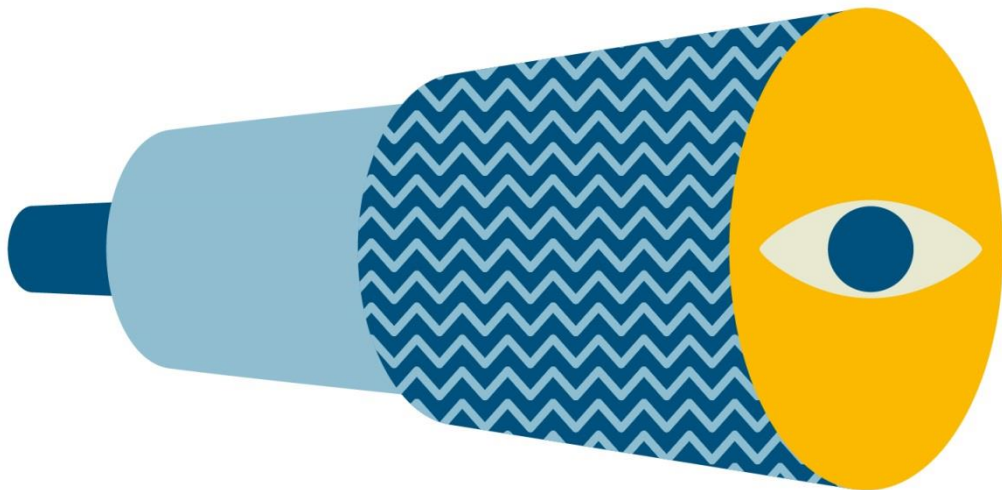


Interact capitalisation plan

July 2016



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Introduction

This document is a practical framework explaining how Interact III is defining its work as regards capitalisation activities. It will also be used to support other programmes' initiatives related to capitalisation (even though these programmes may not have exactly the same definition and objectives). The goal of this document is to help Interact to agree and have a common understanding on how to implement capitalisation work for the 2014-2020 period. In order to ensure that the capitalisation framework and methodology will be successful, it is necessary to define the relevant steps and planning for its implementation. Little has been written in the past regarding capitalisation and objectives for an Interreg capitalisation methodology, nevertheless several Interreg programmes have started their own capitalisation initiatives – some of which have reached an important final stage and outcome¹. The present text consolidates previous efforts and documents, both on Interreg capitalisation and Interact II activities, and it is meant to be shared for easy reference within Interact Offices and management bodies. It will be updated every year, so that it could reflect the evolving needs of the capitalisation work.

The goals of this document are:

- To achieve a consolidated view of capitalisation within the scope of Interreg.
- To define objectives and activities for a capitalisation plan and work for Interact.
- To plan Interact III capitalisation work and its overall contribution in improving the Interreg capacity in capturing and communicating the programme results, as in SO 1.2 of the Cooperation Programme.

¹ According to the programmes' evaluations.

1. Fundamentals

1.1 Definition of capitalisation in Interreg (methodology)

Capitalisation in Interreg can be understood as an integrated building process that gathers valuable programme and project results within a specific field of regional development policy. It enables sharing of knowledge and raising awareness about the achievements of Interreg in a particular field (capital).

Hence, 'capital' should be understood as the results/knowledge of programmes/projects used to generate new knowledge to support the development of future policies and programmes. The process of capitalisation, then supports the (re-)use and/or transfer of this capital, ultimately promoting improved performance and delivery.

A concrete definition of capitalisation is a building process aimed at consolidating the capital built by Interreg, with the objectives of:

- Identifying results through benchmarking and detailed content analysis, building on existing knowledge and experience.
- Making the knowledge and results generated by projects more accessible, thus improving the transfer of knowledge, among Interreg and beyond.
- Promoting the re-use and/or transfer of this knowledge and these results, in order to support performance and delivery, future policies and programmes' developments.
- Raising awareness and improving communication of results in specific fields of regional policy.

Thus capitalisation is complementary to the information, communication, monitoring and evaluation processes.

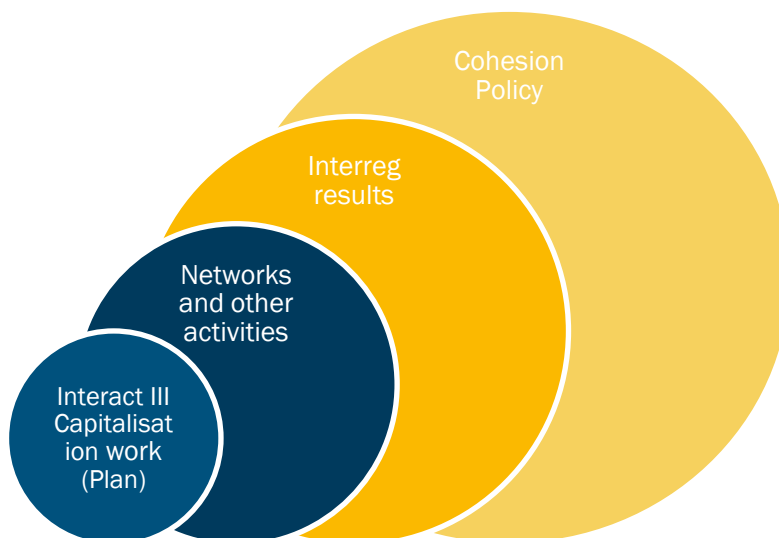


Figure 1: *The framework of Interact capitalisation work within the capitalisation of Interreg results*

	Information (knowledge management)	Monitoring	Evaluation	Communication	Capitalisation
Frequency	On an on-going basis	Regular	Ex-ante, ex-post	Regular	One-off or on-going process
Action	Data collection, catalogue and storage	Tracking outputs, results and/or efficiency	Data collection, analyse data, develop and follow an evaluation method, assess data, draw conclusions and recommendations	Manage information , awareness-building, identity	Analyse and inform: Summarise/ aggregate knowledge/findings, (interpret them and draw conclusions) and present it to those who can build on this knowledge. It helps players to build on previous experience.
Aim	Build up a knowledge base with a project/programme	Improve effectiveness, efficiency and, if needed, adjust the work plan, working methods, processes etc. etc.	Improve the quality of the design and implementation of the programme and assess effectiveness, efficiency and impact Learning tool Improve policies	Create good-will, assist positioning	Consolidate capital built in order to identify results, improve their accessibility and re-use in order to support effectiveness, performance and impact. Support in future programming. Ensure wide visibility, facilitating internal and external communication
Focus	All aspects of the programme (project/programme cycle, programme database)	Inputs, outputs, outcomes, results, quality	Effectiveness, impact, effectiveness of the programme	All aspects of programme visibility to different audiences	All aspects of visibility to different audiences

Table 1: Comparison of capitalisation and other closely related management techniques

1.2 Why using capitalisation for Interreg results?

The 2014-2020 programming period represents a step forward for Interreg. In comparison to the former programming period, in this period, the success of Interreg (both programmes and projects) is strongly interconnected through the thematic concentration and result-oriented approach, in order to demonstrate the added-value and contribution of this instrument to Cohesion Policy.

In the framework of the Interact Programme, one of the main objectives will be helping to improve Interreg capacity in capturing and communicating programme and projects results (see section 3).

Furthermore, in order to address this, the Programme has defined a series of activities and long-term strategies enabling, , *“the smooth implementation of Interreg programmes in regards to the thematic concentration and the focus on results. Furthermore, the effects of Interreg on Cohesion Policy should be more clearly identified, also increasing the visibility of Interreg as a whole, on the basis of the results achieved”*². Hence an increased networking of programmes, also at a strategic level, is needed to guide Interreg programmes towards this practice.

1.3 Main goals of developing and applying capitalisation in Interreg

Enabling this practice in the whole Interreg community implies also the understanding and definition of the main goals to be achieved. On the basis of current experiences and lessons learnt during the previous programming periods, three main goals can be identified:

- To analyse past and current Interreg results in order to gain insight and improve project practices.
- To contribute to the shaping of future action and strategies at project, programme and at policy levels.
- Promoting the re-use and/or transfer of this knowledge and these results, in order to support performance and delivery, future policies and programmes' developments.
- To support making programmes' and projects' achievements more visible, through a broader view (not only limited to priorities).

Before moving into this practice, it is indeed necessary to draw out the status quo of Interact II experiences, the main lessons learnt and the tools that could be applied when dealing with such a complex process.

² See Interact III Cooperation Programme.

2. Current status of Interact II capitalisation work

2.1 State of play and lessons learnt from Interact II capitalisation work

During the Interact II implementation, several capitalisation initiatives were launched and implemented in order to answer general and ad-hoc initiatives of Interreg programmes and Interact stakeholders.

In the 2007-2013 period, Interact was active in several thematic fields within regional policy. Interact worked with Interreg programmes and projects - and beyond - to capture their knowledge and expertise, to make it available to the next generation of Interreg programmes.

The activities are aimed at sharing knowledge and raising awareness among Interreg stakeholders about achievements in a particular field, and at supporting the (re-)use and/or transfer of these results, ultimately promoting improved performance and delivery.

In this respect, Interact carried out several thematic analyses on Culture & Creative Industries, Energy, Interreg Scoping Study - Thematic analysis of territorial developments, Labour market integration across borders, and Maritime cooperation.

At a regional scale, Interact has implemented several working groups/networks, especially the Knowledge of the Sea Network, the Mediterranean Lab Group and has also developed a study on the thematic objectives of Interreg programmes 2014-2020 in the Mediterranean.

Interact has also established cooperation with different Interreg programmes and other funding instruments, such as Intelligent Energy Europe or the Seventh Framework Programme.

In 2015, several approaches have been implemented in linking the promotion of projects' and programmes' results with different solutions for an effective and innovative communication of those, see for example the Project Slam, and the Interreg role in the framework of the conference '25 years of Interreg'.

Some main lessons can be drawn from these initiatives:

- Based on Interact experiences, it becomes evident that a process of capitalisation of Interreg results needs to be structured and integrated from the start of this programming period.
- The capitalisation initiatives run by Interact have also raised a certain number of challenges for the future development of Interreg and a general capitalisation process of its results:
 - To achieve effective re-use of the thematic knowledge, experience and results in the new generation of Interreg programmes and projects.
 - To support an improved result orientation of those programmes.
 - To go beyond the 'usual' beneficiaries by involving stakeholders who are not participating in projects.

These initiatives have led Interact to rethink and structure its capitalisation activities in order to meet the Interreg challenge to reach different target groups of regional policy stakeholders. Furthermore, the capitalisation work of Interact III should allow easy access to Interreg achievements and learning from the thematic knowledge and experience gathered by Interreg programmes and projects.

2.2 Main understanding of capitalisation in Interact II

Main findings on the basis of the Interact NCP meeting

- Capitalisation should be focused and start perhaps with one theme, identifying the main regional players and communicating to them and then building on the lessons of this experience.
- Capitalisation should be viewed as a network process. The key success will be to identify the key network members for each set of results and theme, and work with them on a limited capitalisation exercise.
- Projects, regions and programmes already promote their results. The added value of this initiative needs to be carefully identified, monitored and adjusted.
- Strong effort on a smaller number of themes and significant results for transfer.
- Long administrative requirements are quite demanding, that it would be unlikely that many programmes will have no time or motivation to pursue capitalisation seriously.
- Capitalisation also needs to be considered a communication activity. Capitalisation needs a truly effective communication strategy to make the results known to the right people.
- What is a good result? Programmes cannot decide alone (top down) because they lack the necessary depth of professional expertise in each field. Projects cannot decide alone (bottom-up) because they are often very focused on their own regional priorities and are bad at identifying transferable and interesting results. What is the right balance and how will it be put into practice?
- What really is the purpose of capitalisation? It must be to make sure that results are not only transferred but also used by others and that there is therefore a gradual improvement in regional policies.
- In terms of presenting this activity, it is important not to talk about ETC and regional policy as two separate activities that exchange between themselves: The whole policy logic builds on the fact that ETC is inside regional policy and not next to it.

Box 1: *Main findings on the basis of the Interact NCP Meeting*

Strengths	Weaknesses
<p>Interact is well placed to take the lead in offering support to programmes willing to implement a capitalisation methodology across Interreg.</p> <p>Capitalisation is needed in order to identify the best projects' results dealing with TOs in order for them to add value and provide input to the programmes' results and focus.</p> <p>Interact has direct access to several authorities and programme bodies in order to share experience and expertise.</p> <p>Interact has developed and implemented several small-scale capitalisation projects. Interact has therefore in-house knowledge and expertise to feed into the capitalisation framework.</p> <p>Interact has extensive experience in developing reference material made available to programmes via its website, seminars and workshops.</p> <p>Whilst some of the programmes have already implemented some capitalisation activities, Interact has a bigger reach and European scope (not regional) and could bring together more experienced and less experienced programmes.</p>	<p>Capitalisation is a concept getting clearer into practitioners' mind-sets. Therefore it will be difficult for Interact to define a common framework for it.</p> <p>Interact does not have projects of its own to capitalise on. Interact has to work with data from other programmes to carry out capitalisation activities. KEEP will represent the main basis for researching project data.</p> <p>Interact, after years of reflection and testing approaches, is now proposing a common understanding about capitalisation. From 2016 it would be the time to develop and take the lead in capitalisation</p>
Opportunities	Threats
<p>There is scope for Interact to play a significant role in implementing a comprehensive concept and hence making a valuable contribution to assisting the programmes in capitalising on their projects' and programme results.</p> <p>There is a growing need for the programmes and regional/national (and even European) projects to show the added value of territorial cooperation. Clustering projects by theme/topic, new knowledge and insight will be generated for the benefit of stakeholders.</p> <p>There are different concepts and ways to do capitalisation – programmes across ETC with more or less, or even no experience in capitalisation can surely benefit from exchanging their approaches. Interact can be the link facilitating this exchange.</p> <p>To transfer common good practices into more general methodologies applicable to all programmes.</p>	<p>Capitalisation within Territorial Cooperation is no longer an isolated exercise. Some programmes have already kick started capitalisation activities and recruited “capitalisation officers”, e.g. INTERREG IVC, MED, INTERREG IVB NWE.</p> <p>Some programmes provide projects' results data but with very different quality levels.</p> <p>Programmes do not know what is meant by capitalisation, what are the benefits, why it is needed. A common understanding and approach must be promoted.</p> <p>Programmes find it difficult to clearly describe the objective of the capitalisation exercise.</p> <p>New focus of programmes.</p> <p>Widespread lack of habits in terms of promotion of results, lack of time and limited resources, etc.</p>

Table 2: SWOT analysis (Interact and Capitalisation - 2016)

Up to now³, Interact has agreed on the following points regarding capitalisation and the programme's (possible) role:

- During the 2007-2013 period, there was no clear and unified concept of capitalisation, nor a general agreement upon the definition of capitalisation existing to date. Then, the capitalisation group was asked to provide a clear definition of the future role of the programme according to the set-up of the programming period 2014-2020.
- For the 2014-2020 period, Interact wants to concentrate more on capitalisation issues, by having a clear plan: thanks to the keep.eu database, main project data could be turned into information to be used for capitalisation and knowledge management exercises. At the same time, Interact is the only Interreg programme which has a Europe wide network and could make a contribution to a wider and the overall coordination of capitalisation.

In order to frame a capitalisation plan from the current status (since fragmentary approaches were in place), the conclusions of the Interact NCP meeting in Paris⁴ can provide a vision of the Member States that can be used as a valuable inspiration for a common understanding of the role of Interact III, from 2016 onwards.

These main findings together with final state of play and lessons learnt at the end of Interact II and the tackling of the issues shown in the SWOT analysis, provide a basis of fundamentals for the Interact III Capitalisation Plan.

The next sections of this document will then pave the way for tackling all the considerations above and outlining the concrete actions within the Capitalisation Plan.

2.3 Knowledge management process

Before moving into the definition of the Interact III Capitalisation Plan, it is useful to focus on how this could benefit from effective re-use of knowledge in the framework of future capitalisation activities. To do this, the concept of 'knowledge management cycle' has to be introduced and to be applied.

So far, several Interact II activities have applied 'knowledge management systems', the following systems (used also by other Interreg programmes) could be also applied to Interact III capitalisation work, building on current experiences and according to possible specificities that could be needed.

A push system is the traditional way of ensuring knowledge management and learning process. So far, this is the system adopted by other Interreg programmes like URBACT or INTERREG IVC/Europe. In this system, the thematic expertise involved in the process will play a fundamental role, especially in the following main actions:

³ Consolidated status of different meetings of the internal groups dealing with capitalisation issues.

⁴ See Annex 1 for detailed information

- Collecting information.
- Analysing and validating the information.
- De-contextualising and treating the information so it can be re-used by end-users i.e. Interreg programmes and/or projects. This can take the form of a publication, guide or conference on thematic issues and Interreg contribution to this.

The 'push' system could ensure that the results of Interreg programmes and projects are consolidated and better used.

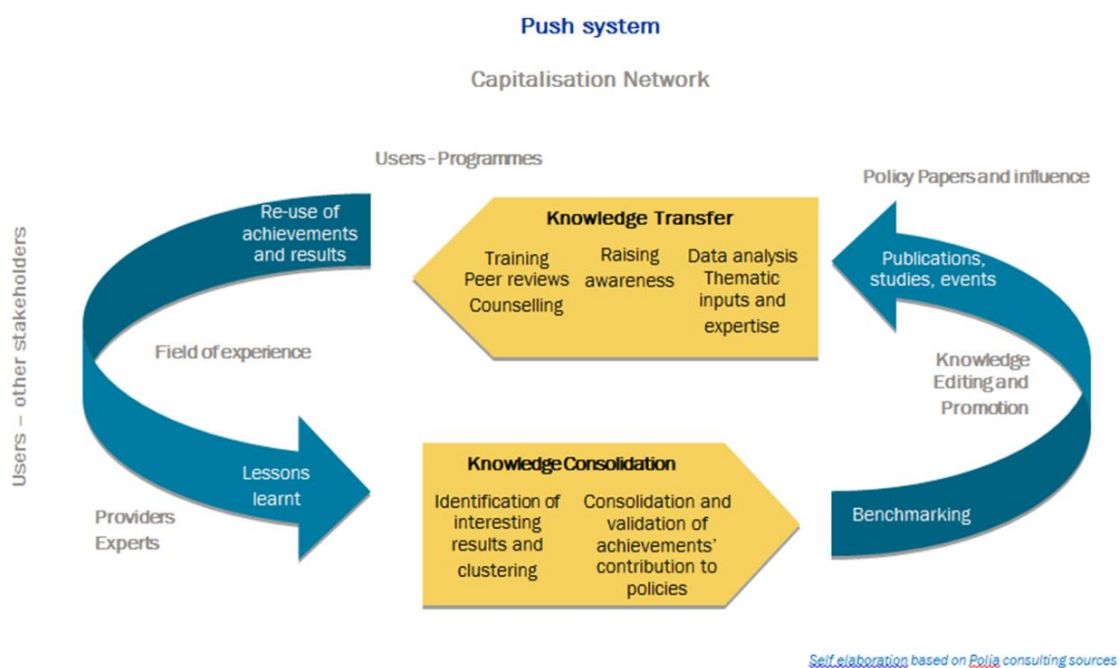


Figure 2: Push System

The demand driven approach has already been tested in the framework of the Knowledge of the Seas Network of maritime Interreg programmes run since 2014-2015. The application of this system would mean that networks would directly answer the needs/questions of programmes involved.



Figure 3: Demand driven system

For instance, it has been the case of maritime Interreg programmes involved in the Knowledge of the Seas Network that were looking for thematic information and training related to relevant topics. These programmes were able to get additional knowledge and training on a specific topic via a specific event organised in the framework of the network, exchanging with and learning from relevant EU-/macro-regional actors, sectorial stakeholders/experts, co-financed projects and other funding instruments.

These two systems can work properly only if the users are committed to be a part of the whole network exercise. Getting commitment and involvement of the programmes, as final users of the networks, will therefore be a key success factor for the future capitalisation initiative. Interact alone would not be in a position to tackle this challenge (to get all programmes committed and contributing to the networks) and this would require the active support of the Commission through the Interreg units of DG Regio that monitor the implementation of Interreg programmes and also Interact's Monitoring Committee Members.

All of them are in a unique position to promote the services delivered by Interact at their own levels of competence. This active contribution and the support of the Member States through national governance platforms and towards Interreg Programmes' Managing Authorities would be a necessary condition to ensure the success of Interact's capitalisation networks.

3. Operational plan to develop capitalisation work in Interact III

3.1 Why a capitalisation plan

The operational plan for capitalisation is, in fact, strictly linked to the implementation of the expected result 1.2 of the Interact Cooperation Programme (CP), as detailed in the Interact Multi Annual Work Programme (MAWP).

The plan is meant to be the first output of the related work package for 2016, as a guidance document for future capitalisation activities along the MAWP, defining activities for capitalisation work in Interact, and supporting Interact's overall contribution to improving the Interreg capacity in capturing and communicating the programme results, as in Specific Objective 1.2 of the Interact Cooperation Programme.

The MAWP serves as an implementation strategy of the Interact III Cooperation Programme. In a sense, it is a more detailed elaboration of the CP's intervention logic; structurally linking expected results with concrete long-term activities. It is developed jointly by the Interact team based on the recommendations of the Monitoring Committee members.

The Capitalisation Plan will, in fact, respond to the findings and considerations exposed above and to the strategies outlined in the MAWP.

Success for Interact →	Long-term results →	Related actions →
Strategic approach to Capitalisation, developed by Programmes	Interreg Programmes to develop a strategic approach to capitalisation as an on-going tool for the improvement of their implementation/results	Identification and analysis of best practices for capitalization approaches Promotion of their use
Thematic communities related to TOs and cross-cutting themes	Thematic knowledge on projects' results to be available to the Interreg community. This will be more effective thanks to thematic expertise to be improved with the support of Interact activities within each network created	Implementation of thematic networks Identification of lacks and provision of sectorial expertise needed Facilitation of knowledge management procedures within thematic networks and fields Organisation of targeted events/trainings on thematic and cross-cutting issues
Trends identified through pilot capitalisation activities	Evidence of Interreg added value to be identified in each network and made available for further evolution and improvement of the policy and also outside Interreg	Promotion of Interreg achievements/results and expertise available, also outside Interreg Organisation of targeted events/analysis on thematic and cross-cutting issues

Figure 4: *Interact III MAWP – Contribution of Capitalisation to successful Interact Programme implementation*

3.2 The capitalisation of Interreg achievements and results

In order to achieve the expected successes and results, as described in the scheme above, the Capitalisation Plan defines the main related actions as such:

- Identification, analysis and promotion of capitalisation approaches.
- Set-up and implementation of thematic networks.
- Promotion of Interreg results.

These three pillars will be aimed at establishing a framework for the 'Capitalisation of Interreg achievements and results' through:

- the support to programmes in enabling capitalisation approaches.
- their analysis and clusterisation through the capitalisation networks.
- their promotion through specific innovative communication approaches.

According to this, Interact III will support an integrated process involving the management of information, knowledge and expertise, through the implementation of several networks and activities, both on thematic and cross-cutting topics.

3.3. Interreg III capitalisation networks

Definition of network (according to Interact experience)

A 'network' is a supportive system (or community of equally-minded people) which provides the framework for a cooperation process led by Interact involving representatives of Interact target groups and/or other actors, where relevant. A 'network' shares common purpose and understanding on an issue

The networks can be used as a resource for gaining new contacts and knowledge, providing opportunities and inspiration or be a support framework to refer to for advice, support, coaching, mentoring for its members and even beyond. It can serve both the purpose of learning/receiving as well as of promoting/sharing knowledge, information and achievements.

A 'network' is characterised by:

- jointly agreed purpose of the network.
- shared understanding on an issue to be addressed by the network.
- participation (fixed membership /changing membership).
- facilitated interaction between members.
- regular exchange (physical meetings or online exchange platforms).
- contribution and development, justified and existing as long as the need for networking is shared.
- ownership of network accomplishments/results.
- understanding of mutual benefit from this cooperation.

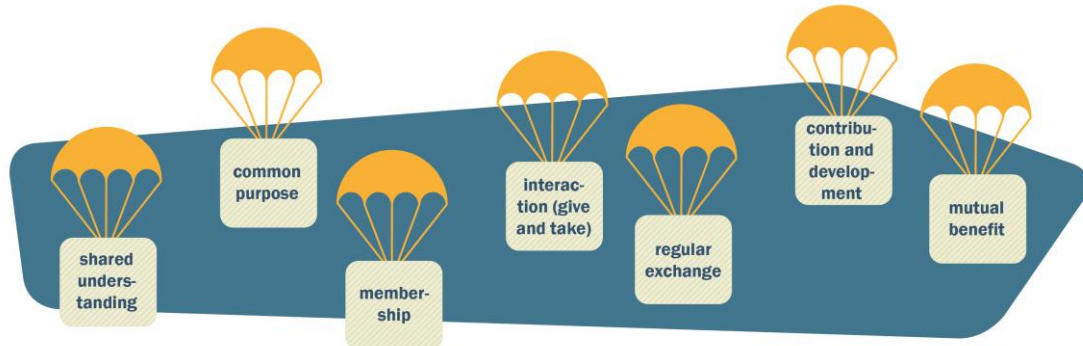


Figure 4: Network characteristics

The purpose (objective) of a network can be diverse, from the pure exchange of experience in order to gain and promoting knowledge and achievements respectively, as well as developing new ways of cooperation or even contributing to broader cooperation processes, like macro-regional cooperation.

According to the set-up of Interact III long-term strategies mentioned before and based on current experience, the objective of the capitalisation networks and their main purpose is defined as follows.

3.3.1 Definition

The capitalisation networks provide ‘thematic knowledge and expertise’. It is a service which supports policy learning in the field of the networks that will be implemented.

Each network could involve:

- Programmes’ representatives dealing with the topic of the specific network (mainly, but not exclusively from the JS).
- As needed and for concrete activities, thematic experts and stakeholders to ensure provision of qualitative thematic knowledge (e.g., respective EC DG, macro-regional stakeholders, thematic experts incl. private business representatives, project representatives etc.).
- A supporting team composed of Interact staff as a facilitator providing services to the network members (see services and activities below) including the management of an online tool.
- An online, collaborative tool providing solutions for knowledge management in order to facilitate networking and knowledge exchange. This tool is identified in the Interact III IT tool (see specificities - e.g. user registration and self-profiling, members’ management, general dashboard, file sharing, classification and archiving, news posting, events planning, discussion fora, wiki entries, e-mail administration, search facility, etc.).

3.3.2 Objectives

In line with the specific objective of the Interact III Programme, the overall objective of the capitalisation networks is to facilitate ongoing EU-wide transfer of knowledge and capitalisation of Interreg programmes' and projects' results. The transfer of knowledge among programmes is aimed at providing input to and influence regional policies, and in particular programmes and policies others than Interreg (e.g., Investment for Growth and Jobs, thematic regional/national programmes, initiatives and policies) trying to get benefit of practices already tested and consolidated thanks to cooperation.

The main users of the networks will be the Interreg, Interreg IPA CBC and ENI Programmes. Furthermore the Capitalisation networks will also try to establish synergies with other initiatives and contexts which are not related to the Regional Policy. More generally, any initiative whose focus is in line with the issues addressed through the topics of capitalisation networks could potentially be relevant for the networks themselves.

More precisely the capitalisation networks would aim:

Internal capitalisation

- To exploit the results of Interreg programmes and projects and make them available for a knowledge transfer among communities set up within each network.
- To increase the thematic expertise/competence within programmes thanks to Interact support.
- To improve the quality of the programme's content and thematic focus providing advisories and support on the thematic orientation and content related issues.

External capitalisation

- To contribute to the EU wide evidence of the thematic contribution (added-value) of cooperation by sharing and promoting results and experience among relevant stakeholders within Interreg and outside. In order to achieve this, the participation of the networks in related wider EU platforms and activities would have to be boosted, and links with relevant organisations and initiatives will be built.
- To exploit the results of cooperation programmes and projects and make them available to a wider audience of regional policy stakeholders across Europe. The main added-value is to ensure that results will be promoted and linked to relevant policy makers.

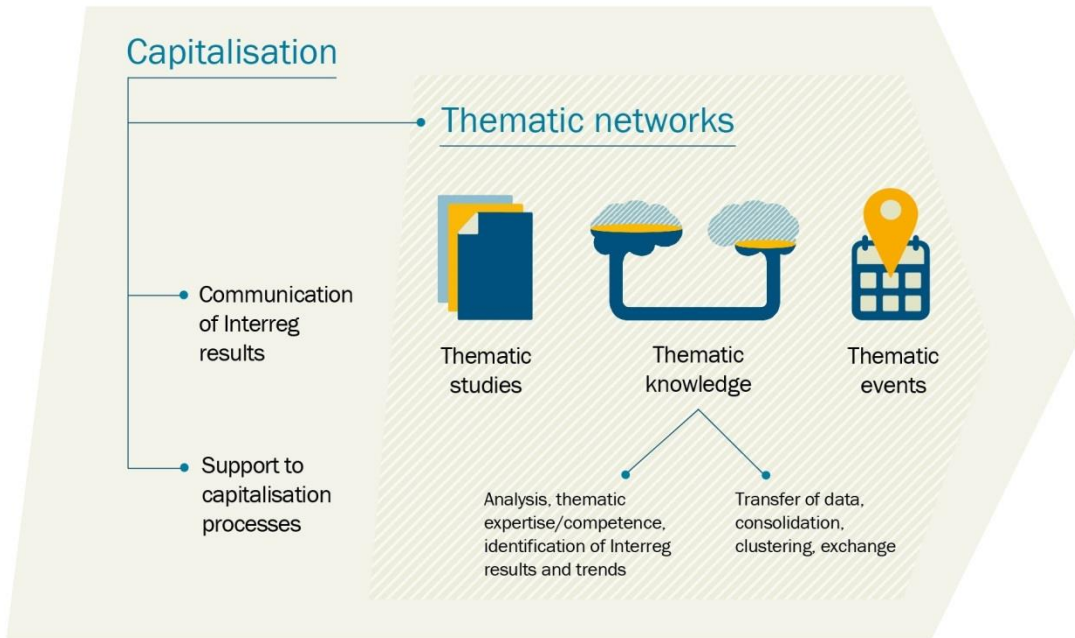
3.3.3 Expected services and activities (not exhaustive)

The networks will make activities and services available for their members and other stakeholders. Activities and services of the networks can include (not exhaustive):

- Organise thematic exchange events, workshops and meetings for the members and relevant stakeholders.
- Organise thematic trainings aimed at providing specific knowledge and expertise to programmes dealing with the theme.
- Organise and facilitate peer reviews between programmes in order to boost transfer of data/knowledge/expertise and to support capacity building in specific fields.
- Provide and moderate online collaborative tools for knowledge sharing and increase of thematic knowledge/expertise.
- Follow as far as possible the developments in cooperation programmes and other relevant initiatives on topics related to the networks in order to identify possible interesting experiences and synergies.
- Analyse, benchmark and disseminate the content/results and experience of cooperation programmes and projects.
- Draft, discuss and consolidate thematic material such as reports, studies, papers related to topics of the networks.
- Production of consolidated reports/papers on Interreg/cooperation contribution related to the topic and identification of its role/scope and policy trends/developments. These reports/papers will be used in order to promote Interreg contribution to the theme/topic.
- Advise programmes (with the involvement of thematic experts) as to their thematic focus and running of projects on topic-related issues, when relevant.
- Advise programmes on their strategic orientation, for example through examples/practices for thematic calls for proposals, when relevant.
- Answer requests for information from individual stakeholders as to the cooperation added-value and contribution to the topic.
- Contribute to the Interreg/cooperation promotion by disseminating networks activities and results.
- Maintain a close collaboration with other platforms/networks⁵ to share information and ensure complementarity of activities in particular related to others TOs.

As an example: There may be an issue faced by one programme in the implementation of specific operations within one TO/topic. In case this programme is interested in solutions developed by other programmes facing the same issue, to understand what one operation could bring to the programme according to a specific TO/topic and in synergy with other related funding sources/initiatives, it could ask the network to organise a dedicated thematic workshop. Other activities, even if not listed above, could be organised at the demand of the networks.

⁵ A specific link will be established with Interreg Europe Policy Learning Platforms as for TOs 1-3-4-6.



Specific activities within the thematic networks



- Definition of a specific working method per network
- Inception Report: analysis of Interreg projects for a specific theme using data on KEEP
- Transfer of data and knowledge about projects' results within the network
- Consolidation, clustering and in-depth analysis of projects data
- Thematic trainings aimed at providing specific knowledge and expertise to programmes dealing with the theme
- Production of in-depth thematic studies, including research on the theme
- Consolidated Report (per each network):
 - Identification of Interreg role/scope and contribution
 - Identification of trends and policy developments

Figure 5: Scheme of the interaction of the Interact capitalisation initiative – Capitalisation Network and Thematic Knowledge management.

The role of the experts/stakeholders and other related subjects will be focused on content related questions, as it is important to ensure added-value and synergies within the programmes and other thematic/sectorial initiatives. For instance, if the expert/stakeholder has a particularly interesting practice in one programme/project, the expert should pass this information to the network that may benefit from it through related reports/studies/activities.

Based on current experiences, the success of the networks is related to a good mix of meeting opportunities and online services. Meeting opportunities, whatever their form (e.g., simple thematic workshops or meetings of the network), are crucial. Furthermore, in order to ensure the proper functioning of the networks, on-going exchange possibilities and continuous updates and follow-up of information through the online tool will be facilitated.

3.3.4 The setting-up and implementation of the networks

The following scheme is proposed for the setting-up of future Interact capitalisation networks. This proposal could be adjusted according to the needs of each network. The setting-up is defined according to the following stages.

1. Set-up of networks

- Identification of fundamental topics of interest of Interreg programmes (survey).
- Set-up of the network according to programmes which express an interest in the topic and are willing to join a network (survey).
- Definition of objectives, specific implementation and analysis of the working methodology to be applied to the network. The methodology should identify the relevant types of results to be analysed, policy information and knowledge needed, specific activities to be implemented in order to reach the objective of the network.
- Topics, objectives and methodology could be adjusted during implementation and according to specific needs.

2. Knowledge transfer – identification and clustering of results

- Identification of specific issues related to the topics of interest of Interreg programmes (survey).
- Relevant information and knowledge related to the topic of each network (thematically, geographically etc.) will be collected, identified and clustered (inception report). This collection of data could be implemented through a research in KEEP and/or other relevant sources, on the basis of a predefined set of criteria to be agreed on within the network.
- Relevant results and practices will be clustered according to the topic and field of experience of programmes in order to allow their re-use and promotion.
- Networks will enable the newly acquired knowledge to be put into practice, by adopting it, adapting it to context and enriching it.

3. Knowledge transfer – sharing expertise and knowledge

- External expertise will be provided to support the whole process and to fill the knowledge/expertise gaps. In this process, links with EU, national and regional policies will be assured.
- Thematic experts/stakeholders and other related individuals will be identified per each network/topic, according to the specificities of each network.

4. Knowledge transfer / thematic events and trainings

- Thematic experts/stakeholders and other related individuals with relevant expertise in the field could also be invited to provide thematic trainings related to the topics of the network (EC DGs experts, researchers, universities, etc.).
- Networks will provide a series of thematic events focused on policy learning and exchange with other funds/initiatives/experience.

5. Knowledge consolidation / studies and documentation

- Studies will always have a look at policies' current developments and trends at EU level, and at possible synergies with other initiatives.
- Documentation will be made available to the network and beyond so as to ensure a workflow of information and its consolidation/validation according to the knowledge available.
- An improvement process will be enabled, from an inception report, to a detailed status of the policy, an analysis of Interreg contribution and scope, to a final report on trends and policy development.

6. Knowledge consolidation / editing (packaging) and promotion

- The developed data, information, analysis and trends will be edited into a wide range of materials that can be used for the promotion of Interreg results, scope and added-value.
- These materials will be made available and spread to the target audience (types of materials: brochures, videos, publications, reports).
- Results/achievements/practices will be disseminated through channels suited to the programmes, using methods that enable the various stakeholders to take advantage of this knowledge, in order to be mainstreamed and re-used.
- Specific events of the networks could be organised to promote these results to a wider range of stakeholders, also outside Interreg and other cooperation instruments and frameworks, in order to allow influence (and lobbying) on mainstream policies.

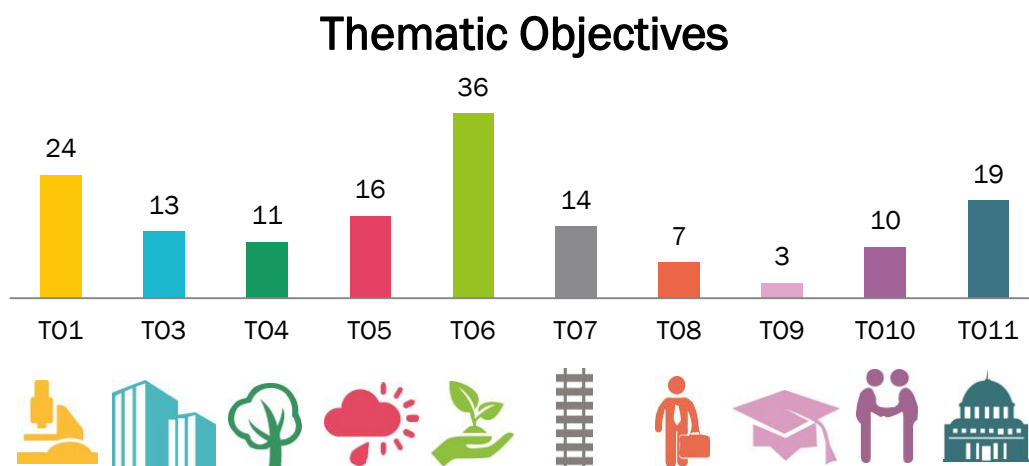
3.3.5 The selection of the main themes and cross-cutting topics: the capitalisation survey

In 2016, it has become clear that a list of the main themes and cross-cutting topics must be identified to respond to the need for a better focus and more structured approach, but also in order to allocate resources to support the implementation of the capitalisation work.

Interact carried out a survey⁶ among the Interreg, Interreg-IPA CBC and ENI CBC programmes in November 2015 to better define the future supporting role of Interact in the field of capitalisation.

Altogether 42 programmes handed in a complete survey⁷:

- 39% of them were CBC programmes.
- 80 % of them were TN programmes.
- 50% of them were IR programmes.



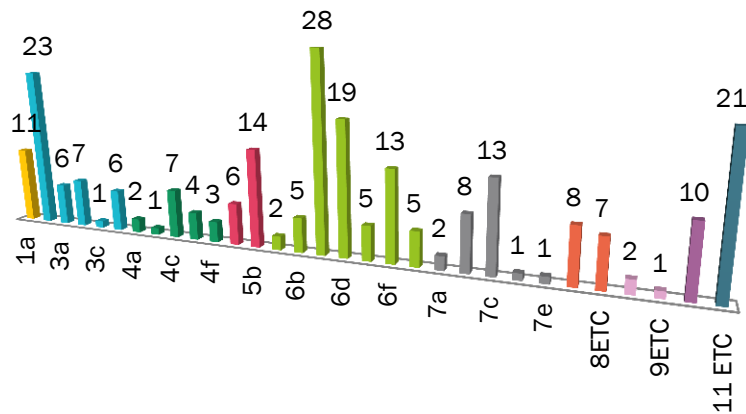
Not considering TO1, TO3, TO4, TO6 since they have already been addressed by Interreg Europe, the main thematic objectives selected were TO11, TO5, TO7.

Regarding investment priorities – again not considering IPs 1, IPs 3, IPs 4, and IPs 6 - 11ETC, 5b and 7c were the three most frequently selected ones.

⁶ See Annex 2.

⁷ See Annex 3.

Investment Priorities



As to cross-cutting themes, there was a special interest in the following three themes:

- Maritime dimension (9 programmes).
- Cross-border disaster management (6 programmes).
- Joint provision of services of general economic interest /cross-border public services (4 programmes).

3.3.6 List of networks to be implemented

Taking into account that Interreg Europe will cover the thematic objectives 1-3-4-6, Interact will focus on the following topics and cross-cutting themes⁸:

- T07 – Sustainable Transport Network will start from April onwards.
- T05 - Climate change and Risks Network; the network will start after the Transport Network – benefitting from its experience - later in 2016. This network will also cover the topic cross-border disaster management, which was requested by Interreg programmes.
- T08, T09 and T010 will be merged under one network and will start from 2017 onwards. In this network, the topic of migration could also be tackled.
- T011 network will be defined and start at a later stage, from 2017 onwards.

Beside these new networks, Interact will continue to work on two networks which have already been started as a pilot:

- Knowledge of the Sea Network will continue on the path already paved by the network itself in 2015. The main focus for this year will be ‘Blue Skills’.
- The MedLabGroup is put on hold at the moment; at a later stage this network will then be updated and aligned with possible topics of interest for Mediterranean Programmes and according to the topics selected and implemented in the Capitalisation Plan.

⁸ For a complete overview of programmes per thematic objective, see Annex IV.

These networks will be implemented starting from 2016 until the closure of Interact III. Each year, a specific work package (within the MAWP and according to this plan) will be allocated in order to allow the annual implementation of the networks and of the rest of activities.

3.4 Other capitalisation activities

The Interact III capitalisation work will not be based on the implementation of the capitalisation networks only.

In fact, a series of different activities will be implemented in order to achieve the long-term results as defined in the Interact MAWP (see figure 5).

3.4.1 Support to programmes to enable capitalisation processes

Several events on capitalisation practices (2007-2013), challenges and approaches (2014-2020) will be organised during the Interact III implementation. This series of events will focus on presenting some capitalisation practices and experiences by programmes in 2007-2013. Another specific focus will be devoted to define common challenges for programmes in the 2014-2020 period. Experts, EC and programmes' representatives will be invited.

Furthermore, during the first event (2016), the Interact III Capitalisation Plan will be presented, as a kick-off of Interact capitalisation activities.

In addition to this, a set of publications on capitalisation, practices and guidance, and on related issues with results vis-à-vis programme closure, will be made available.

3.4.2 Coordination with other Interregional (Pan-European) Programmes

In 2015, the Interregional (Pan-European) Programmes met in Valencia and decided for a closer cooperation and coordination of capitalisation activities. A mapping exercise could be implemented once all programmes will define the related capitalisation plans/activities.

A specific coordination with Interreg Europe will be implemented. This is in order to avoid possible overlapping on thematic work (especially for TOs 1-3-4-6), as expressed by the Monitoring Committee. Both programmes are committed to sharing relevant information, especially as regards Interreg Programmes' thematic interests in TOs 1-3-4-6, to be conveyed to Interreg Europe Policy Learning Platforms.

3.4.3 Pilot action on 'Interreg response to migration-related issues'

Furthermore, from 2016 on, a pilot action on migration issues will be implemented according to the last developments and encouragement of the General Affairs Council of the European Union. Interact will facilitate a discussion forum and network with programmes aimed to identify possible measures to be implemented under a common "Action Plan of migration-related issues for Interreg Programmes". This pilot action will

be implemented in close cooperation with the ESPON Programme, DG Regio and Interreg Programmes with experience in the field.

3.4.4 Interact Talks

As for the development of innovative communication approaches related to capitalisation and promotion of Interreg results, specific thematic “Talks” will be organised.

These activities will aim at promoting Interreg via its results, either project result or added value of cooperation within Interreg, in the preselected themes mentioned above.

The “Interact Talks” will also aim at demonstrating how Interreg works, how its cooperation model could be enlarged/transferred, for the benefit of people and territories in Europe.

These kinds of activities will mainly be aimed at stakeholders and audiences other than Interreg practitioners.

3.5 General features of Interact III capitalisation plan and work

3.5.1 Tools/information/methods needed to enable the capitalisation processes

- KEEP (to be used as the main source of information about Territorial Cooperation stakeholders in better planning their involvement in it, better capitalising on the past, and more easily finding partners' information).
- 2014-2020 Programme ex-ante evaluation reports.
- 2007-2013 Project mid-term and final evaluation reports.
- Thematic policy papers, especially at EU and MS level.
- Others, such as programme databases, research papers, stakeholder interviews, benchmarking seminars, meetings.

3.5.2 Target groups

- Territorial Cooperation programmes and organisations (MAs, hosting institutions, JSs, members of the monitoring and steering committees).
- European Commission (especially DG Regio and other DGs related to the topics addressed).
- European Parliament (especially Regi Committee and others related to the topics addressed).
- Member States representatives (as in programmes MC/SCs and also Interact MC).
- Project partners of Territorial Cooperation programmes.
- Policy advisors at local, regional, sub-regional levels.
- Researchers.

3.5.3 Possible levels of analysis

- Programme level⁹, for bridging projects and clusters and identifying common activities.
- Project level (standard and strategic, selected projects) for improving quality of activities, output and results (quantitative and qualitative) through lessons learnt.
- Thematic focus level (clusters of projects) for promoting the exchanges, transfers and convergence among programmes and projects in view of identifying new and more strategic initiatives. Projects could be identified and selected within each programme.
- Geographic focus level (clustering of compatible areas) for promoting and exchanging good practices (such as mountainous, maritime, island dimensions).
- Policy level: Identifying recommendations already produced by projects and available, for improving synergies of the programmes for the improvement of the policy.

3.6 Synergies with other Interact activities and initiatives

To be further developed in 2016.

4. Practical implementation

The Capitalisation Plan will be used as an internal reference document for the implementation of capitalisation work, as to define Interact's different roles and contributions. The document is meant to be a reference also when it comes to the evaluation of capitalisation work in contribution to the Evaluation Plan of Interact III.

4.1 The roles of Interact

Within this framework, and in line with the Interact III Specific Objectives, Interact could play the role of facilitator and reference point regarding Interreg results information.

In order to fulfil this, the facilitation and implementation of capitalisation networks will play an important role in order to organise Interreg programmes and projects data in a coherent and clear way and to be all-inclusive of Interreg contributions to each (selected) TOs and topics.

In this way, interact will provide a structured environment, as well as technical (knowledge management) tools, for capitalisation across programmes (networks) and to support this process with its expertise in facilitation and communication.

This document is also aimed at defining the different roles that Interact could play in the capitalisation of Interreg programmes and projects.

⁹ Especially across programmes.

Role	Main activities	Deliverables associated to role
Information and knowledge facilitator: to collect and share relevant and useful documentation on capitalisation	To collect and document information on capitalisation	To set up and implement the “capitalisation networks” to support the coordination, dissemination and exchange of different results of cooperation programmes
Provider of capitalisation expertise, tools, events	To transfer the data, information and thematic knowledge between programmes	Specific networks’ capitalisation methodology / guidance and tools outlining examples of practices and principles a programme should consider in its capitalisation exercise
Capitalisation knowledge hub	To document, analyse and disseminate information about added value of cooperation, according to topics of interest	Produce in-depth studies/research/policy papers utilising the KEEP database and programmes/projects data (studies, final reports) and other relevant documents
Lead expert in capitalisation (to provide for the above and to be the forerunner on everything that is linked to capitalisation)	To analyse and appropriate all the knowledge and expertise	To provide for the above and to produce policy papers on the development of Interreg capitalisation for the benefit of the targets/stakeholders (e.g., for the alignment of programmes’ practices with other initiatives and strategies)
Network facilitator	Setting-up and running the thematic network, regularly analysing the possibly changing needs and adapting the network activities	Network established and running, online exchange platform created, regular network activities ongoing

Table 4: Possible Interact roles within the Interreg results’ capitalisation

4.2 Evaluation of the capitalisation plan and activities

Interact will carry out a programme-wide impact evaluation, which will address the breadth of services delivered by the programme in the second semester of 2020. In this impact evaluation, the results associated with the implementation of the programme along the 3 specific objectives identified will be evaluated. This will also cover the capitalisation activities according to the contribution of specific objective 2¹⁰. It will assess the plausibility of links that lead to these results through a qualitative estimate of these results. Review of the result indicators and the intervention logic will provide the main framework for estimating the impact. In the case of the Interact programme, this is related to usage of and satisfaction with our products and services.

4.3 Flexibility and review of the capitalisation plan

In principle, the Capitalisation Plan will cover the whole implementation period of Interact III. However, the plan could be revised according to findings and/or special needs of programme stakeholders and target groups at any time, preferably once per year. The group of people dealing with the topic (working group, especially at WP level) and the coordinators' board will be defining how to tackle those needs and adjust the plan and activities accordingly.

All the networks and activities implemented will be internally discussed and monitored in periodic meetings of the internal working group and Programme Management Group.

¹⁰ **Specific Objective 2:** to improve the ETC capacity in capturing and communicating the programme results;
Result indicator 1: Satisfaction level of ETC programmes with Interact products and services aimed at improving the ETC capacity in capturing and communicating programme results
Result indicator 2: percentage of ETC programmes using Interact products and services aimed at improving the ETC capacity in capturing and communicating programme results)

Annex 1

Interact II capitalisation practices and the NCP's recommendations

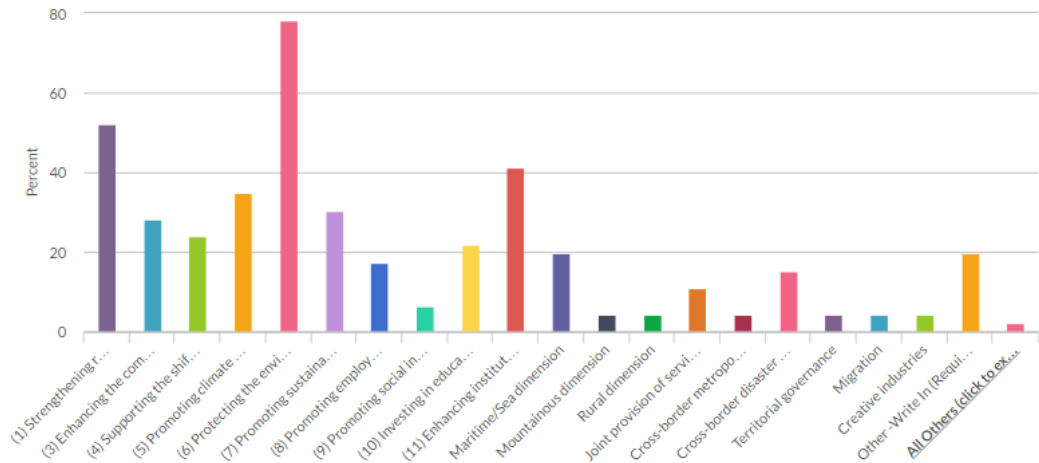
NCP's recommendations	State of play at the end of Interact II
1. Not all results should be capitalised. We need a mechanism for identifying transferable good practice and focusing exchange on this.	That is the current practice. The results should be 'valuable', 'transferable' and adapted to each territory and context.
2. The decision on what is a transferable good practice cannot be made by INTERACT alone but needs to be reached in dialogue with the regions and Member States.	That is the current practice. Programmes have a say, too.
3. It is not possible to talk in general terms of transfer of ETC results to regional policy. There are many different results and many different regional policies. If a general system is set up, its chances for success are very narrow.	Results can be transferred from ETC to ETC, and from ETC to regional policy, and so on. But they need to be analysed and adapted. Need for openness and flexibility.
4. It should instead be focused and start perhaps with one theme, identifying the main regional players and communicating to them and then building on the lessons of this experience	So far, INTERACT has started with specific themes and/or areas; other programmes have clustered their projects around themes. However, commitment is also needed to support capitalisation processes and re-use/transfer of valuable results...
5. Capitalisation should perhaps be best viewed as a network process. The key success will be to identify the key network members for each set of results and theme, and work with them on a limited capitalisation exercise	Network processes may support the whole process, but network should be a knowledge transfer and dialogue tool aimed at improving practices
6. It is very important to recall the subsidiarity principle here. Projects, regions and programmes already promote their results. The added value of this initiative needs to be carefully identified, monitored and adjusted	Not all projects promote their results in the same way. More dissemination is needed, with more exchanges, to be enabled within the networks (and also outside).
7. We need to take account of the significant differences between cross-border and transnational/interregional. CBC results are immediate and strong, but tend to be local and not always suitable for transfer. Transnational and particularly inter-regional programmes are, on the other hand, largely built around the idea of	That is also the current understanding. However, CBC programmes and projects need to be involved in knowledge exchanges; and they are more and more diving into capitalisation initiatives. Transnational and Interregional Programmes will have other separate networks in order to tackle their

<p>knowledge exchange. Is this capitalisation initiative therefore primarily for the transnational programmes? If not, where do the cross-border programmes fit in?</p>	<p>specificities. When it comes to Interreg added value and evidence, results should be compared and analysed from a general thematic perspective, to see what was Interreg's role was and support in the topic, what has and could be changed thanks to cooperation</p>
<p>8. It should also be accepted that, in some cases, cross-border programmes are still not really thinking in strategic terms but are more focused on local (political) agendas. This is a related issue that needs to be tackled</p>	<p>This is true, but especially CBC programmes need to be involved in capitalisation processes as well. The networking process could allow osmosis of ideas, aims and focus</p>
<p>9. The list of potential themes for cooperation is still far too wide in almost all programmes. What we see in many cases is still small interventions on many issues. Without a strong effort on a smaller number of themes, it is questionable whether significant progress – and therefore significant results for transfer – can be achieved</p>	<p>Thematic concentration is already tackling this issue. Interact prioritised on TOs selected by programmes and asked them to select the most relevant topics within those through a specific survey</p>
<p>10. Management complexity also needs to be considered. As long as administrative requirements are so demanding, it is unlikely that many programmes will have the time or motivation to pursue capitalisation seriously.</p>	<p>Capitalisation should be addressed by the programmes from the beginning of the programming period, so as to encourage not only programme capitalisation but also support exchanges among projects and re-use of good results.</p>
<p>11. Capitalisation also needs to be considered as a communication activity. Capitalisation needs a truly effective communication strategy in place to make the results known to the right people.</p>	<p>The current understanding is that capitalisation is strictly linked to 'communication activities' (cf. table 1, above), and it requires good communication/dissemination and exchanges</p>
<p>12. It is also worth considering that capitalisation should not just be about results. It also covers procedures, strategies, management issues and mistakes, and these more traditional INTERACT elements should not be neglected</p>	<p>That is also the current understanding. Other specific activities are and will be implemented by Interact</p>
<p>13. What is a good result? Programmes cannot decide alone (top down) because they lack the necessary depth of professional expertise in each field. Projects cannot decide alone (bottom-up) because they are often very focused on</p>	<p>The insufficiency of top-down and bottom-up approaches, per se, is also the current understanding. We believe that the right balance should be defined on a case-by-case basis and according to each programme experience</p>

<p>their own regional priorities and are bad at identifying transferable and interesting results. What is the right balance and how will it be put into practice?</p>	
<p>14. What really is the purpose of capitalisation? It must be to make sure that results are not only transferred but also used by others and that there is therefore a gradual improvement in regional policies. What is the level of information that could e.g., tell an entrepreneurship expert in Sweden that he/she should contact another expert in Spain? How could this information be captured and how could it be communicated to the two experts? These are the core questions for capitalisation.</p>	<p>That is also the current understanding. In addition, there is a need to raise awareness on the current gaps to not re-invent the wheel, to re-use existing results, build upon these and evolve from there, and, if possible, create a new generation of projects. This is also the main scope and role of Interact in this respect.</p>
<p>15. In terms of presenting this activity, it is important not to talk about ETC and regional policy as two separate activities that exchange between themselves: The whole policy logic builds on the fact that ETC is inside regional policy and not beside it.</p>	<p>To do so, big efforts have been made during the last years. This programming period enables mechanisms for a better coordination</p>
<p>16. It might make sense to establish a laboratory group on capitalisation, in order to prepare the grounds for capitalisation in the next programming period (this was not part of the conclusions, but the need to establish, at the time, a lab group was mentioned at the meeting).</p>	<p>Interact has gained a wider acknowledgement of its facilitator role in this. Of course, a sort of “board” could be envisaged, if relevant</p>

Annex 2

Results – Capitalisation survey



Value	Percent	Count
(1) Strengthening research, technological development and innovation	52.2%	24
(3) Enhancing the competitiveness of SMEs	28.3%	13
(4) Supporting the shift towards a low-carbon economy in all sectors	23.9%	11
(5) Promoting climate change adaptation, risk prevention and management	34.8%	16
(6) Protecting the environment and promoting resource efficiency	78.3%	36
(7) Promoting sustainable transport and removing bottlenecks in key network infrastructures	30.4%	14
(8) Promoting employment and supporting labour mobility	17.4%	8
(9) Promoting social inclusion and combating poverty	6.5%	3
(10) Investing in education, skills and lifelong learning by developing education and training infrastructure	21.7%	10
(11) Enhancing institutional capacity and an efficient public administration by strengthening institutional capacity and the efficiency of public administration and public services related to implementation of the ERDF, in support of actions in institutional capacity, and in the efficiency of public administration supported by the ESF	41.3%	19
Maritime/Sea dimension	19.6%	9
Mountainous dimension	4.3%	2
Rural dimension	4.3%	2
Joint provision of services of general economic interest /cross-border public services	10.9%	5
Cross-border metropolitan areas	4.3%	2
Cross-border disaster management	15.2%	7
Territorial governance	4.3%	2
Migration	4.3%	2
Creative industries	4.3%	2
Other - Write In (Required) (click to view)	19.6%	9
All Others (click to hide)	2.2%	1
River basin dimension	2.2%	1

Annex 3

Programmes participating in the capitalisation survey

1. Adriatic Ionian
2. Alpine Space
3. Atlantic Area
4. Austria - Czech Republic
5. Baltic Sea Region
6. Baltic Sea Region
7. Bavaria - Czech Republic
8. Belgium - Netherlands
9. Bulgaria - Former Yugoslav Republic of Macedonia
10. Bulgaria - Serbia
11. Bulgaria - Turkey
12. Central Baltic
13. Central Europe
14. Czech Republic - Poland
15. Danube
16. Estonia - Latvia
17. Germany - Netherlands
18. Germany (Saxony) - Poland
19. Greece - Albania
20. Indian Ocean
21. Ireland - Northern Ireland - Scotland
22. Italy - Austria
23. Italy - Croatia
24. Italy - France (ALCOTRA)
25. Italy - France (Maritime)
26. Italy - Slovenia
27. Italy - Switzerland
28. Lithuania - Poland
29. Mediterranean
30. Nord
31. Northern Periphery and Arctic
32. Öresund - Kattegat - Skagerrak
33. Poland - Slovakia
34. Poland - Slovakia
35. Romania - Serbia
36. Romania - Serbia
37. Slovenia - Hungary
38. South Baltic
39. South West Europe
40. Spain - Portugal (POCTEP)
41. Two Seas
42. URBACT

Annex 4

Thematic preferences of programmes



TO1 - Research and innovation

24 Programmes:


- Two Seas
- URBACT
- Austria - Czech Republic
- Danube
- Germany - Netherlands
- Italy - Croatia
- Ireland - Northern Ireland - Scotland
- Indian Ocean
- Baltic Sea Region
- Belgium - Netherlands
- Adriatic Ionian
- Spain - Portugal (POCTEP)
- Central Europe
- Alpine Space
- Italy - Austria
- Bavaria - Czech Republic
- Öresund - Kattegat - Skagerrak
- Northern Periphery and Arctic
- Nord
- South West Europe
- Italy - France (ALCOTRA)
- Italy - Slovenia
- Mediterranean
- Atlantic Area



TO3 - Competitiveness of SMEs

13 Programmes:

- Central Baltic
- Greece - Albania
- Baltic Sea Region
- Indian Ocean
- South Baltic
- Spain - Portugal (POCTEP)
- Italy - France (Maritime)
- Northern Periphery and Arctic
- Estonia - Latvia
- Nord
- Bulgaria - Former Yugoslav Republic of Macedonia
- South West Europe
- Italy - Switzerland



TO5 - Combating climate change

16 Programmes:

- Two Seas
- Greece - Albania
- Romania - Serbia
- Italy - Croatia
- Indian Ocean
- Baltic Sea Region
- Spain - Portugal (POCTEP)
- Italy - France (Maritime)
- Italy - Austria
- Czech Republic - Poland
- Bulgaria - Serbia
- Bulgaria - Former Yugoslav Republic of Macedonia
- Bulgaria - Turkey
- South West Europe
- Italy - France (ALCOTRA)
- Atlantic Area



TO4 - Low-carbon economy

11 Programmes:

- Two Seas
- Germany - Netherlands
- Belgium - Netherlands
- Central Europe
- Alpine Space
- Öresund - Kattegat - Skagerrak
- Northern Periphery and Arctic
- South West Europe
- Italy - Slovenia
- Mediterranean
- Atlantic Area



TO6 - Environment and
resource efficiency

36 Programmes:

Two Seas
Central Baltic
Austria - Czech Republic
Danube
Greece - Albania
Baltic Sea Region
Italy - Croatia
Ireland - Northern Ireland -
Scotland
Poland - Slovakia
Indian Ocean
Baltic Sea Region
Belgium - Netherlands
South Baltic
Adriatic Ionian
Spain - Portugal (POCTEP)
Central Europe
Alpine Space
Slovenia - Hungary
Romania - Serbia
Italy - Austria
Bavaria - Czech Republic
Germany (Saxony) - Poland
Northern Periphery and Arctic
Estonia - Latvia
Nord
Poland - Slovakia
Bulgaria - Serbia
Bulgaria - Former Yugoslav Republic
of Macedonia
Bulgaria - Turkey
Lithuania - Poland
South West Europe
Italy - France (ALCOTRA)
Italy - Slovenia
Mediterranean
Atlantic Area
Italy - Switzerland



TO7 - Sustainable
Transports

14 Programmes:

Central Baltic
Danube
Greece - Albania
Romania - Serbia
Italy - Croatia
Ireland - Northern Ireland -
Scotland
Baltic Sea Region
South Baltic
Adriatic Ionian
Central Europe
Öresund - Kattegat - Skagerrak
Poland - Slovakia
Italy - France (ALCOTRA)
Mediterranean



TO8 - Employment and
mobility

7 Programmes:

Belgium - Netherlands
South Baltic
Italy - France (Maritime)
Czech Republic - Poland
Estonia - Latvia
Nord
Lithuania - Poland



TO9 - Better education
and training

3 Programmes:

Ireland - Northern Ireland - Scotland
Lithuania - Poland
Italy - Switzerland



TO10 - Social inclusion

10 Programmes:

Central Baltic
Austria - Czech Republic
Poland - Slovakia
Indian Ocean
Bavaria - Czech Republic
Öresund - Kattegat - Skagerrak
Czech Republic - Poland
Germany (Saxony) - Poland
Poland - Slovakia
Bulgaria - Serbia



TO11 - Better public
administration

19 Programmes:

URBACT
Austria - Czech Republic
Danube
South Baltic
Spain - Portugal (POCTEP)
Alpine Space
Slovenia - Hungary
Italy - Austria
Bavaria - Czech Republic
Czech Republic - Poland
Germany (Saxony) - Poland
Bulgaria - Serbia
Bulgaria - Former Yugoslav Republic
of Macedonia
Bulgaria - Turkey
Lithuania - Poland
Italy - France (ALCOTRA)
Italy - Slovenia
Mediterranean
Italy - Switzerland