INTERACT Capitalisation tailored support 2021

Main inputs for supporting Interreg programmes towards capitalisation 2021-2027

1/ Offer side - Selection of valuable outputs for the transfer/mainstreaming process

❑ **Assess rigorously the capital that can be scaled up**

Need for an initial sorting based on:

1/ Definition of specific criteria;

Minimum list of criteria that can be used:
a) **Relevance of the output**: successful solution, tested and validated, that deserves to be shared to the outside
b) **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 decontextualized and adapted in a different context
e) **Minimum willingness of the output's owner to share the main output elements** (willingness to dedicate substantial time and resources, consideration of confidentiality and/or patents related issues, etc.)

2/ Mobilisation of expertise to assess the added value of the achievement and the degree of re-use / replication

Different options are possible, such as:
- Project officers, especially when they have some thematic specialisation
- Main project beneficiaries, e.g. within the framework of communities of projects, or knowledgeable organisations and stakeholders involved in the programme environment
- External providers (Research Centres, consultancies, etc.), ideally by maintaining some continuity if the assessment is performed on a regular basis

A mix of different options can also be explored, depending on the intensity of the assessment and the requested degree of thematic expertise.

❑ **Select only valuable outputs with a high potential for reuse / replication**

As a general principle, not all deliverables / outputs of ETC projects are intended to be capitalised (too specific, limited added-value compared to what is developed elsewhere, etc.)
The effectiveness and success of the capitalisation process rests largely on the targeting and engagement of potential re-users.

Some challenges

✓ Engagement of output's owners once the project is over
✓ Lack of definition of replicability conditions of some outputs

3/ Capitalisation Calls : explaining the relevance of this approach in order to analyse/extract results as well as merging them per type or topic

4/ Thematic clusters/communities: as natural fora for discussion generated by programmes or projects (or even an output of a project), gathering results as well as givers and takers

2/ Demand side – Identification and engagement of potential re-users (takers)

The whole capitalisation process should ideally be demand-driven since the beginning (PULL mode). Nevertheless, it turns out to be rather difficult in practice to stimulate the demand when the capital to be re-used is vague.

❑ [Survey the demand](#)

The selection shall be driven by the demand (importance to survey the demand side = potential re-users as early as possible)

Project partners can take advantage of events to invite and have the view of potential re-users, via a questionnaire either prior to the meeting or right after, by raising questions around: what type of solutions/tools would meet their needs? Under which conditions they would like to be involved in the process?

When projects organise event, they should invite potential re-users. They can also use questionnaires launch call for expression of interest, especially once there is enough awareness-raising and maturity among the targeted organisations.

❑ [Mobilise and engage key players and high-level institutions as Takers](#)

A challenging step:
• Time-consuming, difficulty to catch the interest of potential takers and to identify the right contact/person
• Lack of knowledge on ETC projects results from potential takers=> Not targeted communication
• Language issue
• No funding to support the process of transfer or mainstreaming (unless capitalisation calls or projects)
• Political leadership=> mobilisation of decision makers

Lessons learnt from various experimentations and good practices

For the identification of "potential takers":
• Identification of network header, who could play a role of "relay" in the identification of potential "takers"
• Mapping of policies and stakeholders/competences
• Having a targeted communication strategy: Work on the way of presenting the ETC results => Keys to success to catch the interest of potential "takers"

For the mobilisation/commitment of "potential takers"

- Enhancing the link between ETC projects results and European challenging topics: green deal, digital transition… (anticipation for the next programming period and EU funding
- A methodological and financial support (such as Transfer/Capitalisation calls and/or projects) are good options to stimulate potential "takers"
- Organisation of events/webinars/policy learning seminars/peer-reviews sessions/study visits motivating for potential "takers" and avoiding a "one shot" approach (a mentoring process between the "givers" and the "takers"
- Participation and contribution in European working groups

3/ Main questioning for drafting discussion papers

For the preparation of Interreg programmes 2021-2027, as well as providing them with an operational framework for capitalisation activities since their beginning, there are three main issues to take into consideration.

They relate to the **integration** of capitalisation in the programme structure, at the very start of the implementation, as to make sure and unlock the **full operativeness** of capitalisation activities as well as the overall **management and responsibilities** of the eventual capitalisation process.

❑ **Integration of capitalisation activities in the structure of Interreg programmes 2021-2027**

Options	PROS	CONS	What to do?
1. Through the communication strategy	o Easier procedure o The monitoring committee can be more easily convinced	o The scope of capitalisation activities may be limited o The budget share could be low	o Mention explicitly capitalisation as an objective of the communication strategy and provide a brief description of the generic activities that will be implemented
2.1. Through a dedicated strategy/plan within the ISO1-related priority axis	o Fully in line with the better governance logic o The cross-cutting dimension can be more appropriate	o The dimension of ISO1 is quite large, so this approach should be very clear and overarching	o It can be adapted for more ambitious approaches in terms of reuse of knowledge
2.2. Through a dedicated strategy/plan within each thematic priority axis	o Directly related to the thematic approach followed by the programme, so easier to communicate and to understand by applicants	o It can be demanding for programmes, and their corresponding stakeholders, not yet very familiar with the ins and outs of capitalisation	o To be chosen whether capitalisation approach can be applied to one or two axes as pilots or to all of them
2.3. Through a dedicated strategy/plan within the TA priority axis	o It does not affect the budget allocation for standard projects o It can be outsourced to well qualified experts	o The budget share could be very limited considering all the compulsory expenditure under TA	o To be included where needed in the communication strategy

❑ Options to put capitalisation in action

Options	PROS	CONS	What to do?
1. Online repository of good practice/valuable project results (including a search function) - *Intensity of capitalisation= 1*	o Essential to have a list of projects with short description to inform future beneficiaries; Useful to have lists of significant outputs but should be part of a larger mobilisation and animation process on the side of the programme	o List of outputs cannot be exhaustive as all outputs are not relevant for capitalisation. Some outputs are obsolete after a couple of years. Necessity to have a relevant selection and animation process. Time and budget consuming and potentially limited added value	o Establish at least a list of projects with short description o When resources are available (or when programmes have a limited number of projects) establish short lists of significant and highly replicable outputs to be reused/enhanced
2. Call for capitalisation projects – *Intensity of capitalisation= 2*	o Very relevant to define capitalisation objectives, mobilise dedicated resources and establish operational implementation framework	o Potential applicants may not be well aware of the expectations – Risk of irrelevant or not enough focused applications	o Necessity to have a clear and operational approach of capitalisation. The call must be part of an overall strategy with dedicated resources
3. Call for clustering projects – *Intensity of capitalisation= 2*	o Useful to go a step further from previous generation of projects (innovation, more efficient partnerships, etc.)	o Be careful not to oblige collaborations between partners that do not know each other or who might have different priorities;	o Call for clustering should remain open and flexible concerning the setting up of partnerships
4. Call for good practice & Call for transfer projects - *Intensity of capitalisation= 3*	o Implementation of a two-step approach with clear and ambitious goals which shall lead to a successful transfer process o Financial incentives for both the givers and takers	o Demanding process at programme level o Potential difficulties to identify and mobilise enough relevant "Takers"	o It is often necessary to clearly define the transfer process to adjust the offer and the demand. High availability is required in the side of the offer ("giver") to adapt to the need of the demand
5. Call for community of practice projects (givers and receivers are targeted) - *Intensity of capitalisation= 3*	o Very relevant to create communities of actors, exchange experience, tools, get closer givers and takers (logic of "peer review")	o Key stakeholders shall accept to play a pivotal role o Heavy to develop and monitor o Need time and budget for a long-term animation process	o Possibility to test this approach on a limited set of thematic o Need of a strong JS steering, support and monitoring

(Intensity of cooperation: 1= basic; 2= intermediate; 3= demanding)

❑ **Governance - Capitalisation as a shared responsibility between programme bodies and projects beneficiaries**

- Create a friendly environment for capitalisation
- Define the categories of actors to be involved and find ways to motivate them
- Establish roles for each actor in the capitalisation process
- Make clear how capitalisation is embedded in the project life-cycle, and the requisites to make it happen successfully

Managing Authority and Joint Secretariat	*Members of the Monitoring Committee*	*Lead partners and partners*
► Coordination and monitoring of the capitalisation strategy - Mobilisation of the members of the monitoring committee: preparation of pedagogical support, information... ► Collection of the data and information at programme scale	► Participation in the definition of the capitalisation strategy - Follow-up of capitalisation strategy - Taking up the main results and findings ► Spreading and scaling up relevant results and findings into national/ regional/local and sectorial contexts	► Contribution of capitalisation activities ► Transmission of information requested by the MA/JS ► Integration in the application form of specific deliverables on communication, including their synthesis and translation where necessary