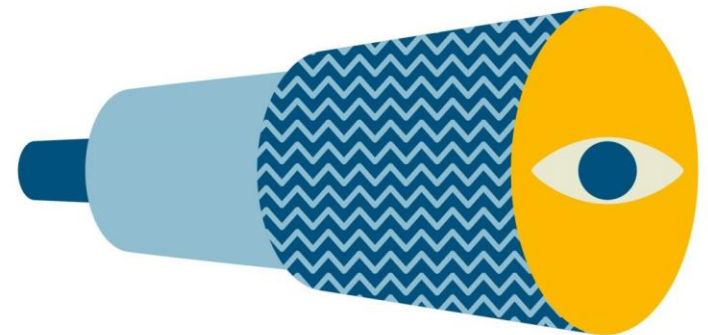


# Closing the gap in your programme

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Project maintenance and repair  
14-15 June 2018 | Rome, Italy

**Ivana Lazic, Interact**



# **‘Gap’? What do we mean by that?**

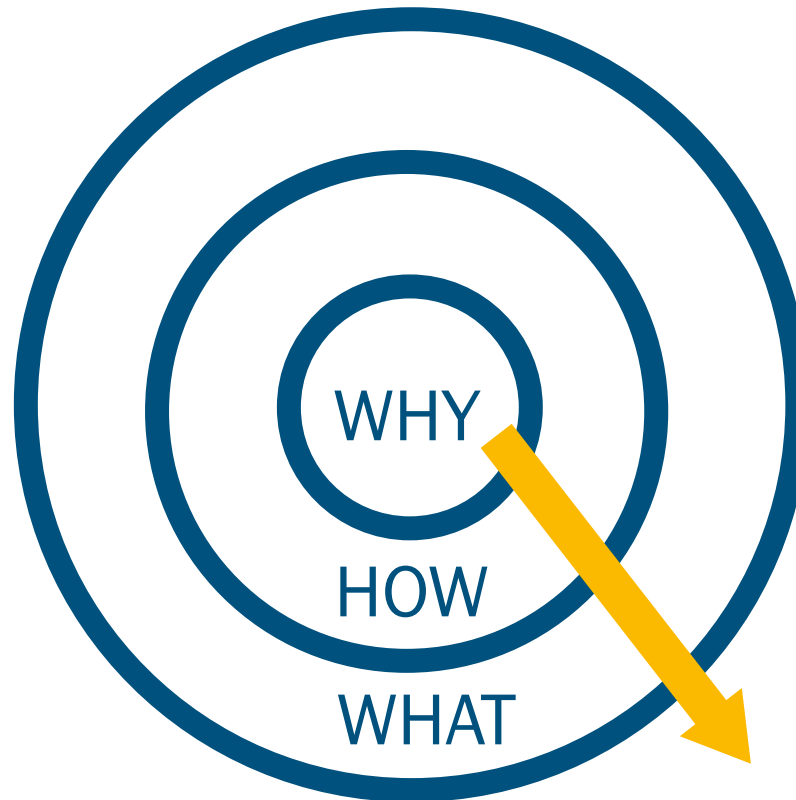


# **‘Gap’? What do we mean by that?**

- ... Your programme has some budget left
- ... Your programme has a ‘gap’ in reaching objectives/results
- ... Decommithment is on the horizon
- ... You want to experiment/be adventuorous
- ... any other?



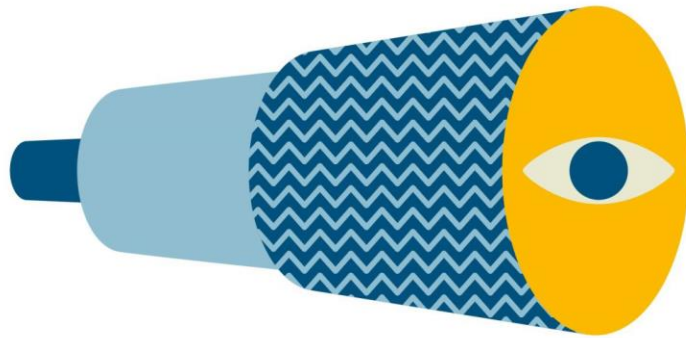
# Basic principles – WHY, the starting point



**The most common “go to” solution is ...**

**Capitalisation**

# Capitalisation, do we all have the same understanding?



1. Capitalisation is about gathering, organising and building upon existing programme and projects results, within specific fields.
2. Capitalisation could concern data about the implementation of programmes, projects, impacts and methods used in order to make this knowledge generated by Interreg (capital) more accessible and usable for other programmes, projects or stakeholder groups.
3. Capitalisation (of results) looks into specific results in thematic fields in order to obtain additional improved results (re-use), to boost performance, delivery and to multiply the effects of achievements delivered.

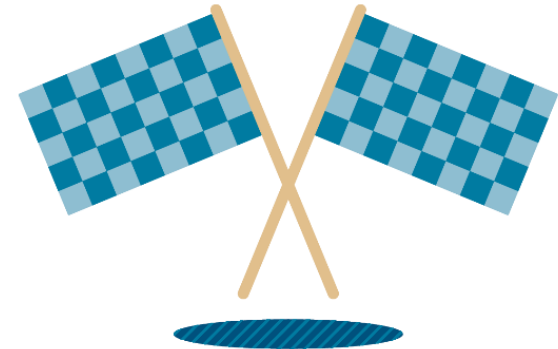
# How is capitalisation implemented in Interreg?

1. Gathering results → analysis (projects), coordination activities
2. Promotion of results → promotional and capitalisation events/targeted campaigns, networking events, simplicity of language
3. Re-use of results → validation/follow-up, effects?
4. Influence policies → link with public decisions, modifying legislations

# Challenges for capitalisation:

Indeed, capitalisation activities face several limits and challenges:

1. restricted to the promotion of projects, and sometimes without tangible results on its added value,
2. they go rarely beyond the dissemination of results,
3. there are still stakeholders involved in Interreg programmes who are not convinced of the added-value of such an exercise who think that transfer is not suitable vis-a-vis with programme's territorial approach.





# A few examples: Programmes' needs

	2 seas 2007-2013	Interreg IVC 2007-2013	Med Programme 2007-2013	Interreg Med 2014-2020
Aims and needs for Capitalisation	<ul style="list-style-type: none"> <li>• “Consolidating, valorising and disseminating the achievements”</li> <li>• Supporting “development activities” to prepare for the future.</li> <li>• Valorise the existing and build on achievements to take a step forward</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring the transfer of good practices into structural funds mainstream programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• To shed a critical and analytical eye on past and current experiences of the programme and of the projects in order to gain insight and improve practices</li> <li>• To feed future actions and strategies for the next programming period 2014-2020, also considering emerging trends, challenges, debates</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the interaction between the programme and its projects as well as between individual projects.</li> <li>• Foster the exchange, communication, knowledge and sharing experiences between projects.</li> </ul>

# Capitalisation Call: WHY? Objectives ...**INTERact**



2 seas 2007-2013	Interreg IVC 2007-2013	Med Programme 2007-2013	Interreg Med 2014- 2020
<ul style="list-style-type: none"> <li>• Creating <b>strategic cooperation</b> between approved projects and between potential competent/relevant organisations outside 2 Seas projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the <b>transfer of new practices from one region to another</b>. The focus lies on the transfer process, as the good practices have already been identified.</li> </ul>	<ul style="list-style-type: none"> <li>• Create <b>synergies among projects and partners</b> and build up a '<b>network of networks</b>' in order to reinforce and enlarge the capacities of projects to disseminate and transfer (their results);</li> <li>• Develop <b>synergies between tools and/or models implemented</b> by different projects;</li> <li>• Develop and implement <b>indicators to evaluate good practices</b> in order to facilitate their dissemination and transfer;</li> <li>• Develop '<b>a lobbying approach</b>';</li> <li>• Prepare <b>initiatives at a greater scale</b> (partnership, area, priorities...), capable of <b>increasing the impact of territorial cooperation towards mainstream</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• To structure better the research of <b>common solutions for joint problems</b> and priorities in the programme territory;</li> <li>• To define better the <b>added value of the transnational work</b>;</li> <li>• To communicate and to develop jointly the main results of the programme;</li> <li>• To <b>manage a process of community building</b> mixing bottom-up and top-down approaches (between thematic and governance priority axis);</li> <li>• To contribute to the creation of a <b>unique identity of the MED cooperation area</b> (as a single geographical area).</li> </ul>

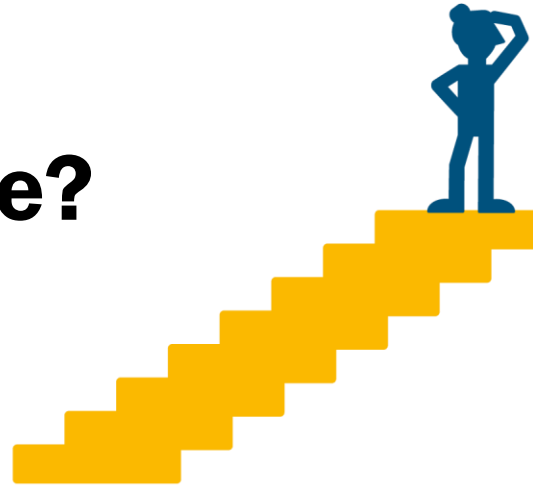
# Capitalisation Call: WHAT? Expected results...

2 seas 2007-2013	Interreg IVC 2007-2013	Med Programme 2007- 2013	Interreg Med 2014- 2020
<ul style="list-style-type: none"> <li>• <b>Strengthening and enlarging the impact of the Programme</b> for the benefit of the 2 Seas territories.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Establishing a concrete action plan for each participating region</b>, specifying how the identified practices will be implemented under the mainstream programme of these regions.</li> </ul>	<p><b>Creating:</b></p> <ul style="list-style-type: none"> <li>• Long/term impact and larger take-up of project outcomes / territorial impact</li> <li>• Structure of Interreg <b>Med 2014-2020</b></li> <li>• Charter, protocols, observatories</li> <li>• New policies, regulations, instructions, deliberations</li> <li>• Methodologies, practices, applications, common procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Creating communities of projects and stakeholders at <b>MED level</b> and define common answers to shared issues</li> <li>• Increasing the <b>impact of Interreg MED results on the governance level</b> and impact future policies</li> <li>• Spreading <b>consolidates technical results towards institutional and thematic networks</b> in the MED area</li> </ul>

# Capitalisation Call: HOW? Activities and deliverables

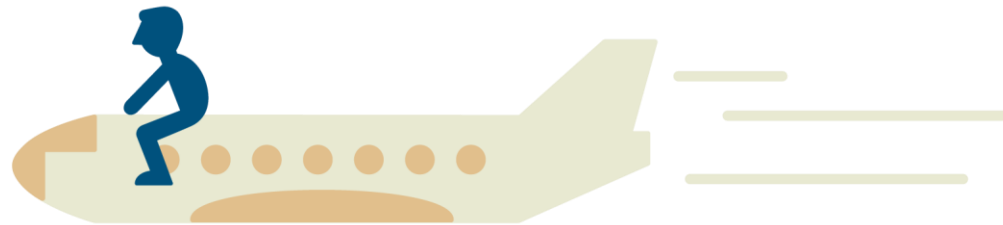
2 seas 2007-2013	Interreg IVC 2007-2013	Med Programme 2007-2013	Interreg Med 2014- 2020
<p>Valorisation and dissemination of the results obtained to maximize the impact at Programme level</p> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>• a cross-border thematic event</li> <li>• a thematic publication (electronic and paper)</li> </ul>	<p>Good practices selection, adaptation, and commitment to transfer and use at regional level</p> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>• Testing</li> <li>• Networking events</li> <li>• Action Plans</li> </ul>	<p>Transfer of knowledge and good practices, exchanges and pilot tests at Programme level</p> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>• Seminars, conferences, joint studies, databases,</li> <li>• protocols, white/green books</li> <li>• Prototypes, collective works, software, collective studies, action plans</li> </ul>	<p>Discovery, analysis, comparison, consolidation of the objectives and results from modular projects, communication, transfer of achieved and aggregated results, community building</p> <p>Deliverables:</p> <ul style="list-style-type: none"> <li>• Networking</li> <li>• Policy papers/recommendations</li> <li>• Analysis</li> <li>• Communication material/plans</li> <li>• Thematic events</li> </ul>

**But what else is there?**



## What about...

- Targeted calls
- Strategic calls
- Seed money
- Cluster calls
- Projects with limited budget/duration
- ...



**Also to be considered...**

**,Fear' of de-commitment**



# Slow spending because...

- Lack of qualitative projects received
- High number of irrelevant/not eligible applications
- Partners not used to EU projects management
- Pilot projects
- Budget modifications during assessment process



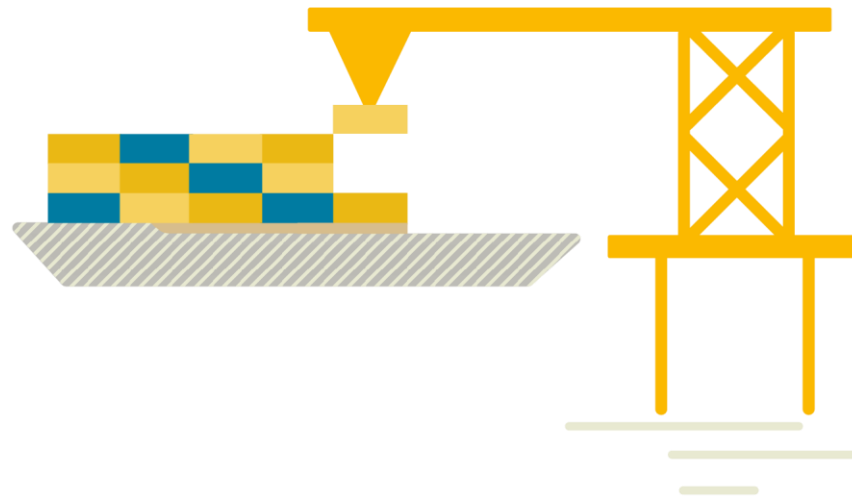
Approving projects from the reserve list?

Additional calls?



Or

**„Fear“ of performance framework**



# And how do you decide what to do?

- Top-Down?
- Bottom-Up?
- Any other approach?

