

# **EVAL - CAP: Evaluating the present, shaping the future**

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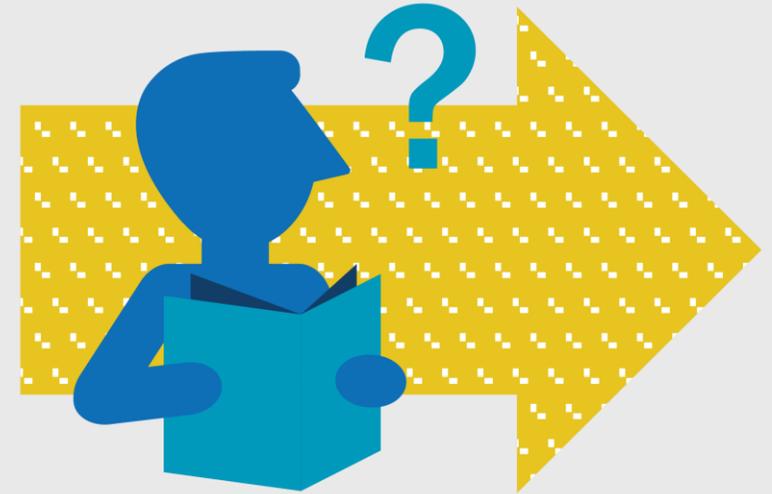
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**Interact**



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Interreg

# Agenda



01

Welcome,  
introduction &  
objectives

02

From  
evaluation to  
capitalisation:  
**WHAT**  
findings to  
capitalise

03

From  
evaluation to  
capitalisation:  
**HOW** to work  
with the  
findings, and  
**WHO** to  
involve in the  
process

04

From findings  
to action:  
applying  
results in  
thematic  
capitalisation

05

Forward-  
looking  
evaluation

# Objectives



- **Bridging the gap:** Explore the interlinkages between evaluation and capitalisation
- **Knowledge building:** Turn project results into shared knowledge that influences mindsets and supports long-term legacy
- **Practical exchange:** Sharing mechanisms to effectively convert evaluation outputs into concrete actions
- **Strategic preparation:** Use evaluation results and capitalisation processes to inform the 2028–2034 programming period

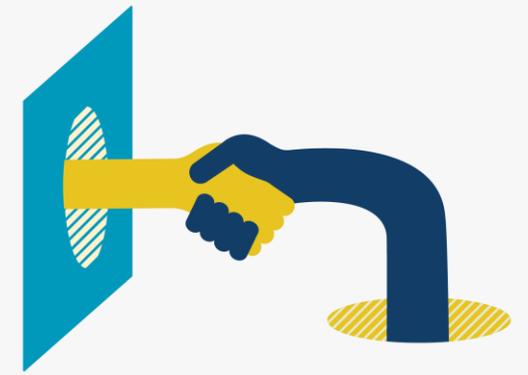
# Icebreaker



## Capitalisation, you say?

- Go to a person you don't know to introduce yourself and say in a few words what capitalisation means to you

# The link of EVAL & CAP



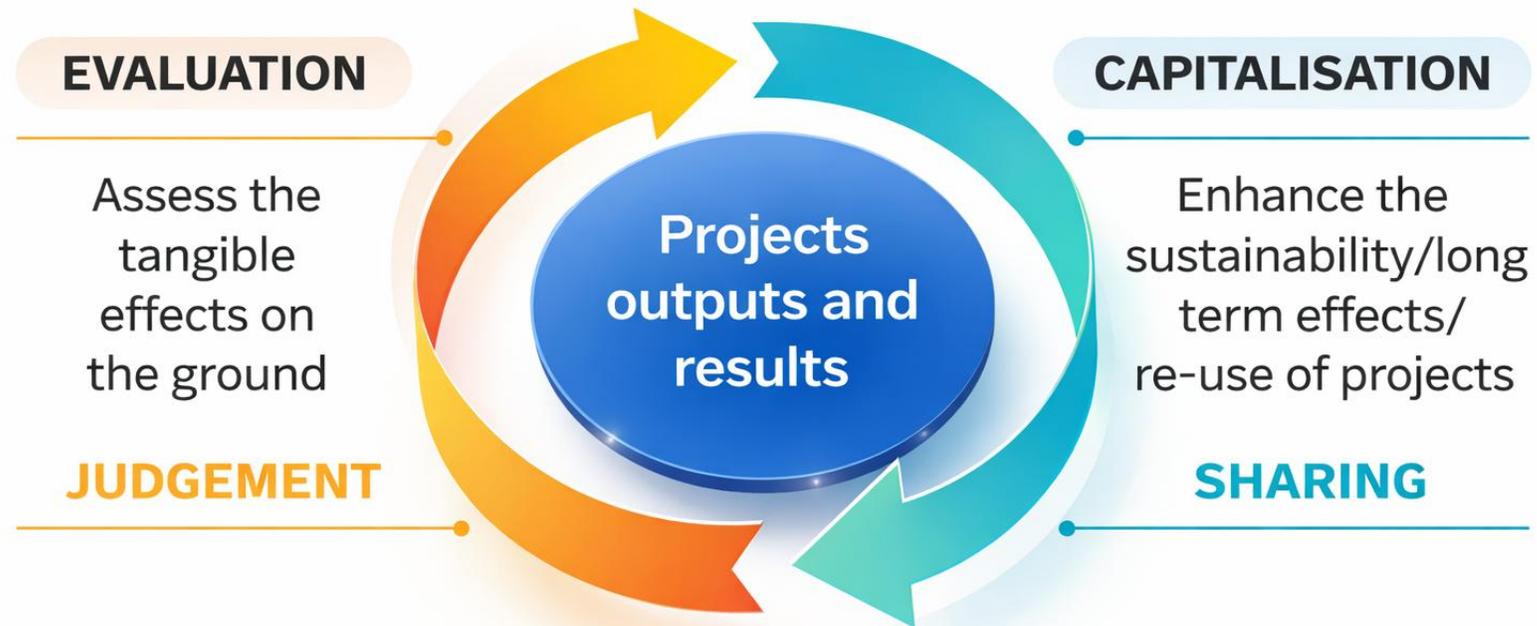
Opening statement

**Evaluation (EVAL) and Capitalisation (CAP) are closely linked**

**How so...**

- Synergy of EVAL & CAP: complementary **strategic levers**
- Both focus on analysing and making use of **high-quality project results**
- Often managed in silos by **different specialists**
- **Integration** strengthens value, sustainability, and legacy of Interreg programmes

# What EVAL & CAP brings...



# What EVAL & CAP brings...

- **Evaluation:** Assesses tangible effects on the ground, impact, and effectiveness (**judgement**)
- **Capitalisation:** Enhances sustainability and the re-use of project results (**sharing, uptake, scaling, transfer**)

**Shared ambition: evidence-based improvement**



The Goal:

Move from "what worked" to understanding  
**“what worked, for whom, where, and why”**

# Evaluation as a source for capitalisation

- ✓ Evaluation helps identify which results are worth capitalising
- ✓ Finds “**hidden treasures**” beyond standard monitoring data
  - case studies + impact evaluation insights
- ✓ Explains **success mechanisms**: what worked / for whom / where / why
- ✓ Supports **transferability decisions**
  - context conditions, limitations, risks
- ✓ Provides a strategic basis for **targeted capitalisation calls**
  - clusters with high dissemination/scaling potential

# Capitalisation as a precondition for evaluation

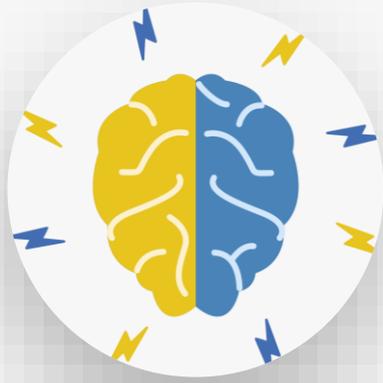
- ✓ Capitalisation creates the **framework and evidence** for stronger evaluations
- ✓ Helps define evaluation **scope** and shape the **Terms of Reference (ToR)**
- ✓ Improves evaluation questions with **structured learning** from past initiatives
- ✓ Provides **concrete evidence**:
  - synthesis reports, project platforms, thematic communities, knowledge products
- ✓ Makes programme learning **visible, usable, and assessable**

# Evaluation of capitalisation effectiveness

- Evaluation can test if capitalisation is effective and efficient
- **Operational checks:**
  - reaching the right target groups
  - using the right approach (platforms, communities, etc.)
- Measures **uptake and re-use**, not only visibility
- **Key question:**
  - **Are results adopted and embedded...  
or just communicated?**

# Towards a learning culture: shared vision

- **Shared vision:** improve programme delivery, impact, and long-term legacy
- Both aim to **change mindsets** and build a learning culture
- **Alignment of criteria:**
  - relevance, effectiveness, sustainability guide both EVAL and CAP
- **Joint contribution to future strategy:**
  - evidence for planning 2028–2034 based on learning, not assumptions



**Open Mindset: Effective **EVAL-CAP** integration requires shared learning and **the willingness to support each other** across working fields**

Starting point



## From evaluation to capitalisation: Lessons and approaches from Interreg Programmes – **WHAT findings to capitalise**



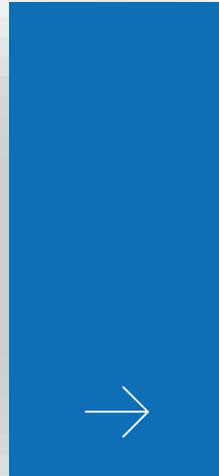
# Evaluation's role: from “what worked” to transferability

## Using evaluation as a diagnostic tool for capitalisation

- Reveals “**hidden treasures**” via case studies and impact evaluations (real data + first-hand expertise + enabling factors for success)
- Explains **success mechanisms**: → what worked, for whom, where, why
- Supports **transferability decisions**: contextual conditions, risks, limitations when reusing in other regions
- Enables **deeper analysis** when monitoring/application data is too limited



# From evaluation to capitalisation: Lessons and approaches from Interreg Programmes – **WHAT findings to capitalise**



**Tea Kelvišer**

**European Commission**

Directorate-General for Regional and Urban Policy

Unit REGIO.B.1 - Policy Development and Evaluation

# 2014-2020 Interreg programmes

Interreg programmes	Cross-border cooperation	Transnational	Interregional	IPA CBC
<i>Number of programmes</i>	57 programmes	15 programmes	4 programmes (ESPON, INTERACT, Interreg Europe, URBACT)	10 programmes
<i>Total EU budget</i>	EUR 7 234 909 411	EUR 2 327 618 043	EUR 522 080 590	EUR 502 019 669
<i>Policy area focus</i>	RDI, Environment, Tourism and culture	Environment, RDI, Transport	Administrative capacity	Environment, Tourism and culture, Transport
<i>No. of projects implemented</i>	ca. 7 500 projects	ca. 1 500 projects	ca. 400 projects	ca. 760 projects

# Main findings of 2014-2020 ex post evaluation

## Overall

- All programmes achieved their output targets, often exceeding them
- All programmes reached out to new stakeholders via communication and outreach actions, or through dedicated projects aiming to address stakeholder interests
- generally coherent with other EU interventions

## However:

- Not all programmes demonstrated effective management and governance systems, even if the majority of the programmes had clearly attributed cooperation processes, roles and responsibilities among staff and authorities involved

## Contribution to **integrated regional development**

- important cross-border infrastructure and services developed
- reduced border obstacles
- integration in the thematic policy design and implementation, in particular through
  - support to smart specialisation actions (CBC, TN)
  - protection of environment, biodiversity, water and natural heritage
  - actions on energy efficiency and climate change
  - sustainable tourism
  - improved connectivity, accessibility and efficiency across Europe's transport systems

# Main findings of 2014-2020 ex post evaluation

## *Lessons learned*

### Programme design

- too broad scope of programme strategies
- programme strategies shaped by regulatory obligations and stakeholder inputs than by a coherent strategic focus
- absence of clear outline how specific objectives would be achieved through planned interventions
- lack of robust data

### Programme implementation

- major political or policy shifts, and crises acted as catalysts for recalibrating programme priorities
- resources available do not always match the scale and complexity of cooperation ambition inconsistent across different regions
- engagement of final beneficiaries and the political will of local and regional actors are crucial to the success of interventions

### Programme achievements

- clear added value, catering for the persistent need for cooperation across borders, regions and institutions
- contribution to trust-building and social integration
- identifying and promoting flagship projects with high visibility and strategic value at EU and national levels could further enhance the recognition of ETC achievements and increase policy uptake

# Core criteria for high re-use potential

## Three criteria to decide what to capitalise

### Relevance

- Clear fit with territorial needs and public policy priorities
- Strong coherence → higher uptake potential

### Effectiveness

- Concrete, operational deliverables (not just activities)
- Demonstrated innovation or measurable improvement vs existing practice

### Sustainability (Durability)

- Outputs are available, accessible, and transferable
- Partners are willing and able to share and support re-use



# From evaluation to capitalisation: Lessons and approaches from Interreg Programmes – **WHAT findings to capitalise**

Panel discussion

**Ana Leganel**

Interreg Danube

**Normunds Strautmanis**

Interreg Central Baltic



From evaluation to capitalisation:  
Lessons and approaches from Interreg  
Programmes –  
**WHAT** findings to capitalise

## Discussion

**What can be considered “good”  
evaluation findings/examples and how can  
we benefit from it in a capitalisation  
exercise?**

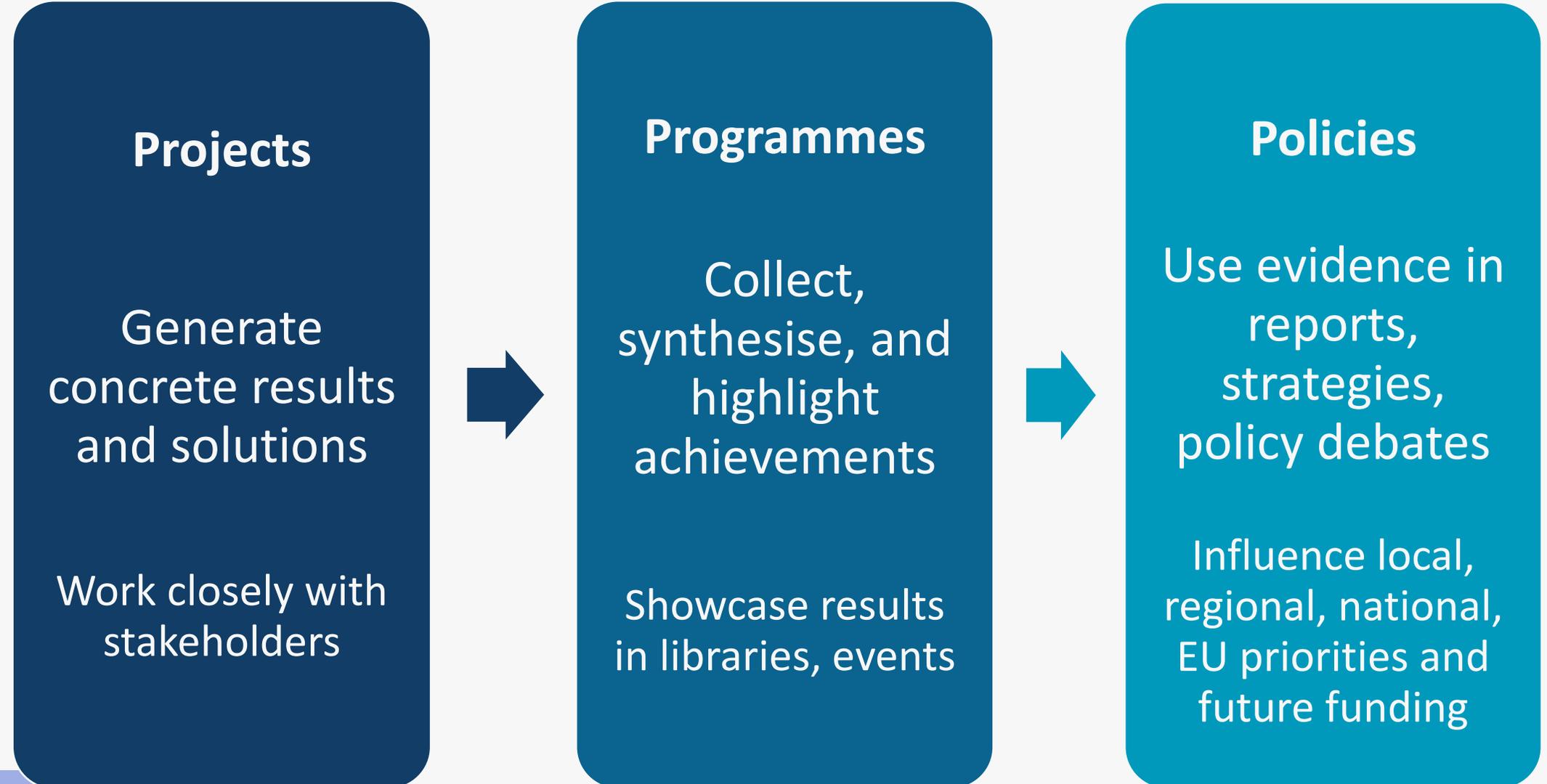


# WHAT findings to capitalise

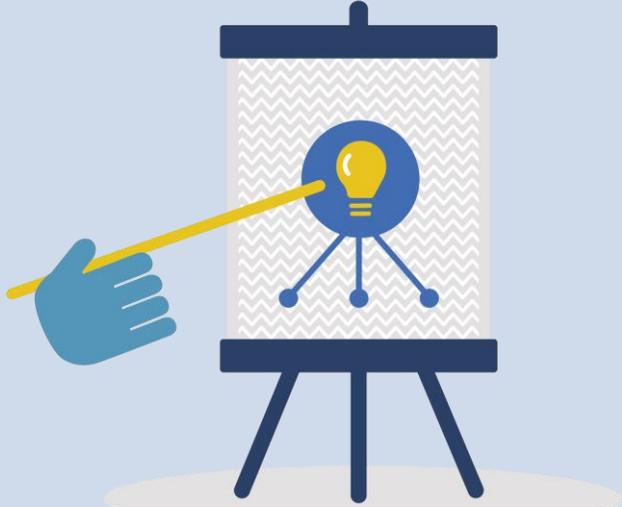
## From evaluation to capitalisation: identifying the best learning opportunities

- ✓ **Purpose:** select project results with **high re-use, replication, or scaling potential**
- ✓ **Be selective:** focus resources on outputs with **clear added value**
- ✓ **Quality over quantity:** prioritise results that are **credible, usable, and relevant**
- ✓ **Look beyond application forms:** check **real implementation evidence** and actual deliverables

# Feeding results into policy processes



# Break



# From evaluation to capitalisation: Lessons and approaches from Interreg Programmes – WHO to involve in the process



# WHO to involve:

## Roles and coordination across the programme

- **Programme bodies** (e.g., JS): screen reports, apply checklists, flag promising results, provide platform to promote, coordinate follow-up
- **Project partners**: provide evidence, practical detail, and support for sharing/adaptation
- **Evaluation experts**: design and interpret case studies, clarify mechanisms, define transfer conditions/risks
- **Project & communication officers**: translate findings into re-use packages and reach target audiences/users
- **MA/MC**: align plans, set decision points, ensure feedback loops and strategic follow-up
- Key success factor: **break silos** - ensure evaluation, capitalisation, and communication work as one process

# 2014-2020 Interreg programmes

<b>Cross-border cooperation programmes</b>	ca. 35 600 partners, of which ca. 20 000 receiving support, including 1 100 lead partners	<ul style="list-style-type: none"> <li>publicly owned enterprises</li> <li>public administrations (primarily local authorities)</li> </ul>
<b>Transnational programmes</b>	ca. 12 600 partners of which 6 600 receiving support, including 620 lead partners	<ul style="list-style-type: none"> <li>local public authorities</li> <li>higher education institutions</li> <li>enterprises</li> <li>EGTC groups</li> </ul>
<b>Interregional programmes</b>	2 000 public administration authorities and agencies at different levels	<ul style="list-style-type: none"> <li>Interreg Europe: regional authorities at national, regional and local levels.</li> <li>INTERACT: all Interreg CBC and transnational programme authorities.</li> <li>URBACT: cities and urban areas, also providing a network among local authorities.</li> <li>ESPON: studies and services for cross-border and transnational cooperation</li> </ul>
<b>IPA CBC programmes</b>	ca. 1 500 partners	<ul style="list-style-type: none"> <li>local authorities</li> <li>NGOs and associations</li> <li>universities</li> <li>other institutions of public interest (e.g. museums, parks, institutes, hospitals etc.)</li> </ul>

# The Programme's role



**Gather knowledge and expertise** on key programme 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)

# All on board...

## What is the role of MC members and NCPs to support capitalisation?

Partnership principle

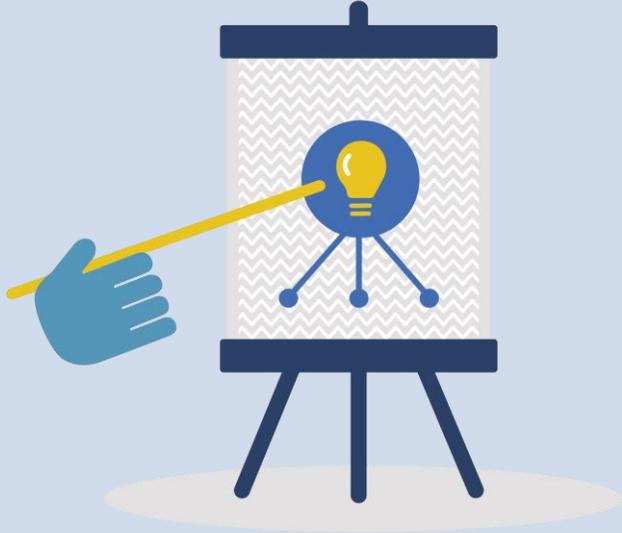
Facilitator – best knowledge of territory

Dedicated support mechanism – create condition for transfer

Thematic events – provide platform for results sharing

Use position to promote Interreg towards mainstream funds  
Working closely with MA of national funds

Reinforce awareness among national networks



# From evaluation to capitalisation: Lessons and approaches from Interreg Programmes – **HOW to work with the findings**



# Ex-post Evaluation 14-20

## Challenges for capitalisation

### Interreg-CBC programmes

- disparities in capacity / capacity gap among regions and levels of administration, particularly between urban and rural areas, manifested in
  - difficulties in mobilising necessary co-financing for projects
  - challenges in fostering collaboration among unfamiliar stakeholders
  - challenges in communicating rules due to the diversity of partners in sparsely populated areas.
- lack of dedicated funds specifically allocated for small projects to support outreach activities as well as inclusion of new stakeholders and development of project ideas in novel area and themes

### Interreg-Transnational programmes

- inequalities between territories (countries and regions), as well as between capital cities and peripheral areas
- lack of financial, technical and/or institutional capacities
- asymmetry of administrative systems and levels, legal frameworks, and approaches

### Interregional programmes

- dependent on factors such as political will, the existence of other cooperation frameworks/structures , territorial characteristics or accessibility

### IPA CBC programmes

- national and regional political changes acting as barriers to the involvement of local and regional stakeholders
- geographical remoteness, lack of transportation networks, local migration out of the border areas
- lack of financial capacities (e.g. of funds to start cooperation), lack of access to national co-funding

# Ex-post Evaluation 14-20

## Contributing factors for capitalisation

- experience and involvement of local and regional stakeholders
- good balance of skills, expertise and high complementarity
- similar governance arrangements
- similar application processes
- use of match-making tools and events to facilitate partner search and to support the establishment of relevant partnerships
- coherence and coordination with other ETC and EU programmes
- interplay between the different policy instruments with:
  - CBC programmes implementing cooperation between cross-border regions;
  - transnational programmes coordinating regions and building a strategic narrative; and
  - interregional programmes supporting capacity building and knowledge transfer between ETC programmes.

# Ex-post Evaluation 14-20

## Potential for capitalisation

- dissemination of project through different activities and tools
- organisation of project platforms in a thematic field to involve and engage international partners and stakeholders
- promotion and sharing of project outputs and results outside the specific target groups
- inclusion in and alignment with other national/regional strategies
- inclusion of new actors who are not often involved in regional cooperation
- replication of lessons learnt, knowledge and competences in follow-up projects
- new areas of cooperation where limited cooperation have previously taken place
- implementing EU policies faster in the transnational area, within the thematic areas where other Interreg projects have proven successful
- reinforcing the objective to jointly tackle common challenges at the EU's external borders with candidate or potential candidate for EU membership countries

# Examples

*Potential for replication and scale-up*

## CBC programmes

Regional Collaboration on Key Enabling Technologies (DE-NL)

Early warning networks in PT-ES for environmental monitoring systems for civil protection support

## Transnational programmes

FORESEA – Funding Ocean Renewable Energy through Strategic European Action (North-West Europe)

ADRIPASS – Integrating multimodal connections in the Adriatic-Ionian region

## Interregional programmes

Interreg Europe: Policy Learning Platform

URBACT: national URBACT-like city networks and Practice Transfer Initiatives

INTERACT: keep.eu for collecting project data and results, eMS platform for reporting, joint secretariat, shared resource library

## IPA CBC programmes

Cross-border cooperation for preparedness and reaction in case of floods (BG-TR)

R-SOL-E – Renewable Solar Energy (HR-SRB)

# HOW to work with findings

## Practical workflow, tools, and timing

- **Start from existing sources:** progress reports, annual reviews, evaluation outputs, project deliverables
- **Make it systematic:** lightweight screening + deeper dives where needed
- **Match supply and demand:** check early whether results respond to real user needs
- **Timing matters:** identify findings early enough to influence
  - targeted capitalisation actions
  - programming and strategy for the next cycle (e.g. 2028–2034)

# HOW: build practical tools for decision-making

## From evaluation insight to repeatable screening and packaging

- Develop simple assessment grids/checklists to **screen results consistently**
- **Embed checks** into regular monitoring tasks:
  - progress reporting templates
  - annual reviews / internal analysis by programme bodies
- Use findings to create **usable re-use formats**, e.g.:
  - short “how-to” notes
  - implementation steps and resources
  - lessons, conditions, and limitations for transfer

# HOW: build practical tools for decision-making

**From evaluation insight to repeatable screening and packaging**

And remember... Capitalisation **fails when:**

- Findings are identified too late
- No one owns the follow-up
- Roles are unclear
- Communication is disconnected from substance

Now to avoid this... Let's try to **frame the process**



# Group work

## How Eval and Cap align concretely

Let's discuss together the timeline, process and workflow of how eval and cap align, around practical questions, e.g.

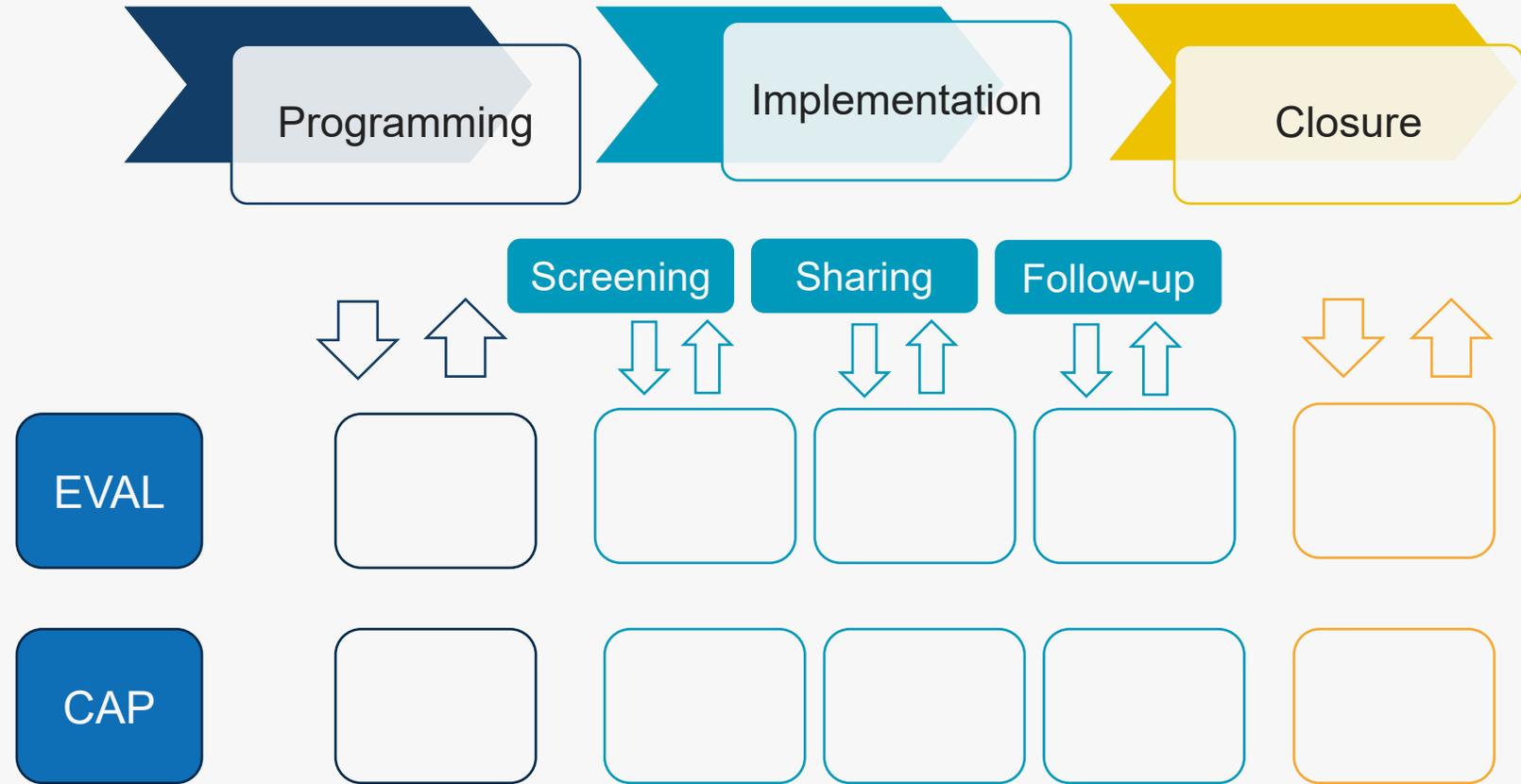
- When are findings screened? (progress report? annual review? dedicated review?)
- Who applies the checklist?
- How are promising results packaged? (online tool? guidance? policy brief?)
- How is demand checked?
- How is follow-up monitored (uptake, not visibility)?



# Links between EVAL-CAP

Define how do you support each activity in each stage of the programme life-cycle:

- What are the interlinkages?
- What do you need at each stage? and
- What can you provide at each stage?



# Lunch



## **From findings to action: applying results in thematic capitalisation**



# Applying results in thematic capitalisation

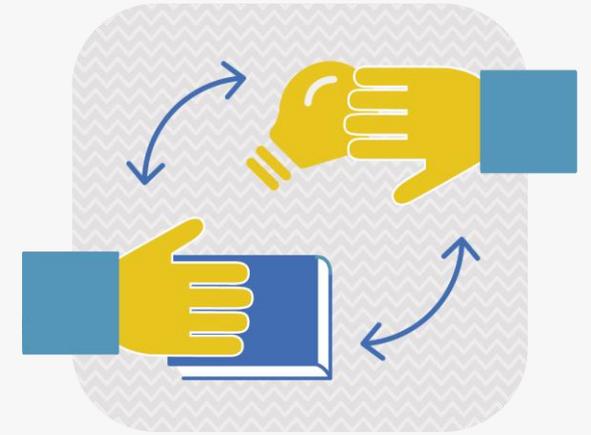
- **Shaping narratives:** Turning evidence into stories that demonstrate programme added value
- **Clustering results:** Using thematic synthesis to **extract cross-programme lessons**
- **Targeted outreach:** Matching "**supply**" (project results) with "**demand**" (policy-makers and new regions)
- **Uptake process:** Moving from simple dissemination to a **full transfer logic**

# Capitalisation in implementation phase

**Thematic  
capitalisation:  
promotion of  
projects  
achievements**

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

# 3 levels of Capitalisation



**Take stock & organise results**

**Create synergies between projects**

**Activate the reuse of results**

# From evidence to thematic focus

- Use evaluation findings to identify **themes with proven results** (not just popular topics)
- Case studies reveal the **mechanisms** behind success: what worked / for whom / where / why
- Focus thematic capitalisation on results with clear **added value** and **re-use potential**

# Turning findings into “transfer-ready” solutions

- Convert evaluation insights into **practical “re-use conditions”**:
  - enabling factors (governance, context, resources, partnerships)
  - constraints, risks, and limitations
- **Package outputs – projects to provide:**
  - minimum requirements for replication
  - guidance on adaptation to new contexts
  - clear description of intended users/beneficiaries

# 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

# Matching supply and demand in thematic capitalisation

- High re-use potential requires a **match** between:
  - **Supply** = project outputs and methods
  - **Demand** = needs/strategies of potential receivers
- Identify **experienced partners** to rely on, and their **ability to upscale results**
- Helps ensure **operational capacity** + potential for **long-lasting effects**
- Scoping for **potential newcomers** as re-users.

# Transfer in action

## 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**

# Transfer in action

## 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...

# Tools to move from visibility to uptake

- Use **structured monitoring** and review moments to follow-up on action:
  - progress report templates/checklists track durability beyond project duration
  - targeted analysis during annual reviews flags re-use opportunities
  - Interviews, regular “sharing moments”

Evaluate capitalisation outcomes by checking **uptake/re-use**, not only visibility

# 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 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



# From findings to action: applying results in thematic capitalisation

**Sophie Scarvelis**

Interreg Euro-MED



**Interreg**  
Euro-MED



Co-funded by  
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# EVAL-CAP INTERACT seminar

## The Interreg Euro-MED experience

04/03/2026, Marseille  
Sophie Scarvelis

**Interreg**  
Euro-MED



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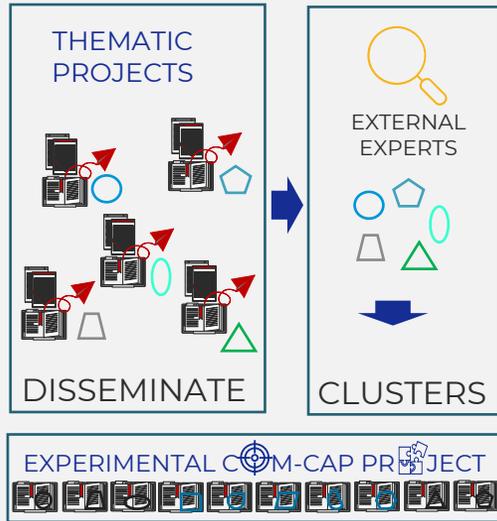
# Evolution of the Programme on 3 periods, based on evaluation results

# The evolution of our Capitalisation approach

2007-2013

ADDED ACTIVITY

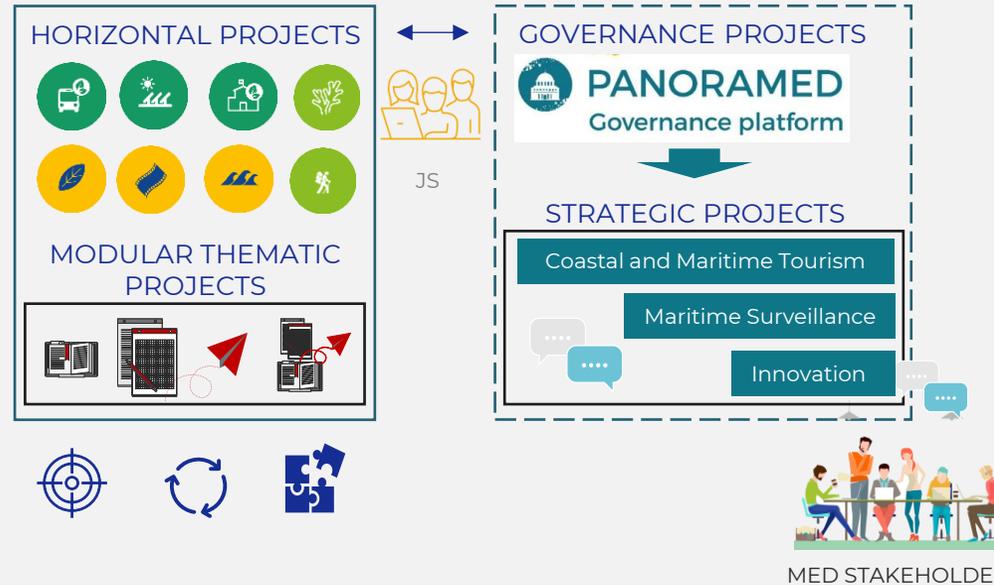
MANDATORY CAPITALISATION WORK PACKAGE



2014-2020

INTEGRATED ACTIVITY  
BETTER GOVERNANCE

PERMANENT COORDINATION GROUP



2021-207

COLLECTIVE SET OF MIND

STRUCTURED COORDINATION MECHANISMS



CAPITALISATION PLAN

CAPITALISATION PLAN AND GOVERNANCE APPROACH

AMPLIFICATION STRATEGY EMBEDDING  
CAPITALISATION AND GOVERNANCE APPROACH

STRUCTURED COORDINATION MECHANISMS

# Results from 2007-2013 Evaluation integrated into 2014-2020 Programme strategy and architecture

- The capitalisation plan of the 2007-2013 Programme was mainly based on the intervention of external experts to analyse the themes of the projects and propose groupings. The Programme then experimented with a type of transversal project COM-CAP to accompany the projects of the last call for "maritime" projects. The MARINA MED project has pooled the communication of projects and produced studies combining their results. In terms of governance, the Programme financed 4 "classic" governance projects.
- The evaluation of the 2007-2013 experience highlighted the importance of **stimulating the production of solid results, the need to use thematic experts in a flexible and continuous way to process project data, the need to ensure access to results and the imperative to give more weight to results and facilitate their transfer and integration.**

In response to these needs, the 2014-2020 Programme has broadly:

- modularised the "classic" type of projects and launched specific calls for transfer;
- created the typology of horizontal projects;
- proposed a governance platform project that defined the terms of reference for strategic projects;
- linked all these projects through mutual benefit relationships, defining the Programme architecture, supported by coordination mechanisms led by the JS;
- set up a web platform for the project sites.

# 2014-2020 Operational evaluation key recommendations

- Stronger role of NCPs in the support of project mainstreaming, and harmonisation among the various Member States. Reinforced guidance to IPA NCPs.
- Further support to the coordination among modular projects, HPs and Axis 4
- Measures to ensure follow up of modular projects
- Practical (Application Form) and strategic changes (policy link) to Capitalisation calls
- Increased JS control on HP activities and monitoring
- Transfer of PANORAMED Mainstreaming Experimentation
- Anticipation of Capitalisation actions to project outset
- Actions to promote further Modular Project understanding of Thematic Community participation
- Exploration of tools to capture the specific achievements of projects, including the thematic achievements, but also the coordination and networking actions implemented
- Establishment of thematic communities before Modular Projects
- Study more flexible approach to thematic community management (more flexible / accountable projects + Application Form adaptations)
- Clarity on role of Thematic Communities in capitalisation, in line with their real potential

# 2014-2020 Operational evaluation key recommendations

## Main recommendations for programme adjustments

Innovative measure	Main recommendations
Programme architecture	<ul style="list-style-type: none"><li>• <b>Create dedicated monitoring tools</b> and specify / simplify guidance documents and ToR</li></ul>
Thematic specialisation	<ul style="list-style-type: none"><li>• Create a <b>closer link</b> between thematic specialisation, capitalisation, engagement of stakeholders</li><li>• Better define <b>output indicators targets</b> based on more reliable data provided by projects.</li></ul>
Communication strategy	<ul style="list-style-type: none"><li>• <b>Involve more</b> horizontal projects on project communication and reporting</li></ul>
Capitalisation / sustainability	<ul style="list-style-type: none"><li>• <b>Validate reliability of data</b> and select key-criteria</li></ul>
Project community approach	<ul style="list-style-type: none"><li>• Strengthen <b>cross-fertilisation between HP</b> to help them enter some joint dynamics</li></ul>

# 2014-2020 Impact evaluation key recommendations

## Conclusions and recommendations **on capitalisation, projects results transfer**

- Better delineating the roles and missions of each type of projects
- Better coordinating the launch of the calls for project
- The type of information communicated to target groups should be better tailored to their needs – not all aspects of a project are of interest. Communicating project outputs in various national language may ease the uptake and facilitate project replicability.
- Events and networking events are instrumental for the dissemination of projects results. In spite of the on-going initiatives, a better coordination of their organisation should be ensured in order to avoid the multiplication of meetings or conferences throughout the MED territory.
- Provide information on the Programmes' network structure to partners to foster informal networking between partners
- Clear and concise information on the projects' achievements should be made available online, for example on each project's webpage of the Interreg MED website.

# 2014-2020 Impact evaluation key recommendations

## Conclusions and recommendations **on contribution to public policies**

- Engage with regional authorities during the programming phase, share information on the foreseen selected priorities, SOs and actions to be supported in order to raise interest as early as possible and possibly allow these public authorities to plan ahead or consider their involvement based on identified needs. Exploit the potentials of central partners and umbrella organisation liaising with regional authorities for that purpose.
- Timeliness and policy cycle: consider aligning the project timeline to the targeted policy cycle where possible, i.e. the project results would coincide with the review or update of public policies, plans strategies...etc.
- Project applicants should better identify the needs of public authorities, liaising with these key stakeholders to possibly directly include them as project partner or to make sure that their needs or challenges faced are properly addressed (rather than focussing on the intended contribution of the projects to public policies).
- Ensure policy makers (in particular at local/regional level) commitment by providing them with regular updates on the project evolution to develop a sense of ownership of the projects
- A mixed bottom up and top down approach could be considered in writing the calls for projects as to both let the initiatives coming from the territories and to be tailored to their concrete needs.

# Results from 2014-2020 Evaluation integrated into 2021-2027 Programme strategy and architecture 1/2

In terms of **support for the production and consolidation of quality data, their reuse, their valorisation and the development of synergies between projects:**

- the continuation of "modular" type projects, *but only simple modules*;
- the processing of the results of thematic projects by partnerships of experts constituted by horizontal projects to create synergies;
- the grouping of all modular projects into thematic communities, *taking care to better integrate moments of exchange into the projects' specifications (budget forecasts, work plan) in order to integrate coordination mechanisms into the heart of the projects*;
- the continuation of the mutualisation of the hosting of sites *with an improvement in functionality*;
- the consolidation of a Programme library collecting key projects deliverables whose consultation is monitored with statistical tools and whose usefulness is assessed with satisfactory surveys;
- the establishment of rules for the delivery of usable data to continue to support the replicability and reuse of knowledge (regarding rough data, but adaptability of more structured productions);
- encouraging the pooling of certain dissemination activities.

# Results from 2014-2020 Evaluation integrated into 2021-2027 Programme strategy and architecture 2/2

In terms of **support for the transfer and integration of results into policies**:

- the continuation of joint work to disseminate and increase impact through horizontal projects and governance projects, *with better correspondence between the thematic issues, which will involve aligning governance projects with the themes addressed by the modular projects*;
- the organisation of methodological support by the Joint Secretariat and between projects (such as the coordination of the share of mainstream experience from PANORAMED to Horizontal projects and Strategic projects), *which will be better included in the project terms of references with collaboration and coordination mechanisms included in the project work plan*;
- the collective mobilisation of thematic networks *which will benefit from a greater capacity of projects to coordinate their efforts through integrated coordination mechanisms*.

In terms of **coordination of actors covering the Mediterranean**, emphasis is put on:

- the involvement of national institutions in governance projects *with an increased participation of National Contact Points to support networking activities and mobilisation of targets*;
- the development of working relations and processes and cooperation with initiatives, programmes and strategies covering the Mediterranean, and even with European institutions *in a more structured way and with the reinforced participation of the Joint Secretariat thanks to roadmaps developed with major Mediterranean actors*;
- the implementation of structured consultative and participatory processes *reinforced by the intervention of the Joint Secretariat*.

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# Zoom on the 21-27 Result amplification strategy

# Interreg Euro-MED Programme Architecture

## THE Interreg Euro-MED PROGRAMME

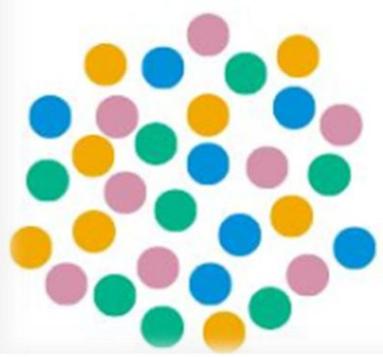
Supports and funds

-  Innovative sustainable economy
-  Natural heritage
-  Green living areas
-  Sustainable tourism

### THEMATIC PROJECTS

Produce results on the field

+/- 150 projects in 2021-2027 divided into 4 missions



### GOVERNANCE PROJECTS

Amplify results of each mission

8 projects (2/each mission)

-  **1 thematic community project** animates each mission.
-  **1 institutional dialogue project** turns each mission's results into policy-making.



Coordinate with

### MEDITERRANEAN AND EUROPEAN STAKEHOLDERS

-  Programmes: Interreg & more
-  Strategies and Initiatives
-  European Commission

# Objectives of our Results Amplification Strategy

Embedding capitalisation and governance: 3 objectives

## CREATING THE CONDITIONS

Interreg Euro-MED has defined 3 general objectives to support the amplification of results:

### SHARE

Facilitate the **exploitation, sharing and reuse** of knowledge, experiences and project results by other Euro-MED projects or other programmes and foster the production of relevant work

### GIVE IT TO OTHERS

Encourage **the transfer** of practices and results to other actors and territories and their **integration** in the development of local, regional, national and European (mainstream) policies and strategies

### INSPIRE

Increase **coordination between actors** acting on the Mediterranean (multi-level, transnational) on the basis of this acquired knowledge, experience and results)

## TO MAKE A DIFFERENCE

# What is supporting our Results Amplification Strategy

## 8 Governance projects:

Thematic Community projects + Institutional Dialogue projects, 1 each per Thematic Mission



+ National Authorities / NCPs network for national / regional capitalisation actions

Interreg Euro-MED Academy



<https://academy.interreg-euro-med.eu/>

# Key take-aways

- Capitalisation by design, both for the Programme and for the projects -> Create conditions for reuse and transfer: outputs quality and transferability criteria, tools and JS support
- Link between the Programme strategy and the programme architecture: the architecture serves the strategy
- Involvement of all parties : from project partners to national / regional authorities involved in the Programme design and implementation
- Link between Communication – Capitalisation – Evaluation

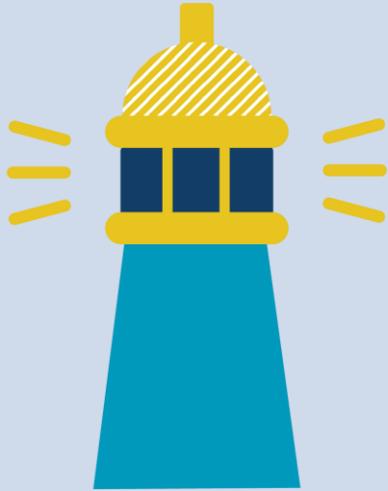
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Faire de la  
**transition verte**  
**en Méditerranée**  
une **réalité**

# Break



**Forward-looking evaluation:  
practical use of evaluation results to  
support the preparation and strategy  
building for the 2028–2034**



# Why forward-looking evaluation matters

1/3

**Sharpen the intervention logic for 2028–2034**

Impact evaluations test whether the **programme's theory of change** holds in real cross-border settings.

**Prioritise what to scale, adapt, or stop funding**

Evaluations can cluster interventions into **high-impact / scalable, context-dependent, low/uncertain impact**.

**Improve call design and selection criteria**

Impact findings can be translated into practical programme design.

# Why forward-looking evaluation matters

2/3

**Strengthen strategic learning on Interreg “added value”**

Interreg is often judged on *why cooperation is necessary*. Impact evaluations can show and quantify.

**Upgrade monitoring and indicators**

A lot of impact evaluation pain comes from missing baselines, inconsistent indicators, and non-comparable data across borders. Use evaluation lessons to overcome that!

**Target learning to places and people**

“For whom does it work?”

# Why forward-looking evaluation matters

3/3

## Support better risk management and resilience planning

Evaluations can identify:

- which types of cross-border cooperation improve preparedness
- which arrangements fail under stress
- where redundancy/interoperability mattered most

## Make learning systematic, not ad hoc

Impact evaluations are most useful when embedded in a learning cycle

Impact evaluations support strategic learning for 2028–2034 by **testing what Interreg interventions truly change, identifying the conditions that enable impact, and converting those lessons into programme choices** – objectives, future measures, call design, indicators, governance, and scale-up pathways.

# From evaluation results to a coherent strategy package

- Use findings to **define**:
  - **specific objectives and measures** for post-2028
  - improved **indicators**, milestones, and targets (learning from 2021–2027)
- Strengthen **strategic positioning** and relevance (alignment with broader EU priorities)
- Management approach: coordinate **evaluation + capitalisation** as a **joint package for governance approval**, identifying interfaces early

# Programmes' vision for capitalisation - what are we aiming for in Post-27?

Capitalisation will be essential after 2027, noting that “it is *de facto* compulsory under the proposed legal framework”.

## Core DNA of the next generation of Interreg programmes

- Sound financial management
- Value for money
- Project quality
- Performance-based

# Main findings of 2014-2020 ex post evaluation

## *Implications for post-2027*

### Programme design

- prioritising durable outcomes
- improving indicator design
- ensuring more complete data collection,
- aligning evaluation methodologies across programmes
- reinforcing interlinkages between cross-border, transnational, and interregional programmes
- tailoring interventions to context with the aim of delivering locally grounded solutions

### Programme implementation

- simplifying procedures for programme management
- reducing administrative and legal asymmetries which present obstacles to cross-border cooperation

### Programme achievements

- identifying and promoting flagship projects with high visibility and strategic value at EU and national levels
- focusing on sustained beneficiary engagement

# What has worked well so far?

## Spotlight on your key achievements



Capitalisation plan guiding programme bodies and beneficiaries.

**Governance approach** to manage and enhance knowledge and results.



**Timely action plan** of concrete activities aligned with call schedule



Targeted **capitalisation action in practice**, e.g. capitalisation calls, thematic communities/ clusters, use of small-scale projects...



Trust in project partnerships with extended experience – CAP drivers



**Dedicated resources** within programme teams



**Communication** and capitalisation supporting each other



Coordination of capitalisation efforts among Interreg programmes at **national level**



Commitment and support for capitalisation from **Monitoring Committee/National Authorities**

# Capitalisation

## Key Gaps and How to Improve

CAP	What's Missing	How to Improve
<b>Integration in Programme Cycle</b>	Not embedded across project lifecycle	Include from application to closure
<b>Governance &amp; Commitment</b>	Lack of structured ownership, prog team and MC engagement	Establish capitalisation plans and governance groups
<b>Mindset, Capacity &amp; Tools</b>	Limited understanding; poor access to results	Build awareness; improve guidance and sharing tools
<b>Incentives &amp; Coordination</b>	Low resources or motivation; weak policy links	Provide incentives; Encourage thematic clustering and joint visibility actions
<b>Strategic Recognition</b>	Not seen as core Interreg principle	Position as key to Interreg's impact and legacy

# Key messages – call for action



What do you visualise for the future?



Improved **coordination** among Interreg programmes at European level regarding capitalisation



Formal and **structural integration of capitalisation** in programme and project management lifecycle



Increased **sharing of capitalisation practices** among various types of Interreg programmes (transnational/cross-border)



**Enhanced national-level coordination** with mainstream programmes to facilitate possible embedding processes

# Open discussion

**Are we ready for the next period?**

**What do we need to make it happen?**

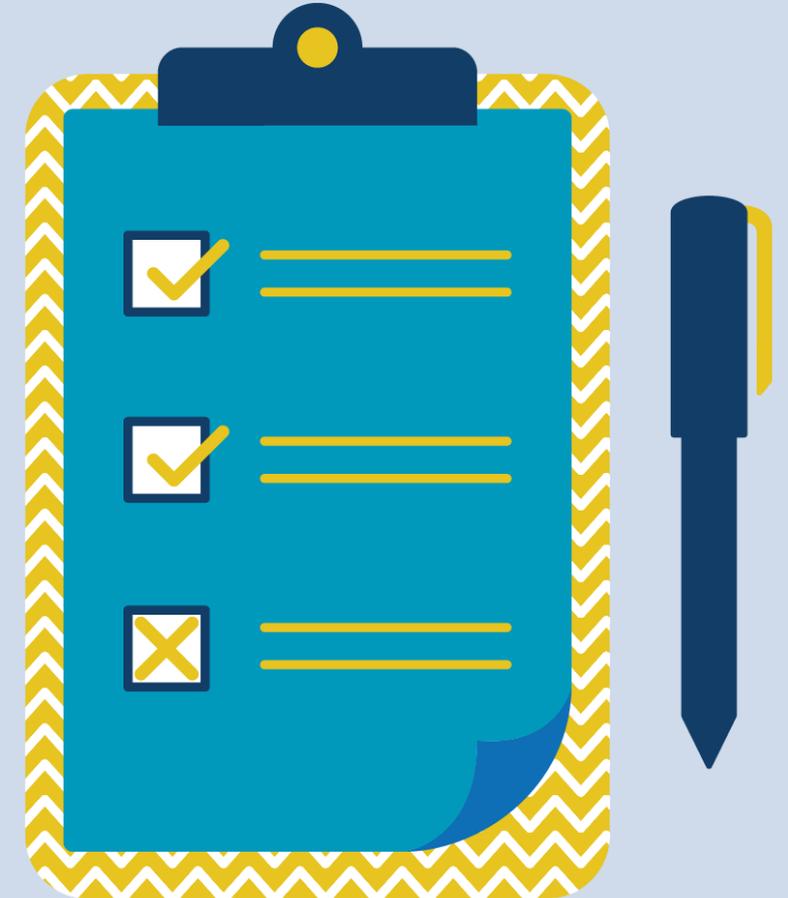
**How to use EVAL and integrate CAP to prepare for the next period?**



# Merci!

Please leave us your feedback

EVAL-CAP - Evaluating the present,  
shaping the future | 4 March  
2026 | Marseille



# More support available



**Interact Academy**

**Online course**

**Gateway to Capitalisation**

[academy.interact.eu](https://academy.interact.eu)



# Cooperation works

All materials will be available on:  
[Interact.eu/Library](https://Interact.eu/Library)

Want to discuss it? Join our MS Teams environment!  
[Portal.Interact.eu](https://Portal.Interact.eu) | Programme and Project Management

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