

Advanced Capitalisation methodologies 1

20-21/April/2022 (Subheadlines)

Florence, Italy

Report

Main highlights

As main remarks, the participants underlined the need to continue the work done on the definition of the concepts of "capitalisation", "mainstreaming", "transfer", etc.

Even if Interact has provided some information and definitions (in the [Capitalisation Management Guide](#) for example), approaches may differ from one programme to another, and information and communication work remains necessary (including through training sessions).

With regard to the definition of concepts, concrete tools such as templates, guides and forms are necessary to help the project structure its capitalisation process (particularly for less experienced programmes). Programmes do need to require a specific 'place for capitalisation' within the Application Form and/or monitoring reports, in order to better catch and highlight projects' results.

However, it is still necessary to provide tools that can be used by programmes according to their needs: programmes are particularly interested in concrete examples and illustrations of capitalisation activities implemented by other programmes (benchmarking).

As main conclusion, a cultural change is necessary and can be encouraged by a stronger mobilisation of monitoring committees and better information and involvement of beneficiaries. The terms of reference of the calls (and in particular the calls for capitalisation) can contribute to the dissemination of concepts and methods and to increasing the requirements at project level.

Beyond the provision of tools and methodological support, Programmes greatly appreciate concrete examples, benchmarking and peer review which could be used more when promoting and supporting capitalisation activities, as well as the definition of elements where projects can elaborate more on their results and programmes can follow-up and extract the relevant success stories at programme level.

The monitoring and evaluation of capitalisation processes also emerged as a concern for participants to improve their long-term monitoring and evaluation of capitalisation. These capacities need to be improved.

Session 1: Selection of outputs from ‘Givers’ and identification of ‘Takers’

<p>State of play</p>	<ul style="list-style-type: none"> - Projects’ libraries have been developed by programmes, but they are demanding in terms of time, budget and human resources - Experience shows that not all outputs are relevant for a transfer or mainstreaming process. The selection must be done with care - When projects are completed, project partners might not be available any more to share their outputs; outputs can also be rapidly outdated - Transfer and mainstreaming are about connecting “offer” and “demand”. When starting a capitalisation process, programmes are usually mainly focused on the “offer” side (analyses and communication about outputs)
<p>Key points to take into consideration</p>	<ul style="list-style-type: none"> - Programmes and projects need stronger methodological support to identify and select relevant outputs (grids, templates, selection criteria with training sessions). - Givers should be involved from the beginning and in a more integrated way in capitalisation processes. Additional methodological support and budget (incentives) are necessary for this - Capitalisation activities have until now been mainly focused on structuring the offer (analysis of outputs, data management...). A stronger effort should be put on the connection with the demand side (need of tools and methodological support for this) - Projects should be asked to have a clearer vision from the outset of their targets and final beneficiaries (with transfer and mainstreaming perspectives)
<p>Main agreements according to possible solutions</p>	<ul style="list-style-type: none"> - INTERACT and programmes can strengthen their methodological framework with the provision of guides, glossaries (definitions of main tools and concepts), templates and criteria for the selection of relevant outputs, etc. - Terms of Reference of Calls for projects constitute a strong means to strengthen capitalisation requirements (quality of deliverables, transfer and mainstreaming purpose...). Programme could more systematically include capitalisation requirements in their calls - Capitalisation calls constitute a strong tool to provide necessary resources to the Givers and the Takers

	<ul style="list-style-type: none"> - The promotion of projects clusters, living labs, thematic communities is an efficient means to bring closer the offer and the demand - “Strategic communication should be further promoted (advocacy, lobbying...). Training sessions are considered as very useful and can be strengthened with the support of INTERACT
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Session 2: Capitalisation calls

State of play	<p>More and more INTERREG programmes have launched or launch in this current period capitalisation calls to use the residual funds for the programme and to prepare the next programming period.</p> <p>Whatever the objectives of these calls, each programme has defined:</p> <ul style="list-style-type: none"> - The projects and their outputs/results, which could be the focus of the capitalisation calls and the basis for the capitalisation activities - The identification of potential targets/“takers” /”re-users” - The modalities: one or two steps process, typology of capitalisation activities - The technical issues: allocated budget, duration...
Key points to take into consideration	<ul style="list-style-type: none"> - Capitalisation call is an efficient tool to boost capitalisation, to identify interesting ETC projects outputs and “potential takers”. Funding is allocated and then, facilitate the mobilisation of stakeholders (“Takers” and “Givers”). - Capitalisation calls can be also an opportunity to test and validate projects results/outputs. - Clusters calls can be considered as capitalisation calls. - There is not one single and common template for these capitalisation calls. The objectives, modalities (duration, allocated budget, process of selection...) should be adapted according to the expected results, that each programme wants to reach. - Criteria can be defined upstream to target capitalisation on the most “re-usable” projects outputs. - It’s not necessary to wait for the end of the programming period to launch capitalisation calls. Indeed, some ETC projects results should not be relevant anymore. - There is still a lack of awareness concerning the opportunity to launch capitalisation calls... capitalisation calls may still be considered as a way to use the money left at the end of the programming period. Restricted budget can be allocated. - It would be important to take into consideration the inter-programmes dimension, in order to be coherent concerning the criteria for example.

Main agreements according to possible solutions	<ul style="list-style-type: none"> - Integration of the benchmark of capitalisation calls in the INTERACT toolkit - A template for capitalisation calls, presenting for each section, different possible options - Needs to define criteria to validate the results/final outputs that can be capitalised - Clarification concerning the difference between dissemination calls, transfer calls and mainstreaming calls (glossary)
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Session 3: Thematic clusters/communities – Thematic events

State of play	<ul style="list-style-type: none"> - Thematic clusters and communities are a major tool to achieve capitalisation goals. - Due attention should be paid to the demand for potential reuse of valuable outputs when developing such a tool; most clustering approaches implemented during 2014-2020 have aimed above all to better structure the offer side. - Thematic clusters allow for the development of synergies between projects in order to have a greater impact on the changes sought in terms of policy recommendations for the evolution of regulatory frameworks and practices. - Some operational approaches that have proved relevant: mentoring approach (scheme to support, guide and provide advice to takers by thematic experts / mentors - pioneer organisation and replicator), signature of a formal commitment from each side to be engaged in the process (e.g. Memorandum of understanding), relays (e.g. territorial antennas) to facilitate the matching between givers and takers, etc.
Key points to take into consideration	<ul style="list-style-type: none"> - For thematic communities driven by the programme bodies: to be identified from the start in the communication or capitalisation strategy, each selected project is assigned to a thematic community where relevant, development of living labs ideally with the participation of stakeholders and policy makers, need of one main leading institution in each community - Each thematic can be relevant to set up a community; criteria to make the selection where needed relate to the top challenges or political priorities in the area, to potential links with wider geographical strategies, to a large number of projects selected in past periods, etc. - Importance of inter-programmes synergies in the same geographical area in order to avoid overlapping between cross-border and transnational programmes; in that respect, not all

	<p>programmes should create thematic communities in a wide geographical area</p> <ul style="list-style-type: none"> - Importance to connect thematic clusters to macro-regional strategies and maritime strategies where relevant; importance that communities feed decision makers.
<p>Main agreements according to possible solutions</p>	<ul style="list-style-type: none"> - Thematic groups and communities, led by programme bodies or undertaken as part of a specific type of project, appear to be a powerful tool for linking givers and takers, but also for providing more strategic content and a possible link to wider geographical strategies - The mapping of existing networks in a geographical area to facilitate the creation of communities should be better promoted - Need for dedicated events and the development of a minimum set of indicators to monitor and evaluate the achievements of the thematic communities - Stronger support from Interact is expected to promote synergies between ETC programmes on thematic scaling and capitalisation.

Session 4: Synergies between ETC programmes and coordination with national authorities' initiatives

<p>State of play</p>	<ul style="list-style-type: none"> - There is an increasing informal interaction among programmes. Notwithstanding, the coordination is often more about implementation than capitalisation. - Most beneficiaries are connected to other programmes. This demands more coordination to avoid overlapping and double financing - The new ETC Regulation requires programmes to detail how and with whom they're going to coordinate. Some programmes insisting in the same geographical area agreed on common objectives to this purpose. - A number of coordination experiences both with thematic and geographic focus are already in place or just starting (Artic and Danube coordination; Eusair action Labs; Multiprogramme action Lab in the Mediterranean, Interact Med group etc.)
<p>Key points to take into consideration</p>	<ul style="list-style-type: none"> - Most activities carried out for coordination purposes are the same as those required for capitalisation (clustering of projects; thematic communities; capitalisation calls and events, etc) There is need to better use capitalisation to enhance synergies among programmes, programming joint activities. - Governance is needed for coordination purposes. At the same time it is necessary to avoid burdening Programmes and adopt a flexible approach. - Some national authorities are already engaged in supporting inter-programmes coordination. Up to now there is no structured exchange/dialogue among the national experiences.
<p>Main agreements according to possible solutions</p>	<ul style="list-style-type: none"> - Share information with other programmes of a same region; exchange about projects, difficulties, etc. - Create informal platforms (e.g. Artic) to share issues among programmes - Coordinate calls for proposal included capitalisation calls - Favour exchanges between MA and at political level to share experiences and establish continuous interaction with regional authorities - Be more involved in existing networks and encourage and support beneficiaries in joining external networks - Try to develop inter-programme thematic clusters. Establish communities according to what is interesting for new stakeholders and take into account current main strategic orientations (green deal...health etc) - Set up common evaluation sessions between programmes about processes, capitalisation, etc. - Work actively with HIT community

- Monitor starting on going and new coordination experiences (Danube, Artic, Mediterranean)
- Foster political agreement of Member States about coordination and capitalisation; organize specific transnational meetings with thematic focus and consider the importance of macroregional strategies to feed / structure the debates.