activities/Measurement Campaign	X
Data Gathering and Valorisation Tools	X i) to have more clarity about the secondary use of health data ii) compliance of health data with GDPR rules iii) data cleansing to render amenable to rigorous analysis
Algorithms/Models to Make Decisions	X
Technical and Scientific Capacities Strengthening	X
Feasibility Studies	X
E-Platforms for Cross-border Public Service/GIS/Monitoring Information Systems	X
Demonstration of (Deep) Tech in Real Environments with End-Users/Integration of Cutting-edge Solutions	X
Development of Shared Languages/Common Ontologies	X
Citizen-science Activities	X

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