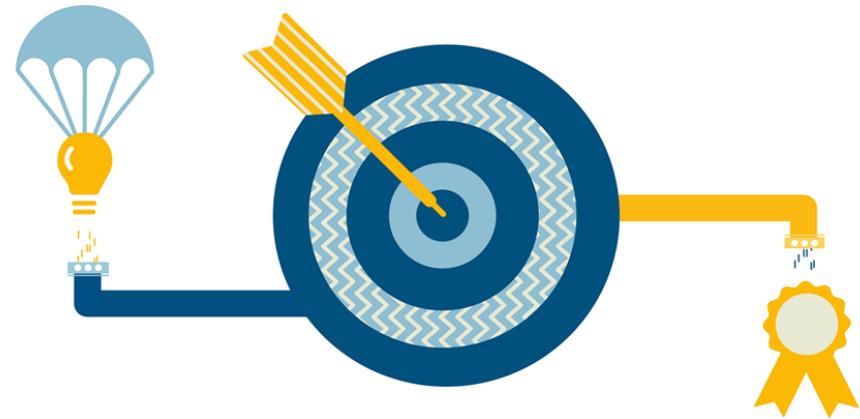# Capitalisation Tailored Support 2022

Workshop: Advanced capitalisation methodologies Interreg V-A Greece-Italy

19 October 2022 I Bari (Italy)

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What is capitalisation ?

A building process aimed at consolidating the capital built by Interreg projects and programmes, with the objectives of:

➢ Making the knowledge and results generated by projects more accessible, thus improving the **transfer of knowledge**;

➢ **Obtaining additional results** through benchmarking and detailed content analysis, building on existing knowledge and experience;

➢ Promoting the re-use and/or transfer of this knowledge and these results, to **boost performance and delivery** (for institutions, public policies...)

Source: Interact Capitalisation Management Guide

INTERact
EUROPEAN UNION

A mix of capitalisation approaches at programme level (2014-2020):

➢ Capitalising as enhancing the **visibility of projects /programmes results** (communication oriented).

➢ Capitalising as identifying good practices for the **dissemination of results** (knowledge oriented) and for **transferring tools and practices** (transfer oriented).

➢ Capitalising as highlighting programmes' **impacts and future positioning** (impact and public policy oriented).

Increasing capitalisation impact (and complexity)

Some activities of a capitalisation process

➢ Setting up of projects libraries; communication activities and events;

➢ Identification/selection of relevant outputs for dissemination (thematic analysis...)

➢ Identification of institutions willing to use projects outputs ("Takers") (mapping of institutions...)

➢ Constitution of communities of practices (connection between "givers" and Takers")

➢ Launching of "capitalisation calls"

1. Selection of outputs from 'Givers' and identification of 'Takers'

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Definition

- <u>"Output"</u>: what is produced by the projects (deliverables…) and can be shared, transferred to improve public policies

- <u>"Givers"</u>: Project partners producing the "outputs" and willing to share them with other projects and other stakeholders

- <u>"Takers"</u>: Stakeholders interested by these outputs, to improve their own tools, practices, and public policies (any regional, national, international institution, other projects partners, external partners, etc.)

1. Selection of outputs from 'Givers' and identification of 'Takers'

Selection of outputs

- Experience shows that **not all outputs are relevant for a transfer or mainstreaming process** (the selection must be done with care)

    a. **Relevance of the output** : Successful solution, tested and validated, that deserves to be shared to the outside

    b. **Added-value:** Added value compared to the existing solutions having similar features/order of magnitude, by resorting to some form of benchmarking

    c. **Ready-to-use:** Entirely or almost finalised solutions with all the deliverables and the lessons learnt to be exploited, availability of technical documents, methodology, detailed description of processes,

    d. **Potential for transfer:** Easily transposed upon transfer methodologies or plans, considering how far the solution can be adapted in a different context ("transferability")

1. Selection of outputs from 'Givers' and identification of 'Takers'

Availability / commitment of "Givers"

- When projects are finished, **project partners might not be available** any more to share their outputs

- If the issue of "sharing" is not foreseen at the start of the project, **partners might be reluctant to share their outputs**

- The mobilisation of "Givers" can be supported by different means:

  - Providing **additional budget** at the end of the project

  - Integrating **capitalisation duties in the ToR** (quality of deliverables, participation to capitalisation workshops/events,...)

  - Involving projects in broader "**thematic communities**" whose objective is to share experience, information, results

  - Launch **capitalisation calls** dedicated to transfer/mainstreaming of outputs

1. Selection of outputs from 'Givers' and identification of 'Takers'

Identification / selection of "Takers"

1. Transfer and mainstreaming is about **connecting "offer" and "demand"**

2. Importance to survey the demand side and identify its needs (**demand driven approach**)

3. Possibility to identify potential "Takers" with personal networks, former partners, etc. (**institutional and geographical proximity**)

4. Importance of "**network institutions**" (European and national networks and institutions, thematic agencies, associations of cities and regions, etc.)

5. To learn about **"lobbying" and "advocacy"** ("strategic communication"); use of attractive documents; social media; organisation of capitalisation events and seminars...

6. To mobilise **Monitoring Committee members** and **National Contact Points** to identify and reach high level institutions

7. Importance of **"thematic communities"** to create sustainable networks between "offer" and "demand"

2. Thematic clusters/communities – Thematic events

Thematic clusters and communities are a tool to achieve capitalisation objectives.

Their purpose is to **bring together project partners** and other institutions (including "external partners") to **share knowledge**, **competences, improve and better share/transfer existing outputs**

In the INTERACT capitalisation management guide, it is stated that "capitalisation should be meant as an experience going beyond Interreg and creating a larger community of interested stakeholders from various backgrounds/sectors but also a value chain with different sources of funding"

2. Thematic clusters/communities – Thematic events

During 2007-2013

❑ Thematic clusters were implemented mainly to get a broader picture of the achieved results by a pool of projects

❑ It was mainly used for communication purposes at programme level.

During 2014-2020

❑ Some programmes started to develop thematic communities with the aim to facilitate the exchange of practices and to increase the knowledge of the participants

❑ A few programmes established a specific type of project with a coordination team bringing together the projects' beneficiaries on this thematic,

2. Thematic clusters/communities – Thematic events

Some inspiring examples:

CBC France-Italy Maritime / MARITTIMO 2014-2020

• Thematic clusters established on the results of previous calls for projects (thematic learning communities) - **Clustering of projects around 6 thematic poles**

• Each cluster identified good practices and organized exchanges between project promoters via seminars, virtual communities, joint events, on-the-spot visits, etc.

• Intra-cluster exchanges were also organised to improve practices

• Identification of opportunities for dialogue with thematic communities at transnational and interregional level, with other Territorial Cooperation Programmes (e.g. ALCOTRA, MED).

2. Thematic clusters/communities – Thematic events

Transnational Interreg MED 2014-2020

Setting up of "Horizontal projects" (animation of community of projects)

- Building communities at project level as part of a call for proposals on **8 key thematic areas**

- Encouraging the matching of givers and takers across the Mediterranean area (support to transfer and mainstreaming process)

- Mobilising thematic experts to produce key policy papers and policy recommendations

➢ *Thematic communities have been considered as a very good way to bring closer "givers" projects beneficiaries and "takers" (regional, national, EU institutions interested by projects results)*

2. Thematic clusters/communities – Thematic events

Some lessons learnt:

- 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

- Sufficient time must be allowed at the end of the project to allow the feedback process between projects within the same theme to be effective

- The capitalisation process is only complete if we are interested in the demand side; currently, clustering approaches aim above all to better structure the offer

- The articulation between cross-border and transnational programmes within the same area is very important, bearing in mind that cross-border programmes are not intended to replace transnational ones.

2. Thematic clusters/communities – Thematic events

<u>Some lessons learnt from a practical point of view:</u>

o Logic of « mentoring » approach - scheme to support, guide and provide advice to takers by **thematic experts / mentors** - Pioneer organisation and replicator

o Formal commitment from **each side to be engaged in the process (e.g. MoU)**

o Organisation with relays (e.g. territorial antennas) to facilitate the matching between givers and takers

o A differentiation in the mainstreaming/transfer process may be introduced depending on the adopted logic, either in the same region/country (less complex) or in a different country (more complex).

2. Thematic clusters/communities – Thematic events

<u>Thematic events</u>

❑ <u>Objectives</u>

- Often linked to (annual) communication events
- Means to promote good and inspiring practices (sometimes based on a platform or portfolio)

❑ <u>Approach</u>

- Presentation of good practices by their owners
- Confrontation of solutions and tools to get a broader perspective

❑ <u>Target groups</u>

- Community of projects beneficiaries
- Main actors in the eligible area

Thank you for your attention