

Pathway to Capitalisation

The Theory

CAP-COM – 18-19 June 2025, Strasbourg

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Interact



Co-funded by
the European Union
Interreg

Capitalisation highlights until now



Capitalisation in Interreg

Transfer and reuse of
knowledge generated by
Interreg projects



Capitalisation challenges

?

Too complicated /
Not for me

Lack of resources

?

?

Which results?



?

Adequate
communication
tools

?

Engage stakeholders

Engage beneficiaries

?

How capitalisation helps

Five key considerations:

1. No one-size-fits-all solution
2. Having a systematic way to capture and utilise those results
3. Resource-intensive and long-term process
4. Dedicated communication action
5. Changing the mindset



Integrated approach by Horizon Europe

Communication:

Promote your action and results

Inform, promote and communicate your activities and results



Reaching multiple audiences

Citizens, the media, stakeholders



How?

- Having a well-designed strategy
- Conveying clear messages
- Using the right media channels



When?

From the start of the action until the end



Why?

- Engage with stakeholders
- Attract the best experts to your team
- Generate market demand
- Raise awareness of how public money is spent
- Show the success of European collaboration

Legal obligation of your Grant Agreement

Dissemination:

Make your results public

Open Science: knowledge and results (free of charge) for others to use



Only to scientists?

Not only but also to others that can learn from the results: authorities, industry, policymakers, sectors of interest, civil society



How?

Publishing your results on:

- Scientific magazines
- Scientific and/or targeted conferences
- Databases



When?

At any time, and as soon as the action has results



Why?

- Maximise results' impact
- Allow other researchers to go a step forward
- Contribute to the advancement of the state of the art
- Make scientific results a common good

Legal obligation of your Grant Agreement

Exploitation:

Make concrete use of results

Commercial, Societal, Political Purposes



Only by researchers?

Not only, but also:

- Industry including SMEs
- Those that can make good use of them: authorities, industrial authorities, policymakers, sectors of interest, civil society



How?

- Creating roadmaps, prototypes, softwares
- Sharing knowledge, skills, data



When?

Towards the end and beyond, as soon as the action has exploitable results



Why?

- Lead to new legislation or recommendations
- For the benefit of innovation, the economy and the society
- Help to tackle a problem and respond to an existing demand

Legal obligation of your Grant Agreement

Capitalisation Toolkit 2.0

Overview and Structure

By clicking on each section
you can download the relevant tools



KEY ASPECTS

Awareness-raising of key stakeholders
Capitalisation roadmap - General approach
Capitalisation strategy & Capitalisation plan



PROGRAMMING

Management guidelines
Capitalisation content in application forms
Outputs selection & engagement of givers
Identification & engagement of potential takers
Capitalisation calls
Communities of practice
Transfer and mainstreaming

IMPLEMENTING

Classification & visualisation of achievements
Thematic analysis of projects results and outputs



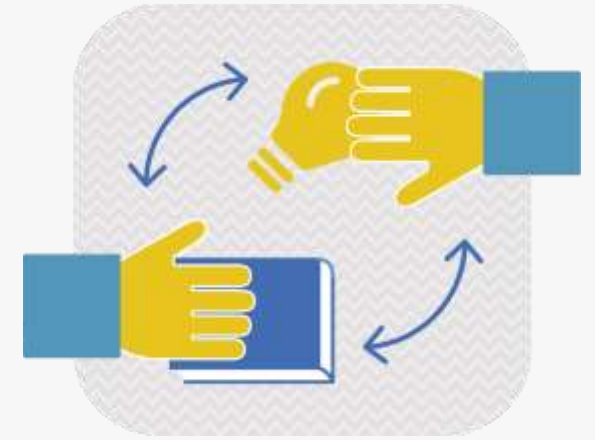
COMMUNICATION

Evaluation of performance linked to capitalisation activities
Indicators for monitoring capitalisation activities



MONITORING & EVALUATION

3 levels of Capitalisation



**Take stock &
organise
results**

**Create synergies
between projects**

**Activate the
reuse of results**

Capitalisation in implementation phase

**Thematic
capitalisation:
promotion of
projects
achievements**

**Methodological
capitalisation:
Enhancement of
Interreg programmes
good practices**

Which results to consider?



The process implies several tasks:



Project library – availability of deliverables (all?)



Clear and structured information provided by the project – long-term vision



Set criteria to assess capitalisation potential



Check the relevance of achievements to ensure credibility of results

Key considerations... considered!



Capitalisation mindset from the outset



When planning an Interreg project, the starting point is solving a territorial challenge that is...



Demand-driven

Responds to the needs of a specific target group



Relevant

Responds to priorities of the programme + EU



Result-oriented

Addresses the need, agreed from the start



Cooperation added-value

Solving challenges across borders



Building on existing results



End-users uptake and impact

Building on results – HIT template questions

C.2.6 Which synergies with past or current EU and other projects or initiatives will the project make use of?

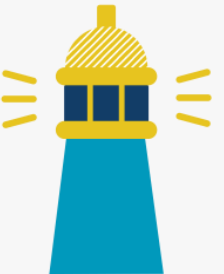
Project or initiative	Synergies
<i>Enter title</i>	<i>Enter text</i>
<i>Enter title</i>	<i>Enter text</i>

C.2.7 How does the project build on available knowledge?

Please describe the experiences/lessons learned that the project draws on, and other available knowledge the project capitalises on.

Enter text here

Do you have such questions in your application form? Share your example!



Building on results – HIT template questions

As a programme, we would like to support projects that have a long-lasting effect in the territory and those who will benefit from them. Please describe below what you will do to ensure this.

C.8.1 Ownership - Please describe who will ensure the financial and institutional support for outputs/deliverables developed by the project (e.g., tools), and explain how these outputs/deliverables will be integrated in the work of partner organisations.

Enter text here

C.8.2 Durability - Some outputs/deliverables should be used by relevant groups (project partners or others) after the project's lifetime, in order to have a lasting effect on the territory and the population. For example, new practices in urban transport need to be used by local authorities to have cleaner air in the city, and the whole population will benefit from this. Please describe how your outputs/deliverables will be used after the project ends, and by whom.

Enter text here

C.8.3 Transferability - Some outputs/deliverables that you will deliver could be adapted or further developed to be used by other target groups or in other territories. What will you do to make sure that relevant groups are aware of your outputs/deliverables and are able to use them?

Enter text here

Essential that outputs are thought with transferability and lasting impact in mind from the start...



Criteria for selecting valuable outputs for capitalisation

Criterion	Description
Relevance of the solution	Is the output consistent with the programme priorities? Has it been tested and validated in operational conditions?
Ready-to-use solution	Are the outputs of the project available and easily accessible? Incl. finalised deliverables, lessons learned and guidance
Potential for replication or re-use	Could the output be easily shared/transferred in another context taking into account regulatory, administrative, timely constraints? Could it be clustered?
Added value	Does the output propose an innovative solution with a clear added value as compared to existing tools, processes, methods, etc.?

CBC Special question: **feedback and validation by local actors** taking into account the following questions:
Did the partners involve the citizens/stakeholders during their activities? Organised specific communication/visibility actions (public events, demonstrations)? Did the stakeholders/citizens give feedback about the project activities?

Capitalisation Toolkit

Document 7 – Selection of relevant outputs at project level

Selection of relevant 2014-2020 projects' outputs for 2021-2027 capitalisation activities

In order to proceed to a successful capitalisation process (transfer to other institutions and territories, improvement of public policies, etc.), it is necessary that projects' outputs meet certain criteria.

Please list in the table below the main outputs generated by your 2014-2020 project (tools, process, method, knowledge...) and indicate in a few words the way they can meet (or not) the different criteria. Focus only on your most significant outputs (3 outputs maximum per project)

Definition of the criteria

- 1. Coherence with 2021-2027 priorities: Is the output consistent with the priorities setup in the 2021-2027 Greece-Italy programme?
- 2. Successful and validated solution: Has the output been tested and validated in real/operational condition?
- 3. Innovative solution (added value): Does the output propose an innovative solution with a clear added value as compared to existing tools, processes, methods, etc.?
- 4. Ready to use solution: Are documents, reports, descriptions, technical tools related to the output available or easily accessible?
- 5. Transferable solution: Could the output be easily shared/transferred in another context taking into account regulatory, administrative, institutional constraints?
- 6. Availability of the Giver: Are the partners who developed the output available to share their experience and contribute to the capitalisation / transfer process? (in the case they would be provided additional time and budget)

				Information about your outputs					
Name of the project	Programme thematic priority	Name of the output of the project	Short description of the output	1. Coherence with 2021-2027 priorities	2. Successful and validated solution	3. Innovative solution (added value)	4. Ready to use solution	5. Transferable solution	6. Availability of the Giver
.....		Output 1		<i>How does the output meet this criteria ?</i>
		Output 2							

Capitalisation outputs... **selected!**



Capitalisation potential

Checking the transfer-ability...and the interest

DRIVERS

- Involved in the development of the initial solution
- Sense of ownership
- Ability to upscale results



RECEIVERS

- Takers / Re-users
- Based on demand – respond to needs
- Operational capacity / readiness
- Sustainable and long-lasting effects

Capitalisation calls

From a targeted promotion to the transfer of concrete cooperation outputs



- ✓ To identify the **most successful project outputs**/good practices, and support their re-use
- ✓ To disseminate project results **towards new stakeholders**, new geographic area or through thematic approach
- ✓ To stimulate **synergies** with other initiatives (within or outside Interreg)
- ✓ To enrich the existing projects with **targeted actions**, or to adapt to **unforeseen contexts** or crises
- ✓ To stimulate the better knowledge of project results at a higher level, in order to **change public policies**

Capitalisation calls

From a targeted promotion to the transfer of concrete cooperation outputs



- ✓ **Open** vs **Restricted**
- ✓ Capitalising **one** project (e.g. extension for transfer), or gathering **several on a same topic**
- ✓ Examples of criteria:
 - Quality of results and visibility at cross-border level
 - Outputs in all languages of the programme
 - Capitalise on outputs from another fund
 - Bring newcomers to Interreg
 - Establish a link with policy/strategy level...

Capitalisation calls... all aboard?



Thematic capitalisation

Clustering, communities...



**Create links
between projects
to improve
quality of results
and their impact**

**Encourage new
partnerships for
future projects**

**Support the
visibility and reach
of the programme
and its results to
stakeholders
outside Interreg**

Thematic communities

What for?



Gather knowledge and expertise on key programme thematic objectives

- ✓ to support and ensure the **relevance of funded outputs**
- ✓ to encourage the **transfer of project results** to other areas or types of stakeholder
- ✓ to facilitate continued **engagement after project end**
- ✓ to **influence public policy** (mainstreaming/policy change)

Thematic capitalisation Programme and projects aligned



Enhance visibility of project achievements at programme level

- Kick-off, thematic events/webinars, articles/publications, policy briefs
- Dedicated activities planned at project level to support prog cap



Win-win - Not to be seen as only a constraint for project partners

- Reach what could not be achieved at individual project level
- Enhanced access to stakeholders through mapping
- External expertise, training
- Stronger voice within and outside of Interreg

Thematic impact... **sorted!**



Programmes' vision for capitalisation - what are we aiming for?

Clarifying concepts and roles

Synergies

Capitalisation

Mainstreaming

**Managing
Authorities /
Joint
Secretariats**

**National /
Regional
Authorities**

**National
Contact Points**

**European
Commission**

Partnerships

Clarifying Concepts



Synergies: Working together makes things better. $1+1=3$

When programmes or funds team up, they can do more than they could alone by sharing what they have and working as one.

Capitalisation: Learning from success.

It's about taking good ideas from one project and sharing them so others can use them too. This means collecting information about what worked well and telling others about it.

Mainstreaming: Making good ideas stick and sustainable.

When a project comes up with something useful, mainstreaming means making that idea a regular part of how things are done in regions, countries, or the EU.

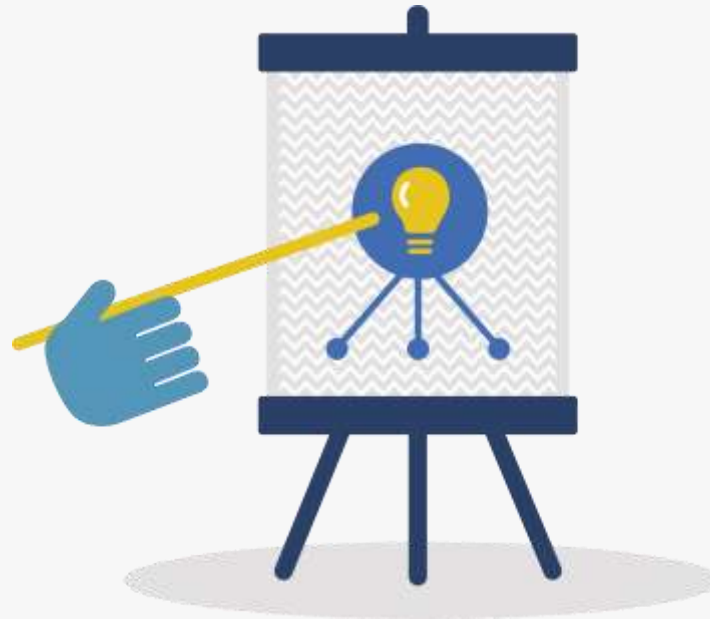
This helps the good ideas continue to help people even after the project ends.

Clarifying Roles – in the shoes of...

Managing Authorities
Joint Secretariats



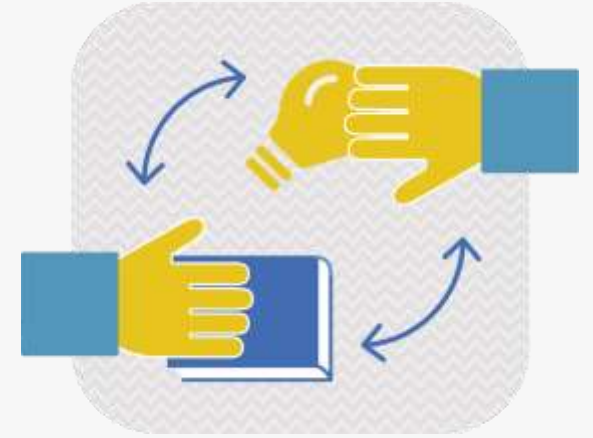
Monitoring Committee Members
National Contact Points



Project Partners
Beneficiaries

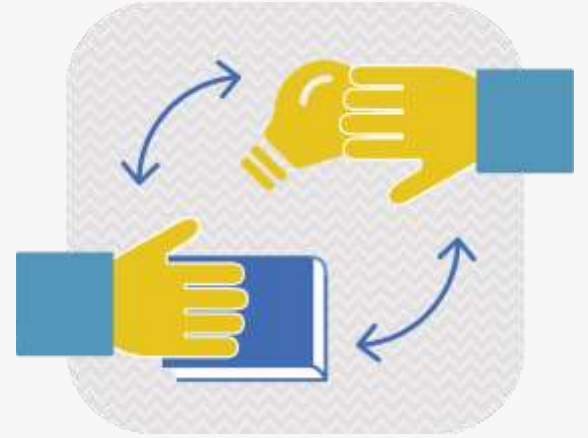


Clarifying Roles – MA/JS (1)



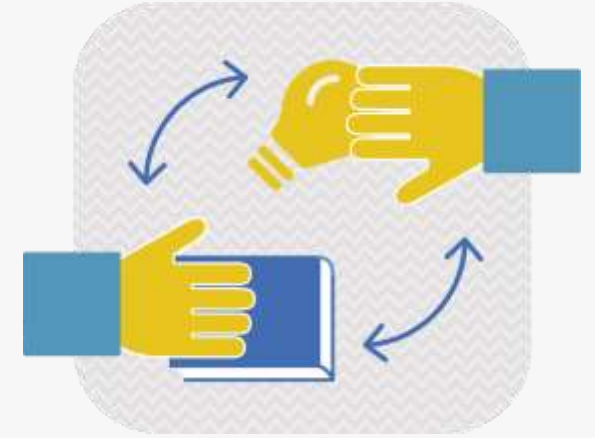
- **Guiding role** – provide framework and tools for capitalisation
- **Education towards beneficiaries** – quality enforcer, with specific mandatory criteria
- **Convey programme objectives and expectations** – get partners on board
- **Knowledge holder** - responsible of the overview of all results + communicate them
- **Supporting projects in the communication and visibility of their results**
- **Provide opportunities to build on result**, e.g. capitalisation calls
- **Dedicate resources to drive capitalisation** – thematic expertise, understanding of knowledge created
- **Networking opportunities** – supporting creation of new partnership, new ideas

Clarifying Roles – MA/JS (2)



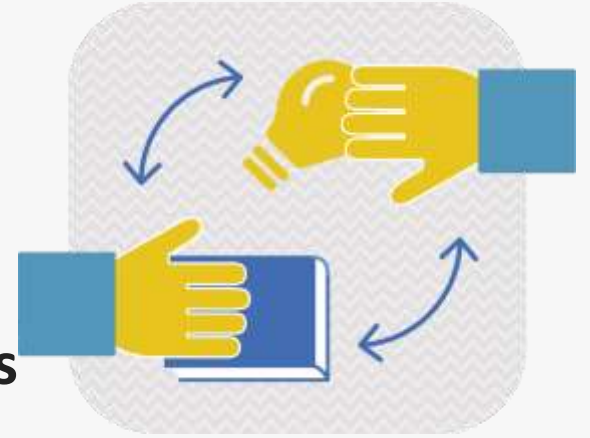
- Partnership principle of Programme bodies
- Establish roles of all programme bodies in programme strategy – complementarity
Support engagement and mindset change
- Ad-hoc solutions – **bridging, channeling outstanding results using position as MA**
Supporting towards national level

Clarifying Roles – MC/NCP



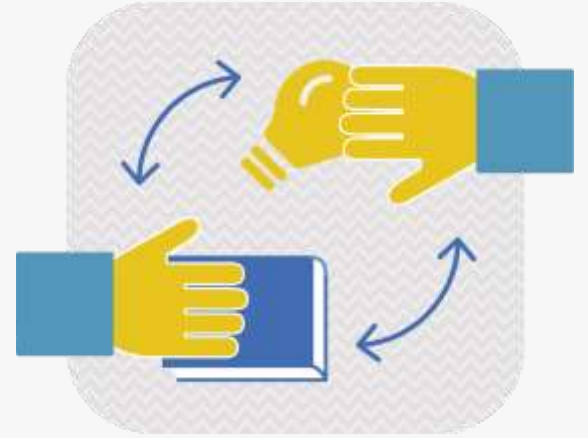
- Partnership principle of Programme bodies
- Facilitator – best knowledge of territory, engagement and promotion towards key partners
- Provide dedicated support to programmes to implement capitalisation – support mechanism + create conditions for transfer
- Thematic capitalisation events – provide platform for results sharing
- Position to be used for promoting Interreg towards mainstream (ERDF) funds, working closely with MA of national funds
 - Also within own institution (at regional level)
- Reinforce communication + awareness among national networks

Clarifying Roles – EC



- **Capitalisation on Interreg within Commission** – coordination groups between REGIO and other DGs, to be used more.
Especially within CPR
Geographically + Thematically – bring Interreg results closer to thematic DGs
- **Reinforce communication about Interreg results** – e.g. EU Regions week, EU thematic weeks (green, energy) – opportunities for promotion outside Interreg
- **D2 Border Hub position** – reach out to DGs re border obstacles + push Interreg solutions
- **EU Macro Regional Strategies, key for transnational reach** – MRS to be more aligned with Interreg + mainstream funds (ERDF, ESF)
- Commission supporting programmes reaching other DGs + EU Parliament

Clarifying Roles – Partnerships



- Make sure they are on board!
 - Understand programme expectations, to better respond to programme needs
- Communicate about their results, ensure their availability and visibility
- Experienced partners – act as capitalisation driver / multiplier
- Coordinated by programmes – support promotion of results

Capitalisation roles...
all playing for the same
team!



Pathway to Capitalisation

The Practice

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Sharing what we do

Interreg IPA Romania Serbia

Capitalisation approach in cross-border context

Interreg North Sea Region

Guiding project partners on their capitalisation journey

...and your own experience



in the context of
Romania-Serbia Interreg IPA CBC Programme

Why is Capitalization important?

- ❖ Increase the **visibility** of your projects, your programme and EU funds **impact** (Interreg) in the border region;
- ❖ **Help future projects:** generate project ideas, give them the already available studies and documents that can help them in designing their project idea and ensure a successful implementation. Projects can build on other projects knowledge and experience;
- ❖ **Better networking** by **sharing** specific expertise, **transfer** targeted results and relevant knowledge on thematic fields to a large number of stakeholders;
- ❖ **Projects** can increase their **quality, sustainability and durability** of their results;

Embedding capitalization into programming

The programming process was launched in October 2018 by gathering statistical data at the level of the programme area and by the identification of the relevant local and regional strategies to be addressed in the next programming period.

The programming process continued by developing the instruments needed for capitalization at the level of the programme:

- **database with the outputs and results** of the financed projects in 2007-2013 and 2014-2020
- aggregation of **all studies and strategies** financed in the previous programming periods **on which further investments could be realized**
- **outstanding projects' results** which could be replicated and further built in the border area).

Embedding capitalization into programming

- **2019** was dedicated to drafting the territorial analysis and stakeholders meetings and surveys.
- Even though the programme used capitalization tools to a certain extent for the 2014-2020 projects, **in January 2019 the JMC approved the use of capitalisation as a programme management instrument**, based on the fact that the programme should start capitalising so that future projects would have access to successful results, knowledge and expertise. From this perspective, the Programme is able also to promote achievements and demonstrate the added-value of cooperation.
- **A team of MA, NA and JS representatives was formed in order to deal with capitalization, with clear tasks and deadlines.**

Embedding capitalization into programming

In **January 2020**, the Joint Working Group validated the results of the surveys and the Policy objectives and the specific objectives to be included in the Programme were selected.

In **July 2020**, the Joint Working Group for Programming approved the **first draft version of the Programme**, which was afterwards published on the programme website for public consultation **until 1st of September 2020**.

Embedding capitalization into programming

In **October 2020**, after publishing the **second version of the draft OP**, a series of **online thematic events - clusters** (tourism, culture, health, environment and emergency situations) were organized.

These 4 thematic online workshops were aimed at **establishing new partnerships, generate project ideas and disseminate outputs and results from the projects already financed** by the Interreg - IPA Cross-border Cooperation Romania-Serbia Programme.

Embedding capitalization into programming

Before the event, participants were encouraged to read the draft Programme available on the programme website, in preparation for dynamic discussions, to have a starting point for their project ideas.

During the event presentations of past success stories were delivered and the participants had the opportunity to ask questions on specific programme implementation or regarding the future programming period.

Capitalization tools

❖ On the programme website, under the **Programming section**, a new sub-section **“Capitalization”**

http://www.romania-serbia.net/?page_id=3890, from where the results of projects **financed in the current programming period** can be downloaded (studies, training materials, etc.);

❖ On the programme website, under the **Projects section** http://www.romania-serbia.net/?page_id=218, the projects financed in both programming periods 2007-2013 and 2014-2020 have a fiche where the following information is available: project partners and contact details, project budget and activities, results achieved.

Embedding capitalization into projects

AWARENESS: make sure your projects understand the **need and benefits** of capitalization. They don't provide only "input" for the process but are also beneficiaries.

BENEFITS:

- generate **knowledge, results and outputs** that should be promoted and re-used;
- demonstrate the **added-value** of cross-border cooperation;
- more **visibility** of their actions, hence increased **impact** in the border area of their project;

Embedding capitalization into projects

Application Form - special section for “*Durability of project outputs and results*”:

- ❖ How will the project ensure that project outputs and results have a lasting effect beyond project duration?
- ❖ Please describe concrete measures (including institutional structures, financial resources etc.) taken during and after project implementation to ensure and/or strengthen the durability of the project outputs and results.
- ❖ If relevant, explain who will be responsible and/or who will be the owner of results and outputs.

Make sure that projects results are not only transferred but also re-used.

Embedding capitalization into projects

Application Form - special section for **“Transferability of project outputs and results”**:

- ❖ How will the project ensure that project outputs and results are applicable and replicable by other organisations/ regions/ countries outside of the current partnership?
- ❖ Please describe to what extent it will be possible to transfer the outputs and results to other organisations/ regions/ countries outside of the current partnership.

Make sure that projects results are not only transferred but also re-used.

Embedding capitalization into projects

- **Project assessment** (questions in the assessment grid): *Is the project planning to have synergies (complementarities) with implemented/ongoing projects (if relevant) carried out under this programme (or other EU-funded programmes)?*
- Quality assessment criteria *for OSIs*: **MANDATORY**
 - *The project clearly contributes to a wider initiative/ strategy on one or more policy levels (EU/ national/ regional) and presents synergies with the relevant national/ regional and EU Macro-Regional Strategies (e.g EUSDR).*
 - *The project makes use of available knowledge and builds on existing results and practices (capitalization).*

Embedding capitalization into projects

- **Monitoring** procedures - tailored in such a way to enable reflecting the durability and transferability, during the implementation and sustainability period of the project.
- In the **sustainability report** information regarding: durability of project outputs and results and measures taken and problems which have affected the project sustainability.

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**Head of Unit – Head of Managing Authority
Managing Authority for Romania-Serbia IPA CBC Programme**

Navigating by the North Star

A journey towards impact



Interreg
North Sea



Co-funded by
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Programmes' vision for capitalisation – working with project data

Your project data accessible across Interreg and beyond

- [Keep.eu](#) as a living repository of Interreg data and its potential for capitalisation
- [Keep.eu](#) as a tool to share and store results and good practices

What living repository means in practice?

- **Overarching** presence across programming periods
- **Filters** to customise queries and ready-made statistics
- **Source** of regularly updated data and documents that can be used for capitalisation &
- **4 Fields** to fill and/or look out for capitalisation in practice

Fields to fill and look out for regarding capitalisation

Four fields to consider

Overall data in keep.eu in general and four fields embedded in keep.eu to support capitalisation in particular.

- Results
- Documents and attachments
- Project linkages
- Prizes and mentions

Energy communities in cross-border areas

How keep.eu can be used in practice for capitalisation. A practical demonstration based on an example from a prominent Interreg topic.



Your thoughts – keep.eu

- How is your experience with keep.eu so far?
- Any categories or features missing?
- Suggestions for improvement





What is capitalisation?

Let's ask AI !

- ❖ Tools to help optimise your resources
- ❖ Keep.eu, Artificial Intelligence...
and a combination of both
+ your own database
- ❖ Let's explore!

Cooperation works

All materials will be available on:

interact.eu