



Interreg



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Mediterranean
Multi-Programme
Mechanism





TERMS OF REFERENCE

*Call for Proposals Mediterranean Multi-
Programme Mechanism (MMM)*

PROGRAMME NAME: Interreg Euro-MED
CALL N° 7

SUSTAINABLE TOURISM

Type of Call: coordinated MMM call

Project type: capitalisation projects

Project category: transferring of results



INTRODUCTION

These Terms of Reference (ToR) were drafted by all Interreg Programmes that have joined the MEDITERRANEAN MULTI-PROGRAMME MECHANISM (hereafter MMM), in collaboration with Interact and Interreg TESIM NEXT. Each Programme is, however, solely responsible for approving and implementing the ToR, and will propose them to its own potential beneficiaries in accordance with its management rules. For this reason, **the ToR consist of two main sections**, including **general common information** and **technical specific requirements** respectively.

The **first section** (Section I) focuses on the purpose and governance of the MMM, the objectives to be pursued and the topics identified for this call. It defines what makes a project compliant with the MMM logic and clarifies the pilot and experimental nature of this coordinated call. Section I must be read in conjunction with the Programme-specific documentation (i.e. Section II).

The **second section** (Section II) consists of call-specific technical guidance and its annexes providing tailored information for each Programme (i.e. deadlines, budget, partnerships, specific objectives, targeted stakeholders, submission and selection of proposal procedures, etc.).

A list of **joint outputs**¹ to be valorised is also provided.

Each ToR, together with its technical information and annexes, will be **published by each Programme** when launching the respective Call for Proposals.

¹ To be understood as a project product and not necessarily linked (or linked only) to indicators.



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SECTION I

MMM RATIONALE AND PURPOSE: HISTORY

The Mediterranean region remains one of the world's most visited destinations, attracting over 360 million international tourist arrivals in 2024, with projections reaching 500 million by 2030. While tourism is a vital economic driver, its rapid growth has intensified environmental pressures, particularly in coastal zones, and exacerbated challenges such as seasonality, resource depletion, and uneven territorial development.

In response to these shared challenges, the “Interreg Mediterranean Multi-Programme Mechanism (MMM) was launched in 2022 as a strategic framework to enhance cooperation among Interreg Programmes operating across the Mediterranean basin.

Initially involving three Programmes—Interreg MED/Euro-MED, Italy-France Maritime, and ENI CBC Med/NEXT MED, in 2023 the Mechanism expanded to include Interreg Greece-Cyprus, Italy-Croatia, Italy-Malta, and Italy-Tunisia, and in 2025, Interreg Italy-Slovenia, Interreg IPA South Adriatic and finally Interreg IPA ADRION joined it as the eighth, ninth and tenth full members.

This mechanism fosters cross border and transnational Interreg-Programme coordination, joint monitoring, and policy alignment to amplify the impact of sustainable development initiatives, particularly in tourism, in the Mediterranean area.

A pivotal milestone in the MMM's evolution was the “Paths That Last” conference held in Split, Croatia, on 25–26 June 2025, which convened over 350 stakeholders from across the Mediterranean. The event showcased successful Interreg projects and launched new initiatives such as “Peer Learning & Study Visits”, while thematic workshops addressed different topics as explained below ([page 5](#)).



WHY A COORDINATED CALL FOR THE MMM?

These Terms of Reference set the strategic and operational framework for the first coordinated call promoting sustainable tourism under the MMM, ensuring that future actions are coherent, evidence-based, and aligned with European cohesion policy and global sustainability goals. It reflects a shared commitment among the participating Interreg Programmes to transforming tourism into a driver for inclusive growth, climate resilience, and territorial cohesion across the Mediterranean, mitigating environmental degradation and ensuring equitable benefits for local communities.

HOW THIS CALL WORKS

Potential beneficiaries must apply to a single Interreg MMM Programme participating in this coordinated call.

This choice will determine the administrative rules (specific objectives, eligibility and selection criteria, funding, geographical area, etc.) that will apply to your application and, if selected, to the implementation of your project.

It is important to underline that this is a **coordinated call**, not a joint one, as each Programme retains its own rules, budget and selection procedures. Despite the MMM coordination and common framework, each Programme will manage all formal steps of the call separately.

INTER-PROGRAMME COORDINATION

While each Programme operates independently, the participating Programmes have agreed on a common coordination framework to capitalise and improve the transferability and scalability of already achieved solutions beyond their own area of cooperation.

A) Common elements defined at MMM level:

- Common cross-cutting thematic focus (outputs from “Paths That Last” thematic workshops);

- Joint list of outputs, proposed by each participating Programme, to be capitalised and transferred into cooperation areas other than those in which they were originally developed;
- An indicative minimum overlap period of 10-month for all selected projects financed by the participating MMM Programmes to enable parallel implementation and knowledge exchange.

B) Elements defined and managed at Programme level:

- Project budget and duration;
- Partnership composition (including associated partners);
- Eligibility rules, submission and selection procedures, contracting processes.

The participating Programmes have also agreed to integrate harmonised features into the application form and the assessment processes. They will also run a coordinated communication campaign.


REMINDER!

All formal and administrative steps of the call remain under the responsibility of each single Programme.

WHICH GEOGRAPHICAL AREA AND WHAT KINDS OF COOPERATION ARE TARGETED?

Projects submitted under the coordinated MMM call for proposals must **implement activities within territories that are eligible under the Interreg Programme selected for co-financing**. While all MMM Programmes share the Mediterranean as a common geographical and cooperation reference, the specific eligible areas vary according to the Interreg strand to which each Programme belongs.

It is therefore **the responsibility of the Lead Partner** to ensure that the proposal fully complies with the eligibility rules and geographical scope of the chosen Programme. However, since MMM Programmes will schedule an indicative **minimum overlap of ten months**, all projects selected under this call are encouraged to implement **complementary actions and mutual exchanges** (see examples of activities below, page 10) planned **from the beginning of their implementation**, in order to enabling and supporting inter-project cooperation, to address shared Mediterranean challenges and reinforce synergies. Projects implemented within the



eligible territories of the selected MMM Programme shall clearly identify and engage specific target groups, to maximise impact and ensure consistency with the Programme's mission and objectives.

The core **target groups** of a Programme consist of all relevant stakeholders from the public and private sectors involved in the territorial sustainable tourism development, including national, regional and local public authorities engaged and working together with other relevant bodies responsible for defining and implementing policies.

IMPORTANT!

For further information about targeted areas and groups, please refer to the specific information and annexes provided by each MMM Programme.

WHAT SHOULD THE PROJECTS BUILD ON?

The capitalisation² of experiences and results promoting new synergies is a common thread in the MMM Programmes and the core element to amplify results. For this reason, **project proposals submitted to this coordinated call must be based on at least one output developed under an MMM Programme other than the Programme to which the application is submitted.** Project proposals should focus on the valorisation and transfer of outputs achieved by previously implemented projects co-financed in the MMM area, rather than on the development of entirely new outputs.

The involvement of the partner(s) that originally developed the selected output is not mandatory but may be beneficial and could be carried out either through full partnership or through associated partners according to each Programme's eligibility rules.

REMINDER!

It is mandatory to conceive your project idea based on a specific output presented in the MMM joint database and use it in a Programme/cooperation area other than the one that co-financed it.

² To consolidate knowledge; to share, exploit and reuse knowledge; to have knowledge integrated by other actors and institutions.



WHAT ARE THE MAIN THEMATIC TOPICS AND KEY CHALLENGES TO BE ADDRESSED?

The coordinated call focuses on sustainable tourism. This was identified as a particularly suitable focus, given that it is a cross-cutting field central to many Interreg operations in the Mediterranean. It encompasses environmental protection, economic development, social inclusion, cultural heritage, innovation, and governance, enabling each Programme to contribute according to its specific objectives and territorial scope.

From this perspective, sustainable tourism was considered to be sufficiently comprehensive and relevant for the Mediterranean area, supporting various approaches, strategies and methodologies that are already embedded within the participating Programmes. Therefore, the call connects results and experiences from multiple policy areas.

In the framework of the [joint event “Paths that Last”](#) organised by the MMM Interreg Programmes in Split on 25 and 26 June 2025, five parallel workshops were held, each addressing a key dimension of sustainable tourism:

- **Workshop 1 & Workshop 2:** Shared and strategic governance of the tourism offer;
- **Workshop 3:** Tourism and green transition;
- **Workshop 4:** Social dimension of tourism (employment and upskilling) and inclusive and accessible tourism;
- **Workshop 5:** Innovative and smart tourism products.

These workshops followed a dual objective: on the one hand, to identify shared challenges and potential synergies among Programme beneficiaries; and on the other, to lay the groundwork for a future MMM coordinated call. Therefore, the conclusions and main challenges identified by participants during the collaborative sessions in Split are presented below. These should guide and structure the content of proposal submitted within the framework of this Interreg MMM project call. These challenges emerged from brainstorming sessions that brought together a wide range of stakeholders and project partners involved in numerous projects co-financed by eight Interreg Programmes across the Mediterranean.

WHAT KEY THEMATIC ISSUES DOES THE COORDINATED CALL FOCUS ON?

1. Shared and Strategic Governance of the Tourism Offer

Knowing that:

- Multi-level and cross-sectoral governance models are essential for sustainable tourism;
- Digital platforms and observatories foster coordination and integration;

- Barriers include fragmented governance, lack of shared vision, and short project timeframes;
- Durable governance structures, inclusive vision co-creation, and integration with public policy frameworks are needed;
- Capacity-building, peer learning, and youth/citizen engagement are critical.

Suitable technical solutions to develop in the framework of this call should be:

- **Permanent Multi-Level Governance Structures:** create and institutionalize cross-sectoral steering groups and digital platforms to ensure continuity and integration of tourism governance beyond project lifecycles;
- **Mainstream Project Results towards Policy:** develop and co-design policy briefs, toolkits, and position papers with local/regional authorities to embed project outputs into territorial development strategies;
- **Capacity-Building and Peer Learning:** implement training modules and peer-learning activities to empower stakeholders, including youth and intergenerational groups, in governance processes;
- **Inclusive and Data-Driven Decision-Making:** integrate data monitoring tools and participatory advisory groups to support transparent, evidence-based governance and citizen engagement;
- **Multi-Level Governance and Collaboration:** organize multi-level events, boot camps, and matchmaking platforms to foster exchange and strategic alignment across regions and Programmes.

2. Tourism and the Green Transition

Knowing that:

- Successful green tourism models rely on small-scale, fact-based solutions, citizen engagement, and multi-level governance;
- Barriers include short-term vision, lack of infrastructure, competitive mindsets, and technological divides;
- Projects should move from isolated interventions to systemic, long-term approaches;
- Capitalisation and sustainability require horizontal peer-to-peer exchanges and shared platforms;
- Civic engagement and intergenerational participation are vital.

Suitable technical solutions to develop in the framework of this call should be:

- **Integrated Green Tourism Models:** design and implement projects that link tourism with ecological balance, resource management, and territorial development, prioritizing long-term transformation;

- 
- **Local Institutional Commitment:** develop enabling mechanisms and exit strategies from the outset to ensure project sustainability and integration into local governance;
 - **Knowledge Management and Exchange:** create shared platforms and reinforce/valorise existing networks for collaborative learning, peer reviews, and dissemination of best practices across regions;
 - **Civic and Youth Engagement:** support participatory governance models where citizens and youth co-create and shape green tourism initiatives.

3. Social Dimension of Tourism (Employment and Upskilling), Inclusive and Accessible Tourism

Knowing that:

- Empowerment of youth, infrastructure for people with disabilities, and digital platforms are key solutions;
- Strengthening skills and job quality in tourism is essential to support fair working conditions and long-term employability;
- Barriers include limited policy-maker engagement, bureaucracy, lack of incentives, and insufficient user involvement. These challenges also affect the availability of upskilling opportunities and the attractiveness of tourism careers;
- Accessibility should be universal, including children, elderly, and underrepresented groups.
- Projects should involve end users from the start and promote targeted calls and educational tools;
- Dedicated policy support and coordination mechanisms are needed to encourage uptake of social innovation in tourism and workforce development;
- Multi-level governance and harmonisation of procedures are needed.

Suitable technical solutions to develop in the framework of this call should be:

- **Universal Accessibility and Inclusion:** develop tourism solutions based on universal design principles, ensuring adaptability for all user groups (children, elderly, persons with disabilities).
- **Co-Participation in Project Design:** involve final users and target groups directly in the design, implementation, and evaluation of projects and calls.
- **Skills and Quality Employment:** promote training, reskilling, and new career pathways to improve job quality and match evolving tourism labour market needs, with a focus on youth employment.

4. Innovative and Smart Tourism Products

Knowing that:

- Digital innovation (AI, VR, e-platforms, payment solutions) is advancing smart tourism;
- Barriers include lack of digital skills, limited authority support, data gaps, and complex certification systems;
- Future focus should include enhanced person-to-person experiences, capacity building, and scaling eco-tourism;
- Networking, data-driven scaling, and embedding results in regional plans are essential;
- Youth and citizens should be involved from the start through Living Labs, hackathons, and green start-ups;


Suitable technical solutions to develop in the framework of this call should be:

- **Digital Transformation in Tourism:** support the development and deployment of AI-powered services, VR tools, and digital platforms to enhance tourism experiences and operational efficiency;
- **Capacity for Innovation:** provide targeted training and support for SMEs, start-ups, and project teams to adapt to evolving business models, technologies and new opportunities (niche tourism);
- **Public-Private Partnerships:** facilitate cross-sectoral cooperation between local authorities, SMEs, certification bodies, academia, and investors to foster innovation and scalability;
- **Capitalisation and Internationalisation:** use existing networks and joint distribution mechanisms to scale project outputs, monitor impact, and support replication across regions and markets;
- **Youth and Citizens in Co-Design:** implement participatory formats (Living Labs, hackathons) and simplified procedures to encourage youth-led innovation and inclusive project development.

WHAT TYPES OF PROJECTS AND ACTIVITIES ARE OPEN UNDER THIS CALL?

Projects supported under this coordinated call shall fall within the category of **Capitalisation projects**, which aim at optimising and sharing validated common **instruments, policies, strategies**, and **action plans** so that stakeholders can adopt them. These projects focus on the re-use, replication and upscaling of existing outputs³ within the Programme cooperation areas — and, where possible, across the broader Mediterranean region.

³ For the purpose of capitalisation, the word “outputs” is understood in a wider sense than the indicators used by the programme and refers to any product of the project, which may be capitalised on. It may be



Applicants should primarily build on **outputs** from projects funded within the MMM family of Programmes during **2021–2027** (outputs from 2014–2020 projects may also be considered where relevant to current priorities). Please refer to the provided list of joint outputs to be valorised. **Synergies** with other Interreg or EU-funded initiatives are encouraged.

IN SHORT

Applicants must:


- **Identify at least 1 output** originating from an MMM Programme other than the Programme to which the application is submitted (and participating in this coordinated call);
- **Define activities** to reuse, adapt, replicate and scale-up the identified output(s);
- **Indicate the original project and Programme;**
- **Explain the relevance** of the selected output(s) for the new context;
- **Describe how** the output(s) will be **transferred, adapted** and/or **scaled up**.

Priority will be given to outputs from the 2021–2027 programming period within MMM Programmes, whenever possible.

Cross-cutting elements to be taken into account when drafting a proposal and to guide project implementation:

1. **Capitalisation & transfer protocol:** proposals must include a clear plan showing which existing results will be transferred, who will adopt them (identify transferability partners) and dedicated budget allocations for scaling and sustaining project results, including follow-up funding and visibility mechanisms;
2. **Synergies & embedding:** demonstrate how the proposal aligns with national/regional tourism strategies, S3, climate adaptation plans, macro-regional strategies and Mediterranean Strategy for Sustainable Development (MSSD), where relevant;
3. **Governance & participation:** establish a permanent or long-lived steering committee (public, private, academia, civil society). Include mechanisms for intergenerational dialogue/advisory groups, and youth participation;

a specific project output, the global project result, but also a key project activity or a deliverable of the same activity.

- 
- 4. Data, monitoring and open tools:** use/strengthen existing Sustainable Tourism Observatories, shared digital platforms for visitor and environmental monitoring, and open datasets to support transfer and policy uptake.

IMPORTANT! Projects are expected to address these processes in a proportionate way, depending on their scope and objectives.

It is mandatory to conceive your project idea based on a specific output presented in the MMM


INDICATIVE EXAMPLES OF **PROJECT ACTIVITIES:**

After the selection of relevant outputs in the common MMM database, applicants shall plan capitalisation actions such as:

- Implementation of thematic masterclasses and peer reviews;
- Demonstration and solution-testing activities, live exercises;
- Development of orientation, policy papers;
- Updating platforms data and functionalities produced within the project, implementation of study visits to showcase best practices identified and to raise awareness on the topics addressed;
- Implementation of dedicated actions to engage stakeholders and cluster demonstration activities, etc;
- Adaptation and contextualisation of transferred outputs to different territorial, institutional or policy contexts;
- Development of an initial stakeholder mapping to define target roles and objectives;
- Development and implementation of a targeted public relations strategy;
- Raising awareness among targeted stakeholders through outreach strategies, including training activities;
- Support to institutional uptake, including validation with competent authorities and integration into existing policy or planning frameworks;
- Design, customisation and deployment of modules for transfer of outputs in a step-by-step approach;

INDICATIVE EXAMPLES OF **EXPECTED OUTPUTS:**

- Policy implementing measures;
- Recommendations or regulatory proposals;
- Memoranda of Understanding (MOUs) or cooperation agreements;
- Transfer plans and reports;
- Assessment tools and follow-up mechanisms or procedures;

- 
- Adapted versions of transferred results (e.g. guidelines, toolkits or methodologies adapted to the target territories or institutions);
 - Formal adoption or endorsement documents by competent authorities or relevant institutions, where applicable;
 - Setting-up of governance structures to capitalise on strategies;

Other types of outputs may be produced, provided that they are consistent with the corresponding specific objective and the requirements of the ToR.

PARTNERSHIP RECOMMENDATIONS

Applicants are encouraged to involve institutional partners and established networks, ensuring a balanced and efficient partnership.

IMPORTANT!

Applicants from other cooperation areas covered by the 'MMM' can be included, provided that the rules of the Programme for which you are submitting your application allow it. In this case, participation will be positively assessed if the benefit for the programme area is demonstrated in the proposal.

ALIGNMENT WITH EACH PROGRAMME'S OBJECTIVES

Depending on the specific objective chosen, projects should produce transferable and coordinated **solutions, strategies** or **action plans** which could also be applied to the territories covered by all the MMM Programmes (across the whole Mediterranean area, whenever possible):

- Solutions are methodologies, tools, technologies, services, or partnership agreements tested in real conditions and easily transferable;
- Strategies are courses of action designed to achieve long-term goals in a specific domain;
- Action plans are the translation of strategies into concrete actions.

RELEVANT POLICY FRAMEWORKS TO CONSIDER

Where relevant projects should, in the design of the proposal, consider complementarities with other European and Mediterranean initiatives, strategies and Programmes priorities focusing on similar challenges, among others:

- UfM and more specifically the Ministerial Declaration on Environment and Climate Change, along with the “2030 Greener Med” Agenda supporting its implementation and the Ministerial Declaration on Blue Economy;
- Communication on Sustainable Blue Economy (DG MARE);
- EUSAIR macro-regional strategy;
- EUSALP macro-regional strategy;
- WestMED Initiative (sea-basin strategy);
- BLUEMED Initiative;
- EU strategy for Sustainable Tourism (P9 TA(2021)0109);
- Other Interreg Programmes (not belonging to the MMM) and relevant thematic EU-Programmes (i.e. Horizon Europe, LIFE...);
- Joint Communication on the Pact for the Mediterranean (JOIN(2025) 26 final);
- Communication on the European Ocean Pact (COM (2025) 281 final).

SUPPORT PROVIDED BY THE MMM PROGRAMMES

In the **submission** phase, MMM programme authorities will support interested beneficiaries by:

- Providing access to a shared MMM coordination database to identify projects and partnerships working on similar topics;
- Organising seminars to provide information and facilitate the creation of partnerships;
- Providing all necessary information on dedicated pages on Programme webpages.

In the **implementation** phase, MMM Programme authorities will support funded projects by:

- Facilitating twinning activities and thematic exchanges to reinforce visibility and capitalisation of results;
- Encouraging beneficiaries to exchange information, compare approaches, contribute to milestones and outputs arising from other similar projects working with different territories and partners, within the broader Mediterranean framework.

IMPORTANT!

Applicants must ensure that their project proposal is **submitted under a Programme participating in the MMM coordinated call**.

A project based on the same partnership, activities, objectives, and expected results shall be submitted to one MMM Programme only.

If the same or similar application has been submitted to several MMM Programmes, it cannot be granted under more than one Programme. In such cases, only the first Programme selecting it will award the grant.



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The Interreg Euro-MED Programme

The ambition of the Interreg Euro-MED Programme (hereafter “The Programme”), which cooperation area covers 69 regions of 14 countries¹, is to support the transition towards a climate-neutral and resilient society, in line with the European Green Deal, the Sustainable Development Goals of the United Nations, and the Territorial Agenda 2030.

In order to reach this goal and ensure concrete and manageable solutions, the Programme has identified 4 missions:

- Strengthening an innovative sustainable economy
- Protecting, restoring and valorising the natural environment and heritage
- Promoting green living areas
- Enhancing sustainable tourism

The actions under those missions are addressed within the Priorities, related Specific Objectives and types of projects supported by the Programme.



Illustration of the structure of the programme: Priorities, Specific Objectives and Missions.


Each Thematic project shall contribute to one of the priorities and specific objectives (SO) selected by the Programme.

¹ For information on the Programme cooperation area, please see: [Where we work - Programme Interreg Euro-MED \(interreg-euro-med.eu\)](https://www.interreg-euro-med.eu)

In addition, each Thematic project shall contribute to one of the 4 missions of the Programme. **For this call, only projects contributing to the “Enhancing Sustainable Tourism” are eligible.**

The Programme has two types of projects, Thematic projects and Governance projects

In the frame of The Programme, this call targets exclusively one specific category of Thematic projects: Transfer projects. They are the Programme-specific equivalent to the Capitalisation projects introduced in Section I of these Terms of Reference.

 Transfer projects optimise and share validated common instruments, policies, strategies and actions so that stakeholders can adopt them.

For an indicative types of activities for Transfer projects, please check the subsection “What are the expected outputs and results in the framework of the Programme?”, as well as the Section I of these Terms of Reference.

Which are the Programme objectives targeted with these Terms of reference?

These Terms of reference (hereinafter ToR) concern projects under the Cohesion Policy Objective PO1 “A more competitive and smarter Europe by promoting innovative and smart economic transformation and regional ICT connectivity” and PO2 “A greener, low-carbon Europe transitioning towards a net zero carbon economy and resilient Europe” summarised for the Programme under the priorities “Smarter Mediterranean” and “Greener Mediterranean”. and refer to the Mission “Enhancing sustainable tourism”.

Each project selected under this mission through this call must contribute to one of the following specific objectives (SO):

- 1.1 Developing and enhancing research and innovation capacities and the uptake of advanced technologies,
- 2.4 “Promoting climate change adaptation and disaster risk prevention, resilience, taking into account eco-system-based approaches”.
- 2.6 “Promoting the transition to a circular and resource-efficient economy”.

- 2.7 “Enhancing protection and conservation of nature, biodiversity and green infrastructure including in urban areas and reducing all forms of pollution”.

Thus, the key thematic issues presented in Section I of these Terms of Reference must be tackled from the perspective of one of the abovementioned Specific Objectives.

When addressing these issues, synergies with smart specialisation strategies (S3) covering the Interreg Euro-MED cooperation area are encouraged.

What are the expected outputs and results in the frame of the Programme?

The projects selected must develop a set of activities to tackle the identified common challenges and lead to the expected change in the identified key sectors. Activities shall be designed to develop the expected outputs and reach the expected results. In addition to the indicative examples listed in Section I of this document, other possible types of activities are described in the Programme Manual. (Section “Design the project activities”).

Depending on the Specific Objective and always building on the selected output from the MMM Joint database, selected projects are particularly expected to develop and transfer solutions and strategies or action plans.

Solutions are methodologies, tools, technologies, services, partnership/cooperation agreements and should be developed through the involvement from at least 2 partners from the Programme cooperation area, tested in real conditions and easily transferable. In the context of the Interreg Euro-MED Programme, the participation of all partners in the development of the solution is encouraged, depending on the nature of the activities implemented.

A strategy is a course of actions designed to achieve a long-term goal in a specific domain.

An action plan is the translation of jointly developed strategies into actions. Targeted strategies should contribute to the main Mediterranean or EU strategies/directives of the topic tackled and be easily transferable.

Selected projects must focus their work plan on a “transfer process” of:

- a developed and tested solution from one organisation to another with the aim to improve day-to-day practices and/or facilitating processes undertaken at technical, operational and/or administrative level, and/or
- a developed and tested strategy or action plan from one organisation into a public institution (competent service) actively involved in drafting and implementing public policies, with the aim to improve or change them.

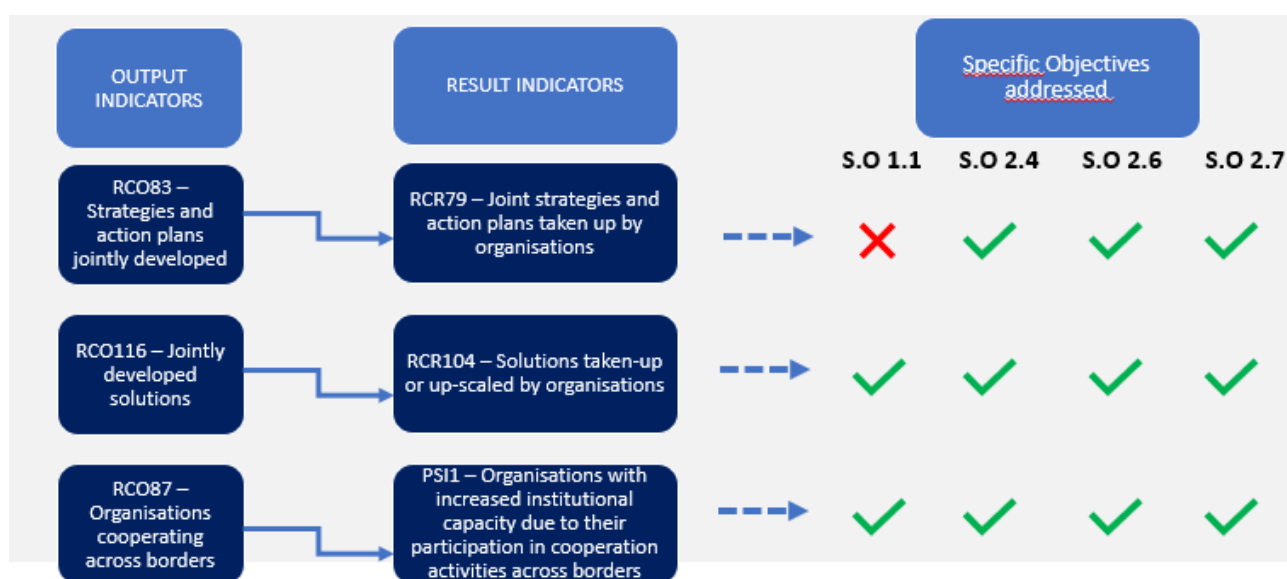
All activities developing outputs and providing results in target destinations must be carried out from a transnational perspective. In other words, the final output should be transnational, not local.

Other achievements could be carried out as long as they are coherent with the corresponding SO and the requirements of the ToR.

Finally, as indicated in Section I of this document, project proposals are encouraged to include in their work plans complementary actions and mutual exchanges with projects selected by other Programmes in the context of this coordinated call.

Programme Indicators

By developing such solutions, strategies and action plans, projects will contribute to the Programme indicators, depending on the S.O. they are applying to. Please consult the [Programme Manual](#) (Section Building my project / Designing project activities + Annex Methodology and Indicators template) for defining the project contribution to the Programme indicators:



- **Output indicator “Organisations cooperating across borders” (RCO87):**

The indicator counts the organisations cooperating formally in the supported project. An organisation is the legal entity acting as partner or associate partner in the project.

- **Result indicator “Organisations with increased institutional capacity due to their participation in cooperation activities across borders” (PSI1):**

This indicator measures the number of organisations (defined in RCO87), that actively participated in cooperation activities of a project across borders and consequently increased their institutional capacity in the thematic field of the project. It refers in particular to organisations actively participating in the development of joint solutions, strategies and action plans.

- **Output indicator “Jointly developed solutions” (RCO116)**

This indicator counts the solution newly developed by the project partnership or the solution already developed that is adapted to the Programme context and geographic area by the partnership.

- **Result indicator “Solutions taken up or up-scaled by organisations” (RCR104)**

This indicator measures the number of solutions (defined in RCO116) (other than legal or administrative), developed by the supported project and taken-up or upscaled by a given organisation. The uptake or upscale (effective or at initial stage) should occur during the implementation of the project or at project closure. The organisation adopting the solutions developed by the project may be or not a direct participant in the project.

- **Output indicator “Strategies and action plans jointly developed” (RCO83)**

This indicator counts the strategies, and action plans developed jointly at regional or local level. Attention: indicator not available for S.O. 1.1 projects.

- **Result Indicator “Joint strategies and action plans taken up by organisations” (RCR79)**

This indicator measures the strategies/action plans (defined in RCO83) effectively taken up or being at the initial stage of uptake, by the supported project. The uptake should occur during the implementation of the project or at project closure. The organisation adopting the strategies/action plans developed by the project may be or not a direct participant in the project. Attention: indicator not available for S.O. 1.1 projects.

What are the targeted areas and target groups in the frame of the Programme?

In coherence with the principles of this coordinated call, the interventions planned by the projects must cover some specific kinds of territories of the Programme (targeted areas) and address specific groups of beneficiaries (target groups), in order to maximize its impact in the frame of the objectives pursued by the corresponding mission.

Targeted areas

The Programme targeted area goes beyond its cooperation area² and covers a vast variety of territories in the whole Mediterranean whose challenges could be tackled by the projects. A realistic and detailed selection of the areas covered is fundamental for its success.

In particular, in the context of the mission “SUSTAINABLE TOURISM”, most of the territories of the programme are concerned by the issues tackled by it. Nevertheless, the following areas are especially indicated for projects:

- Natural protected areas and green areas in general offering ecosystem services
- Urban areas suffering of lack of resources or excess of waste due to high tourism pressure
- Islands and remote areas
- Rural and mountain areas
- coastal/maritime areas
- Areas with potential to offer sustainable tourism alternatives to traditional tourism activities
- Touristic areas especially vulnerable to climate change and natural disasters
- Other inland water areas affected by tourism pressure (wetlands in inland, freshwater, rivers, lakes, dams, ...)
- Areas of special interest (natural and cultural heritage)

Target groups

The core target groups of the Programme consist of national, regional and local public authorities engaged in policymaking, working together with other relevant bodies responsible for the definition and implementation of policies.

In the context of the mission SUSTAINABLE TOURISM, target groups are:

² See Footnote 1

- Local, regional, and national authorities with competences related to tourism, resources and waste management, urban planning, transport, and environmental matters
- SMEs and economic operators in the tourism sector
- Business support organisations
- Universities, high education institutions and research centres
- Civil society, local communities and associations, NGOs involved in issues related to tourism, consumption, waste reduction, cultural heritage preservation, and ecosystem conservation and restoration
- Destination Management Organizations
- Tourism management agencies
- Energy management organizations/bodies
- Recycling organizations
- Infrastructure operators (Port Authorities, Marine Protected Areas, etc.)

Coordination with Governance projects

As previously indicated, the Programme finances in general two kinds of projects, Thematic projects and Governance projects.

Governance projects are divided into 2 categories:

Thematic Community projects facilitate the exchanges and the development of synergies between projects. They develop technical knowledge embedding the results of the projects and support the effective transfer of their results to other territories or stakeholders.

Institutional Dialogue projects support the effective cooperation of all stakeholders concerned by the Programme missions to improve the governance at transnational level within and beyond the Interreg Euro-MED Programme cooperation area. They optimize the conditions for the transfer, and the mainstreaming of the projects results into practices and public policies.

There is one Thematic Community project and one Institutional Dialogue project for each of the 4 missions and for the whole duration of the Programme.

All the Thematic projects operating under each mission are supported by one Thematic community project and one Institutional Dialogue project.

In order to increase the impact on the territory, the approach of the Programme is built on the idea that improving governance is closely linked to the processes of capitalisation

of the projects results. This requires addressing all the actors of the territories, including those not directly involved in the Programme.

Therefore, the design of the different types of projects is based on the overall strategy of the Programme, called "Results Amplification Strategy" (RAS), developed to amplify the results of the Thematic projects and have a more sustainable impact on the territories through better coordination and, where possible, integration of (inter)sectoral practices and policies.

It is essential to take into account the Programme RAS before and during the design of the proposal to fully understand the challenges related to the implementation of the Thematic projects, which are the targeted types of projects for this call for proposals.

Consequently, each project shall participate actively in the thematic community of the mission it belongs to, and benefit from the experience and support of the governance projects. Those activities will be co-financed through the project budget.

This implies active participation in group activities and investment in the activities of the governance projects to maximise the impact of the results. The details of these activities are developed by the governance projects that will lead their implementation, but from the outset, the thematic projects must adhere to this approach of cooperation between projects for the Programme strategy to work. In the project proposal, this dimension must be integrated, and a part of the budget must remain flexible to allow at least the participation in meetings (indicatively 2 per year) and the necessary preparation (providing data, participating in collective workshops, etc).

Moreover, the Programme supports the implementation of the Interreg Euro-MED Academy in coordination with these projects which serve as a training platform to support the dissemination and transfer of knowledge and results. In this framework, all thematic projects have to participate in the joint elaboration of pedagogical material and have to produce at least a short (1 minute) video presentation to be published. The creation of this video will be framed by the Academy steering committee composed of representatives of the Joint Secretariat (JS) and the governance projects in order to ensure harmony and a common approach.

For more details on activities to be foreseen, please refer to the Programme Manual, "Designing the project activities" and specially the "Mandatory activities to be integrated in each proposal" and "Drawing up my budget" sections.

Technical Data sheet

Financial allocation and project duration

The indicative financial allocation for this call for proposals is around 8 million euros in total (6,4M€ of Interreg funds + 1,6M€ of national co-financing).

An estimated number of 10 projects is expected for this call.

Only Transfer Projects are eligible for this call.

Total budget per project should not exceed 800 000 EUR.

Project duration: maximum 21 months.

Expected partnership structure for this call

- As a minimum, the project partnership must be composed of partners based in five (5) different countries within the Interreg Euro-MED Programme cooperation area (eligibility criteria B.1).
- The LP is a public body, or a body governed by public law (as defined in Directive 2014/24/EU) (eligibility criteria B.2).

Project partners in charge of transferring the output must demonstrate experience with it and competence to develop the transfer process.

Project Partners taking up the transferred output shall have direct competence to uptake it in at least one of the eligible areas of the Programme.

An adequate geographical balance in the partnership will be positively evaluated during project assessment.

Institutions wishing to participate in the project without contributing financially are considered as "associated partners" (AP) for which no limit of participation is set; these are not considered in the respect of the minimum partnership composition³.

³ Cf Programme Manual: definition of "associated partner"

If the consortium of the proposal doesn't include any organisation previously involved in the development of the selected output to transfer, it will be positively evaluated during project assessment if the partners have been at least in contact with them.

No specific requirement applies regarding partnership composition or participation in past and ongoing calls. Still, the participation to several projects within the same call is not encouraged as it might endanger the quality of the implementation.

Multi-participants are verified by the National Authorities to ensure their administrative and financial capacity.

It is highly recommended to include institutional partners and networks, and not to exceed 8 project partners.

Key project dates

Starting date of the activities: spring 2027, at the latest, based on the number of applications received.

Ending date : first trimester 2029.

Please consider that activities related to the implementation and to closure activities (i.e preparation and presentation of the final certification by the PPs and project final report and payment claim by the LPs) must be completed by the end date of the project.

Timeline of the Call

The provisional timetable for the Euro-MED07 call for Thematic projects is as follow:

Key steps	Dates
Common (with all MMM programmes) information event for the opening of the call (online)	16 of June 2026
Opening of the Call	01/09/2026 at 13.00 Brussels time
National information campaign by the Programme's National Authorities	Following national calendars

Technical meetings (online)	8 of July 2026 10:00-12:30 Early September 2026 10:00-12:30: 23/09/2026 10:00-12:30: Q&A (optional based on questions received FAQ)
Closure of the Call	30/09/2026 at 13.00 Brussels time
Submission of mandatory annexes	14/10/2026
Assessment of proposals (one step assessment)	Between October 2026 and Spring 2027
Selection by the Monitoring Committee	spring 2027
Pre-contracting and contracting procedures	spring 2027
Starting date of the projects	spring 2027

Please note that the details of this schedule are subject to change following the number of proposals submitted and should be considered as indicative.

Submission of proposals, evaluation and selection procedure

This section describes the procedure for the submission of proposals, the assessment and the selection process in the framework of the Euro-MED07 Call – TRANSFER PROJECTS - MMM . In addition to the present specifications, the Programme Manual, as well as all the documents relevant for preparing the application (courtesy version of the application form, templates of partners' declarations and Jems Guidelines), are available on the Programme website on the dedicated page of the call.

Submission of proposals

The Lead Partner is responsible for the application process on behalf of the whole project partnership and will have to create a profile on the Jems platform to access the online form.

It is important to be sure that the email address used for the account creation is easily accessible by the applicant as it will be automatically taken over by the system for the reception of any subsequent notification, confirmation, etc.

The application procedure for this call consists of two consecutive stages:

- ➔ The submission of the Application Form, Euro-MED07 Call – TRANSFER PROJECTS - MMM, written in English or French: to be validated on "Jems" before 30/09/2026, at 13.00 (Brussels time). (eligibility criterion A.1)
- ➔ The submission of mandatory annexes: to be uploaded on Jems before 14/10/2026 at 13.00 (Brussels time).

The Application Form: must be created and completed on the Jems platform.

The courtesy version of the application form provided by the Programme is a guidance document made available to applicants *for information only* and contains indications on the information expected in the different sections of the form.

Mandatory annexes, documents to be provided

The following standard annexes must be signed and uploaded in PDF format into the system by the above date (Brussels time):

- For each partner participating (including the LP) in the project: a copy of the partner declaration (or LP) generated from the Jems system. These forms must be dated and signed by the legal representative of the partner structure.
- For each of the associated partners (if applicable): a copy of the associated partner declaration, generated from the Jems system. These forms must be dated and signed by the legal representative of the partner structure.

The absence of any document or an error in its contents will be presented to the Committee and may be included as a condition for the signature of the Subsidy contract (on the basis of Annex II below: List of pre-contractual criteria).

Points of attention concerning the validity of a document

The content of the templates provided by the Programme and, where applicable, generated via Jems cannot be modified or amended in any way. All templates requiring a signature must be dated and signed (handwritten or electronic signature) to be considered valid.

The electronic signature is considered valid for the Programme as far as it is recognised at national level; in case of doubt as to the format, it is recommended to contact your National Authority (or the one of the partners concerned) to ensure the validity of your documents before submitting them to the Programme.

In case of delegation of signature and for any document concerned, a proof of delegation must be uploaded with the signed document for it to be considered valid.

The (signed) documents are uploaded in PDF version on Jems, the original paper version must be kept by the partners in the project file.

Assessment of project proposals

- Administrative and eligibility criteria

The administrative and eligibility check is carried out to verify whether an application meets the minimum criteria established by the Programme for the projects of the Call.

The list of administrative and eligibility criteria to be met is given below in Annex I of this document.

Proposals not fulfilling one of these conditions will be considered ineligible and will not be further processed. Lead partners will be informed of the outcome of this first check.

- Quality assessment criteria

The list of project assessment criteria is available below in Annex III of this document.

The score for each assessment question will be calculated on a scale from 1 to 5 points. The evaluation grid for thematic projects is composed of 7 questions with a variable weighting depending on Programme expectations.

The Lead Partners will be informed of the outcome of this assessment phase.

- Pre-contractual criteria:

If two months⁴ after the selection of the project, the issues highlighted during the pre-contracting phase and conditions are not fulfilled, the Monitoring Committee may decide to cancel the project or to withdraw the partner concerned (Annex II).

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⁴ The date to be taken into account for the calculation of the two months is the one of the **sending of the Joint Secretariat email** notifying the Monitoring Committee decision.

ANNEX I: List of administrative and eligibility criteria

N°	Criteria
A	Administrative check
A.1	The application form was submitted via the online monitoring tool of the Interreg Euro-MED Programme, Jems, respecting the deadline defined in the Terms of Reference.
B	Eligibility Check
B.1	The project meets the minimum criteria relating to the composition of the partnership: 5 partners representing 5 different countries within the Interreg Euro - MED Programme cooperation area.
B.2	The Lead Partner is a public body or a body governed by public law (according to the definition of Directive 2014/24/EU).
B.3	The proposal is in line with the category of project and thematic Mission open for this Call and the duration and budget allocated for this category.
B.4	The project is based on at least one output from the MMM joint database developed under an MMM Programme other than Interreg Euro-MED.

ANNEX II: List of pre-contractual criteria

N°	Criteria
C	Pre-contracting check
C.1	The Application Form has been consolidated considering minor technical issues and/or to integrate the adjustments deriving from the assessment phase or from the Programme Monitoring Committee recommendations/conditions.
C.2	Compulsory annexes of each partner and associated partners are duly signed and available in the Interreg Euro-MED on-line monitoring tool Jems (including, if relevant, De Minimis Declaration and Ad hoc Declaration for International Organisations under international law). When applicable, project partners have used the template provided by the Programme without modifying their content/format.
C.3	In case of partner outside the Interreg Euro-MED cooperation area, a confirmation of the eligibility and of the legal status of the partner has been received by the competent national authority. The responsible authority of the respective EU Member State has provided a written communication to the MA/JS confirming aforementioned information and, in accordance with Art 22 of the ETC Regulation, its formal acceptance to reimburse any amounts unduly paid for each one of those partners, in accordance with Article 52(2) of ETC regulation.

C.4	The administrative information has been consolidated in the Application Form (partner identity, address, contact details, legal and financial information, bank account)
C.5	The budget has been consolidated in the Application Form and, if relevant, compulsory ad-hoc documents have been updated consequently and provided to the JS (correct use of flat rate, correct origin of co-financing source, justification for travel and accommodation costs declared as real cost, forecast per semester, distribution of preparation costs, state aid self-assessment).

ANNEXE III: List of qualitative assessment criteria

The quality assessment will be conducted in a single phase.

The score per assessment question will be calculated on a scale of 5 points, with some sections having a different weight considering their importance in this call:

1. Relevance with Euro-MED context x1,5
2. Cooperation character x1
3. Intervention logic x1
4. Partnership relevance x2
5. Horizontal Principles x1
6. Work Plan x2,5
7. Budget x1.

The final maximum score reachable by a proposal is 50 points equivalent to a 100%.

Considering the particular importance of questions 1 and 4 of the qualitative assessment for the implementation of the project, a score of 1 in either of them will mean an automatic rejection of the proposal. In that case, the JS will not further assess the other criteria.

As indicated in the table below, in the first column you can find the main assessment questions. Each main question is supported by specific sub-questions (guiding principles for the assessment) and corresponds to specific sections of the Application form, as mentioned in the assessment grid below.

Each main question score consists of a single score, taking into account all of the elements mentioned as sub-questions.

Assessment:

The threshold for projects to be recommended for approval to the Monitoring Committee by the Joint Secretariat is of **35** out of 50 what corresponds to 70%.

Projects will be selected by the Monitoring Committee, taking into consideration their score (in descending order), positions of each national delegation and budget availability for the call.

Following the assessment of all proposals, these are ranked according to their final overall score. A final decision on project approval or rejection is taken by the Monitoring Committee. Based on their overall score and final ranking, the proposal with the best score will be approved. In case the budget available for the Call is not sufficient to approve all projects above the threshold of 35 points, applicants with the same lowest score will be invited for an interview to pitch their proposal.



1. Strategic assessment criteria

Assessment questions (Main questions)	Guiding principles for the assessment To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
<p>1.Project Relevance (with Euro-MED context and with call expectations)</p> <p><i>How well is a need for the project justified?</i></p>	<ul style="list-style-type: none"> •The project addresses common territorial challenges of the Programme or joint asset of the Programme area – there is a real need for the project (well justified, reasonable, well explained) •The project demonstrates the relevance of the selected output for the Interreg Euro-MED context. •The project clearly contributes to wider strategies on one or more policy levels (EU / national / regional), particularly those relevant for the MMM. •The project actions demonstrates solutions that go beyond existing practices in the sector/programme area/participating countries 			C.2.1
				C.2.2
				C.2.5
				C.2.2
<p>2.Cooperation character</p> <p><i>What added value does the transnational cooperation bring?</i></p>	<ul style="list-style-type: none"> •The importance of the transnational approach for the topic addressed is clearly demonstrated • The results cannot (or only to some extent) be achieved without transnational cooperation. • There is a clear benefit from cooperating for the target groups / Programme area. • Cooperation criteria are fulfilled (Please take note that the evaluator will pay special attention to the fulfilment of at least 3 of the following cooperation criteria: joint development (mandatory), joint implementation (mandatory), and joint staffing or joint financing). 			C.2.3
				C.2.4
				C.7.5



Assessment questions (Main questions)	Guiding principles for the assessment To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
<p>3.Project Intervention Logic <i>To what extent is the project intervention logic relevant?</i></p>	<ul style="list-style-type: none"> •The project overall and specific objectives (including communication objectives) clearly contribute to the achievement of the Programme priority specific objective and is linked to the Results Amplification Strategy and the mission tackled. •The project outputs and results contribute to the Programme indicators – and are in line with the specific objectives and the requirements of the Priority. 			<p>C.1 C.4(only specific objectives description) A.5</p>
<p>4.Partnership relevance <i>To what extent is the partnership</i></p>	<ul style="list-style-type: none"> • The project involves the relevant actors needed to address the challenge/joint asset for territorial development and the objectives specified for the mission tackled • The project partnership: <ul style="list-style-type: none"> - is balanced with respect to the levels, sectors, territory and geography - consists of partners that complement each other - each partner plays a defined role 			<p>C.3 B.1</p>



Assessment questions (Main questions)	Guiding principles for the assessment To what extent does the project ... (Sub questions)	SCORE	Comment	Sections in AF
<i>composition relevant for the proposed project?</i>	<ul style="list-style-type: none"> • Partner organisations have proven experience and competence in the thematic field concerned. They also have the necessary capacity to implement the project (financial, human resources, etc.) – in particular, the Lead Partner demonstrates capacity/competence in coordinating the project action and the partnership. • Project organisations in charge of transferring the output demonstrate experience with it and competence to develop the transfer process. • Partners taking up the transferred output have direct competence to uptake it in at least one of the eligible areas of the Programme. • If the consortium doesn't include any organisation previously involved in the development of the selected output to transfer, partners prove having been at least in contact with them. • Associated partners have a defined role and bring added value. 			<p>B.1 C.7.1 B.1</p>
<p>5. Horizontal principles</p> <p><i>What is the project's impact on horizontal principles?</i></p>	<ul style="list-style-type: none"> • Ensure respect for fundamental rights and compliance with the Charter of Fundamental Rights of the European Union in the implementation of the Funds. • Ensure equal opportunities and non-discrimination based on gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation • Ensure equality between men and women, gender mainstreaming and the integration of a gender perspective • Promote sustainable development as set out in Article 11 TFEU, accounting for UN SDG, the Paris Agreement and the "do no significant harm" principle 			<p>C.7.6</p>



2. Operational assessment criteria

Assessment questions	Guiding principles for the assessment To what extent does the project ...	SCORE	Comments	Sections in AF
<p>6. Work plan</p> <p><i>To what extent is the work plan realistic, consistent and coherent?</i></p>	<ul style="list-style-type: none"> Proposed activities and deliverables are relevant and lead to planned outputs and results Project outputs and results are realistic (it is possible to achieve them with given resources – i.e. time, partners, budget – and they are realistic based on the quantification provided) Distribution of tasks among partners is appropriate (e.g. sharing of tasks is clear, logical, in line with partners' role in the project, etc.) Time plan is realistic, and activities, deliverables and outputs are in a logical time-sequence. Communication activities (and deliverables) are appropriate to reach the relevant target groups and stakeholders Project outputs are durable (the proposal is expected to provide a significant and durable contribution to solving the challenges targeted)-if not needs to be justified The work plan includes complementary actions and/or mutual exchanges with projects selected by other MMM Programmes in the frame of the coordinated call. 			<p>C.4</p> <p>C.5</p> <p>C.6</p> <p>C.7.2, C.7.3</p> <p>D</p> <p>C.8.1, C.8.2</p> <p>C.8.3</p>
<p>7. Budget</p> <p><i>To what extent is the budget coherent, proportionate, realistic and valuable?</i></p>	<p>Sufficient and reasonable resources are planned to ensure project implementation</p> <p>Total partner budgets reflect real partners' involvement - are balanced and appropriate corresponding to the partners' responsibilities in the project.</p>			<p>D</p> <p>E.3</p>



Assessment questions	Guiding principles for the assessment To what extent does the project ...	SCORE	Comments	Sections in AF
8. Final overview	The project globally answers to the expectations and needs of the Programme. Is it coherent in the implementation of all its sections?	<i>(comment without score)</i>		Full AF