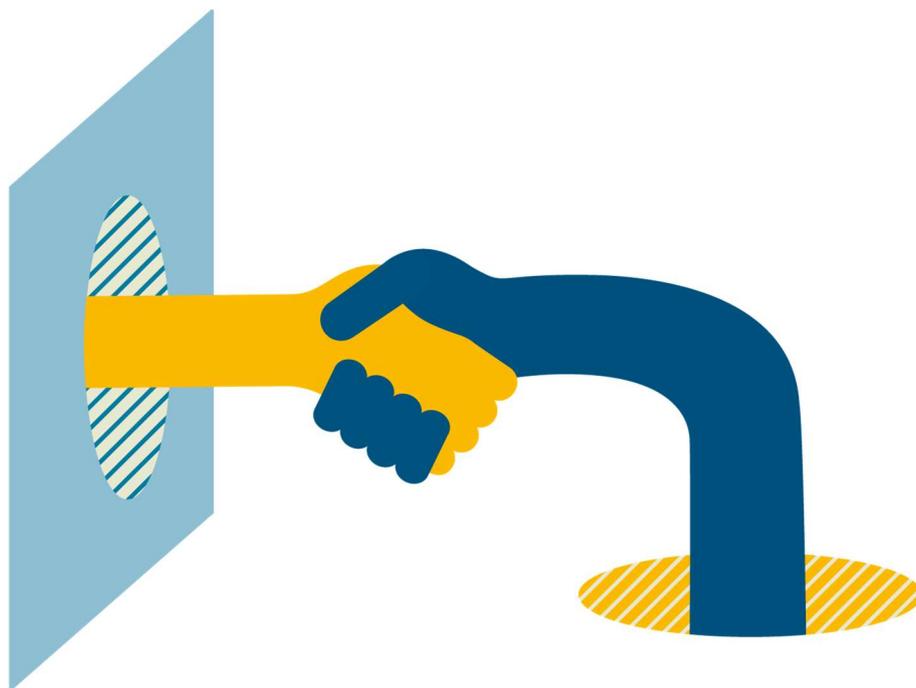


Interreg projects’ results: transfer and mainstreaming into public policies

November 2022

Report: identification of good practices to define the process of transfer of the projects’ results in public policies



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List of Abbreviations

| | |
|--------|--|
| CE | Central Europe Programme |
| EC | European Commission |
| ETC | European Territorial Cooperation |
| ESIF | European Structural and Investments Funds |
| EU | European Union |
| FIR | Final Implementation Report |
| HP | Horizontal Project |
| ICT | Information and Communication Technology |
| JMC | Joint Monitoring Committee |
| JS/JSs | Joint Secretariat/Joint Secretariats |
| LP | Lead Partners |
| MA/Mas | Managing Authority/Managing Authorities |
| MS | Member States |
| NCP | National Contact Point |
| OP/OPs | Operational Programme/Operational Programmes |
| R&I | Research and Innovation |
| RRF | Recovery and Resilience Facility |
| SEE | South East Europe Programme |
| SME | Small and Medium Enterprises |

Introduction

As part of its communication and visibility activities, Interact has strengthened its initiatives to support the Interreg Programmes in order to identify the most effective approaches and tools to foster the process of transferring the results achieved during the implementation of cooperation projects to the benefit of public policies at local, regional and national level.

The path undertaken during 2022 was based on exchanges with the Managing Authorities and the Joint Secretariats of the Programmes during a workshop held on 12th and 13th July on the identification of a set of good practices, identified on the basis of a specific methodology prepared and defined, which were the subject of in-depth analysis, both through a preliminary desk analysis and through targeted interviews with the Lead Partners .

The results of this activity may be the subject of follow up exchanges with the Interreg Programmes that, in the concrete start-up phase of the 2021-2027 programming period, may strengthen the mainstreaming activities.

1. The methodology adopted for the identification good practices at programme level

In accordance with the support service for the implementation of Interact activities related to capitalisation and visibility of results in 2022, the main objective of the methodology is to identify those Interreg programmes that can be assumed as best practices on “how” to transfer valuable projects outputs and results to potential users and to mainstream them in public policies.

The identification of a cross cutting capitalisation process as direct outcome is envisaged, thus facilitating its adaptation to different programmes/projects contexts and increasing a circular economy of INTERREG initiatives, knowledge and capital.

For this purpose, a preliminary analysis of Interact documents and studies on capitalisation practices has been realized in order to detect the main relevant programmes promoting capitalisation activities (see following sub-paragraphs).

An analysis of Keep data has also been carried out in order to highlight significant projects that are particularly active in transferring processes and mainstreaming approaches.

The actions identified and analysed, both related to programmes and projects, are strictly connected to the following effects:

- promotion;
- benchmarking;
- sharing;
- joining;
- adopting;
- multiplying.

1.1. The Interreg Med Programme

The two-fold analysis reveals that the main Interreg programme focusing on capitalisation is, with no doubt, the **Interreg Med Programme**, that has shaped its architecture on capitalisation since the **2007-2013 programming period**¹, financing also specific modular projects entirely dedicated to "capitalisation & transfer". The objective of the Programme towards capitalisation is to increase the range of the programme's impact in the territory, taking the best of the available knowledge and outputs as well as taking advantage of the reinforced synergies between the different players involved in the Programme and the decision-making level.

¹ The 2007-2013 Med Programme focuses on: fostering the competitiveness of the programme area while guaranteeing sustainable growth and employment (according to the Lisbon strategy) and promoting territorial cohesion and protecting environment in the framework of sustainable development (according to the Gothenburg strategy). The Programme funded projects relating to innovation, environment and sustainable territorial development, accessibility and polycentric and integrated development of the eligible area.

In particular, according to the 2007-2013 MED Final Implementation Report (FIR)², in the framework of the capitalisation process launched by the Programme in the same programming period and gathering all the 13 projects approved in the framework of the above mentioned call, four analytic dimensions of effective capitalisation were identified. That are:

- scaling up, or the consolidation of results and their adoption at regional/national level as a follow up to project activities;
- scaling out, or the geographical extension of results to other contexts, including concepts such as replication, transfer, adaptation, networked learning, etc.;
- policy learning, or the actual uptake of a project result or recommendation on the part of the relevant target policy makers;
- policy impact, or the possible transformative effect on higher-level policy frameworks and in general the practice of policy making.

Key recommendations also emerged. That are:

- first and foremost: capitalisation does make sense, in MED as well as other programmes, however the tools and methods available are still in their infancy and need further development and experimentation across the 2014-2020 period;
- how the EU level can support: through embedding the capitalisation function more tightly in the design and implementation of ETC projects and programmes, without forgetting the cross-programme evaluation dimension;
- how the MS level can support: by setting out their priorities and coordinating the extension of best project results (evaluated according to those priorities) to non-participating Countries and Regions;
- how the Regional level can support: by promoting the appropriation of project's good practice at policy, and possibly market, level in the participating territories.

Furthermore, three common approaches were identified across capitalisation strategies:

- clustering, or grouping of projects and experiences according to common issues, in order to gain a broader view of results and overcome fragmentation of messages to the relevant stakeholders;
- systematisation of knowledge, or the development of common libraries of project outcomes to facilitate access to results over time;
- mainstreaming, or efforts to promote institutional uptake of results, primarily through incorporation into regional ESIF Operational Programmes (OPs)

Finally, nearly all of the capitalisation projects made recommendations for EU, national and regional policy makers, in particular *“there is evidence that the nature of the thematic domains addressed does indeed have a transnational dimension, which is rarely taken up at either the EU or the regional level, and*

² Version of February 8th, 2017

fails to be fully captured in the rigidities of macro-regional strategies. The main areas that demonstrate they have something to say in this respect are:

- *Industrial and development policies: SME support, ICTs, clusters;*
- *Culture, social innovation, sustainable consumption and production, welcoming policies;*
- *Maritime, coastal, and transport policies.*"³

Based on the 2007-2013 MED Programme's experience gained and results achieved, for the **2014-2020 programming period**, three successive phases have been developed. That are:

- a phase of study and development of strategies and policies,
- a phase of testing, to validate the hypothesis developed,
- a phase of transferability and capitalisation of results at the transnational level.

At project level, this approach has been concretely implemented through the definition of three different modules:

- Module 1: Studying,
- Module 2: Testing,
- Module 3: Capitalising.

In this framework, the mainstreaming (the transferring of projects outputs and results into European, national and regional level) has been assumed as core business of the programme and specifically focused by some calls⁴. In particular, the fifth call for proposals launched in 2021, was targeted to the transfer or mainstreaming of shortlisted outputs of finalised INTERREG MED projects⁵. The projects funded as result of this call are of two types:

- transferring projects: meaning a process designed by "Giver" organisations, transferring a tool/methodology to "Receivers", with the aim to improve practices in the target area;
- mainstreaming projects: meaning a process designed by "Givers" to transpose achieved project results into public policies, generating policy change with a formal commitment by the target institutions.

In order to consolidated the capitalisation process, the MED architecture is completed by the thematic communities (one per each programme objective) led by so called **horizontal projects** and the **governance platform** funded in the framework of the Axis 4.

As to the horizontal projects, in particular, two calls for proposals were launched to fund them in 2015 and in 2019. The main purpose of the HPs is to promote the modular projects communication and capitalisation actions within a joint framework, in order to better highlight the interests of the programme as well as of the transnational projects themselves. These projects provided the frame to develop synergies, produce summaries and qualitative

³ More information is available on <http://www.programmemed.eu/en/information-center/events/past-medevents/med-capitalisation-event.htm>

⁴ All the calls for proposals launched by the MED Programme are available at: <https://interreg-med.eu/fund-my-project/calls-for-projects/>

⁵ <https://interreg-med.eu/fund-my-project/calls-for-projects/fifth-call-for-modular-projects/>

analysis as well as coordinate and manage communication of a cluster of projects. More in detail, the communication of the horizontal projects is based on their capitalisation throughout the implementation period and vice versa. In terms of governance, in the framework of the Axis 4 of the MED Programme, the PANORAMED project⁶ has been funded with the active participation, in terms of partnership, of the representatives of the national and regional institutional levels of the participating Countries. The main goals of the process established are:

- to enhance of the institutional capacity of public authorities to ensure the maximum
- impact of Interreg MED project results through efficient implementation of EU/national public funds and mainstreaming actions;
- to reinforce the institutional capacity of public authorities in policy definition and strategic planning;
- to contribute to coordinated synergies and dynamics among initiatives and strategies in the Mediterranean;
- to contribute to the improvement of a reinforced cooperation with the South shore of the Mediterranean.

By a project point of view, one of the main results achieved by PANORAMED is the promotion of strategic projects to be considered “multilevel” projects implemented by partners able to influence and better define policies. The actions implemented converge towards a common objective of territorial development and showcase good examples of regional cooperation. On this basis, the strategic projects followed an integrated, inclusive and participative approach. This means that the projects facilitated the launch and reinforcement of a broader process involving potentially all the territories of the 12 Mediterranean countries participating to PANORAMED, involving all the relevant regional and local institutions as well as the local communities and the civil society⁷.

Finally, as to the specific topic of mainstreaming, a successful activity has to be mentioned, that is the one implemented in Italy by the MED National Contact Point (NCP). In particular, the Italian NCP promoted a path, based on the organisation of focus groups, with a twofold objectives: on the one hand, to involve regional administrations into the analysis of their ability to integrate results from ETC projects into mainstream programming, and, more generally, to influence the regional planning framework; on the other hand, to outline the relevant governance framework that can best facilitate the transfer and capitalisation of ETC project results (mainly from INTERREG MED) and their effective integration into regional planning⁸.

⁶ All the information on the governance platform are available at: <https://governance.interreg-med.eu/>

⁷ The information on the INTERREG MED Strategic projects are available at: <https://interreg-med.eu/focus/strategic-projects-towards-a-better-coordination-of-initiatives-in-the-mediterranean/>

⁸ More information are available at: <https://www.interact-eu.net/library/publication-guidelines-cooperation-under-ijg-goal-2020-update-2021/pageflip>

1.2. The Central Europe Programme

The main purpose of Central Europe 2014-2020 on capitalisation issues was centred on a **cross-fertilization mechanism**, capable of transferring knowledge, outputs and results obtained from EU programmes managed directly by the European Commission (EC) and making them match with the territorially based outputs and results developed by regional and urban stakeholders in Interreg CE, in order to improve existing solutions in the regions.

The approach applied also aims at a better coordination of exploitation activities within and beyond the Interreg CE community. Existing outputs and results can be better exploited by joining forces, thus mobilising a critical mass that can effectively influence policies (*upstreaming*) or better roll out the results at the regional and local levels (*downstreaming*).

In particular, at the end of 2018, the Member States of the Programme gave a mandate to the Programme MA and JS to design an experimental call for “**capitalisation through coordination**”, in order to encourage beneficiaries to increase the impact of existing transnational cooperation results in central European regions, in coordination with other EU-funded projects. More concretely, the aim was to improve access of regions and cities to excellent research results in order to better address their territorial challenges. Results from projects funded under EU programmes directly managed by the EC have been matched with territorially based outputs and results developed by regional and urban stakeholders in Interreg CE in order to improve existing solutions in the regions⁹.

The call was opened in March 2019 to Interreg CE beneficiaries and partners from funded projects of other directly managed EU programmes. A specific focus in terms of outreach and support measures was put on coordination with Horizon 2020 and its forerunner Research and Innovation (R&I) Framework Programmes. The preparation of the call was directly supported by the Directorate General for Research and Innovation at the EC.

The experiences gained in the framework of this call, represented a concrete baseline to prepare the 2021-2027 programming period.

1.3. The Danube Programme

Following the experience gained by the previous South East Europe Programme (SEE), the Danube programme has developed a Capitalisation Strategy, based on the creation of **Thematic Poles**¹⁰, collecting projects and thus representing a virtual agorà to get to know each other's work, establish professional links in

⁹ <https://www.interreg-central.eu/Content.Node/apply/apply.html>

¹⁰ The 11 Thematic Poles are: Innovative ecosystem for SMEs, RDI framework support, Entrepreneurial learning systems, Water management, Cultural and natural values in the Danube region, Sustainable mobility, Waterways, Sustainable energy, Educational governance, Migration and inclusive governance, Participatory and local governance.

order to cooperate and score better outcomes and results through peer learning, benchmarking, etc.

The Capitalisation Strategy aims to valorise and further build upon the knowledge resulting from projects working in similar thematic field, to fill knowledge-gaps by linking players with complementary thematic specialisation and experience, to increase the visibility of projects, to strengthen thematic networks in the programme area, to encourage the wider take-up of projects outcomes from outside the programme area and to contribute to the design and/or implementation of next transnational cooperation in the area.

In particular, the objectives of the Capitalisation Strategy are:

- to valorise and further build upon the knowledge resulting from projects working in a thematic field;
- to fill knowledge-gaps by linking players with complementary thematic specialisation, experiences, methodological approaches or geographical scope;
- to increase the visibility of the projects and the programme and to ensure their impact on the policy making process at local, regional, national and European levels;
- to strengthen strategic thematic networks in the Programme area;
- to encourage the wider take-up of project outcomes from outside the Programme area;
- to contribute to the design and/or implementation of future transnational cooperation in the area.

The dynamic nature of capitalisation has been taken into account and the Poles were advised which sets of activities were to be taken in order to kick off the capitalisation process. First, the focus has been put on cooperation within the Thematic Pole, with third programmes, initiatives, institutions, etc which has the aim to reinforce the existing networks of relevant stakeholders and create new ones, to fill in knowledge gaps by linking actors with complementary thematic specialisation, experiences, methodological approaches or territorial relevance.

As a starting point each Thematic Pole was advised to identify the synergies among the projects in the same Programme. Each project delivered key words and common denominator / features / thematic field. This was crucial in understanding what is the capital potential of the Programme.

To facilitate thematic exchange among projects, several Thematic Poles were defined by the critical mass of projects addressing each topic. Defining Thematic Poles was the first step and afterwards the Poles were presented the capitalisation methodology as a tool for structured guidance.

The project funded are at the core of the Thematic Poles, they own the process of synergy-building and capitalisation. The JS of the Programme supports this process in terms of communication and coordination, collecting the outcomes of each Thematic Pole and making sure it reaches programme bodies, stakeholders and other INTERREG programmes. Moreover, the Capitalisation Strategy of the Programme is open to projects coming from other EU-funded programmes and from other funding instruments, which may give an added-value to the capitalisation process.

1.4. The Italy-France Maritime Programme

The Italy-France Maritime Programme 2014-2020 prepared an articulated capitalisation pathway, started in 2017, to:

- foster the generation of 'advanced' thematic knowledge and 'high quality' results from the funded projects, through the identification of 'good practices';
- promote the transfer and development of 're-use' of knowledge and results.
- determine opportunities for dialogue of projects with similar communities at transnational and interregional level, other ETC Programmes, ESIF Programmes.

The capitalisation strategy relied on the creation of six Thematic Clusters¹¹ and on the organization of thematic living labs involving beneficiaries. These experiences have been fundamental in the identification of integrated outputs and synergies among projects results, giving the hint to address capitalisation and transferring processes.

In this framework, each project has been involved in capitalisation activities through some specific tools, such as:

- financial instruments (budget);
- project website for the publication of project activities/products/outputs;
- library: database with the collection of products and outputs/outcomes of each project created on the programme site;
- the activation of permanent exchanges with platforms and networks.

The main result of the process established by the Programme is the preparation of the Catalogue of Good Practices, that analyses the Programme's "good practices" according to the classification of the Thematic Capitalisation Clusters as identified in the document "The Capitalisation Path of the Italy-France Maritime Programme". The identification of the flagship realisations was carried out according to certain criteria that consider a "good practice" as such when it is characterised by a high innovative content and/or significant interest and relevance, with a high level of transferability and reproducibility¹².

¹¹ The six Thematic Clusters are: 1. Creation of networks of services, 2. Promotion of sustainable tourism sustainable tourism, 3. Climate risks, 4. safety at sea, 5. Conservation, protection and development of the natural and natural and cultural heritage, 6. Improving connections, reducing distances

¹² The Catalogue is available in Italian and French.

The Italian version is available at: https://interreg-maritime.eu/documents/197474/7001089/20210703_catalogo_buonepratiche_IT_v1.pdf/f4ae7e88-0f3b-4a8a-aa7f-a4daa7870be2?t=1625494971134

The French version is available at: https://interreg-maritime.eu/documents/197474/7001089/20210703_catalogo_buonepratiche_FR_v1.pdf/550eb0cd-ec7d-45ec-a49a-02a9a6efb348?t=1625494994288

1.5. The South Baltic Programme

In the framework of the South Baltic programme, capitalisation is considered as creating conditions and possibilities for the end users to exploit / use the outputs produced by the projects, adopting them into the economic growth processes of the territories and raising awareness and improving communication of results in specific fields of regional policy.

In particular, in order to unlock South Baltic's potential for blue and green growth through durable and impactful project results, the Programme define a strategy to ensure the exposure of exploitable results to a wider audience, in the framework of the communication and publicity strategy, to:

- capitalise on results and tools developed and tested by project beneficiaries, sharing them with a wider audience of policy makers and practitioners active in the relevant domain with the goal to activate further exploitation.
- disseminate information about the impact of projects, changes made and the resulting benefits to the public, strengthening the image of the EU;
- showcase good practice of uptake and ripple effects to encourage beneficiaries' active engagement in exploitation and transferability efforts.
- promote cross-programme activities to facilitate the uptake of South Baltic projects results beyond the Programme eligible area.

1.6. The Interreg Europe Programme

The Interreg Europe Programme has created the **Policy Learning Platform** that was launched in 2016 and that serves with tailored support and capitalisation on the projects' knowledge many public institutions all over the programme area.

The Platform is a specific action of the Programme, established to boost EU-wide policy learning and capitalisation on practices from regional development policies.

The platform, through experts and specific peer-to-peer activities offers services to support policy learning in the following fields:

- policy advice, in order to identify solution to regional policies challenges;
- policy solutions, represented by a catalogue of good practices;
- good practices, to be meant, according to the Programme definition, as an initiative related to regional development policy which has proved to be successful. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.

Finally, the global architecture of the Interreg Europe Programme, is also based on cooperation projects with the specific purpose to transfer good practices and experiences into ESIF programmes within partner regions seeking to improve their policies.

- Transferability of project outputs and results.

1.7. The Romania-Serbia Programme

The capitalisation process of the Romania-Serbia Programme started from the awareness on the importance of the process itself for the following reasons:

- it increases the visibility of projects, programme and EU funds impact in the border region;
- it helps the generation of future projects, thanks to the availability of studies and documents that can help the design and ensure a successful implementation;
- it encourages networking by sharing specific expertise, transfer targeted results and relevant knowledge on thematic fields to a large number of stakeholders;
- it improves projects' results' quality, sustainability and durability.

The 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 2021-2027 programming period and it continues 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 and outstanding projects' results which could be replicated and further built in the border area).

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 has been able also to promote achievements and demonstrate the added value of cooperation.

The **Capitalisation tools** identified by the Programme are:

- in the Programme website, under the Programming section, a new sub-section "Capitalization"¹³ has been created, from where the results of projects financed in the 2014-2020 programming period can be downloaded (studies, training materials, etc.);
- in the Programme website, under the Projects section¹⁴, the projects financed in both programming periods 2007-2013 and 2014-2020 have a fiche where the following information are available: project partners and contact details, project budget and activities, results achieved.

According to the main purpose of the Capitalisation strategy, the application form used for the 2014-2020 project proposals have been integrated with the following topic, in order to make sure that projects results are not only transferred but also re-used:

- Durability of project outputs and results;

¹³ http://www.romania-serbia.net/?page_id=3890

¹⁴ http://www.romania-serbia.net/?page_id=218

1.8. The approach adopted for the implementation of the methodology

Referring to the analysis implemented in the framework of the activities, the identification of good practices has been based specifically on these Interreg programmes and in their framework projects have been selected that, according to the main scopes, elements/features, targets, and actions are particularly relevant to the objective of the analysis.

| Strand | Programme | Capitalisation approach / tools |
|---------------|------------------|--|
| Transnational | Med | Capitalisation / transferring / mainstreaming as a core activity of programming and implementation |
| | Central Europe | Relevance of Interreg territorial results and links to local programming |
| | Danube | Thematic poles for enhancing exploitation of Interreg results |
| Cross-border | Italy-France Mar | Thematic clusters for enhancing exploitation of Interreg results |
| | Romania-Serbia | Specific information on the application form to specifically addressed the capitalisation at project level |
| | South Baltic | Focus on economic value of Interreg results and on their contribution to territorial growth |
| Interregional | Interreg Europe | Specific focus on mainstreaming results into ESIF programmes. |

Geographical representativeness is guaranteed by a broad coverage of Europe, thus reflecting the capitalisation practices of a wide area.

The methodology is based on an evidence-based approach, aimed at capturing the capitalisation success experiences at programme and project level and their capacity to affect the policy framework at regional, national and European level.

Starting from data collected in KEEP and through insights on project websites, the practices have been analysed on the basis of the following items, all aimed at defining the relevance of the capitalisation process investigated:

- **Innovation**, the novelty (solutions, models, achievements) brought by the carried out process, rather the value added by the re-use of knowledge and outputs/results;
- **Flexibility - transferability and adaptability contents**, the capacity of outputs to be transferred, replicated and adapted to other contexts;
- **Networking**, the projects capacity to initiate paths to strengthen networks (partnership and / or thematic), able to sustain the durability of project results;

- **Mainstreaming**, the project results' ability to influence/change the local/regional/national/European programming framework;
- **Targeting - reached targets**, the capacity of the project to deliver knowledge and outputs/results to relevant target groups, thus to enhance scaling-up processes;
- **Sustainability**, the ability of projects to make the results sustainable (also by identifying resources additional to Interreg funding);
- **Generativity scope**, the domino effect created through the capitalisation processes.

The selection of practices has tackled primarily closed projects or projects that have reached a significant maturity in relation to the achievement of results, from which the envisaged capitalisation processes must have to be started.

The desk analysis has been validated through an exchange with the respective Interreg programmes, in order to capture also the considerations of the MAs and JSs about the preliminary selection of projects (based on KEEP data and desk analysis) and enrich the analysis with additional elements/features able to enhance the identification of efficient practices.

According to the items mentioned above, the analysis has been concentrated on the whole "capitalisation management practice aiming at transfer of results", starting from the capacity of projects to create networking/communication activities able to identify potential users, outreach them, foster transferring of results and their adaptability to programming tools and finally guarantee continuity and sustainability of projects' findings, thus contributing to the efficiency of the capitalisation strategy endorsed by the programmes.

The central concept of the methodology applied is that capitalisation is given by a two-main-phase process, not always consecutive:

- a first phase of re-use of results (in projects and practices),
- a second phase of mainstreaming of results (in policies).

Keeping into account the scope of the analysis, priority has been given to those projects that implement both phases.

The step following to the desk analysis has been the realization of semi-structured interviews to beneficiaries (LP) on the capitalisation processes carried out, in order to finalize the assessment phase and the collection of relevant data (see box 1 for the interview's questions).

In the following table, the projects interviewed are reported¹⁵:

| Programme | Project |
|-----------------------|------------------------|
| INTERREG MED | HP Blue growth |
| INTERREG MED | HP Urban Transport |
| INTERREG MED | HP Sustainable tourism |
| INTERREG MED | HP Biodiversity |
| INTERREG MED | HP Renewable energy |
| INTERREG MED | HP Green growth |
| Italy-France Maritime | EASYLOG |
| Italy-France Maritime | ITINERA ROMANICA + |
| Italy-France Maritime | PRISMA-MED |
| Italy-France Maritime | ADAPT |
| South Baltic | INTERCONNECT |
| South Baltic | BSTC |
| Romania-Serbia | IBC |

The transferring process (knowledge and outputs/results) have been read on the basis of the following “7WH” questions:

- Why was the process envisaged? Focus on the objective and nature of the practice
- When did it happen?
- What was transferred?
- Which resources were used for transferring?
- Who were the main actors in the process (givers and takers)? Especially the identification process
- Which ways/tools/approaches were used for engaging stakeholders?
- What is the effect/impact of the process?

All the answers to these questions have been exploited and collected in a synoptic matrix criteria / results / target recipients and proceeded through a quality assessment, based on the criteria previously identified.

A cross cutting capitalisation process aimed at transfer will be also suggested in order to enhance its application and adaptation and foster transferring of knowledge and outputs/results also towards other EU and national/regional programmes, initiatives and projects.

¹⁵ Even if not specifically mentioned, this document also includes the contributions from Interreg IPA-CBC Romani-Serbia.

INTERVIEWS (1/2)

PRELIMINARY QUESTIONS

1. **Based on the available information, the most relevant outputs and results of the project are XXX (to be identified by project).**
 - a. Do you confirm them
 - b. or are there additional ones?

RELEVANCE OF OUTPUTS IN TERMS OF TRANSFERABILITY / REUSE / ADOPTION

1. **What is the origin of the outputs?**
 - a. A deliverable of the project
 - b. or the evolution of a previous project?
 - c. the exploitation of a previous project/activity financed by the same programme
 - d. the exploitation of a previous project financed by a different programme
 - e. a direct deliverable of the project
2. **Which of them were re-used/transferred/adopted?**
 - a. describe the outputs capitalised, giving a reason of the choice
 - b. describe the actions promoted to guarantee an efficient exploitation and transferring of the outputs

And how?

- a. describe the outputs capitalised, giving a reason of the choice.
 - b. describe the actions promoted to guarantee an efficient exploitation and transferring of the outputs.
 - c. did the project have a strategy of capitalisation as reference?
3. **Which was the added value by the adopted solutions/models/achievements in the capitalisation process?**
 - a. describe how the outputs were used in other projects/practices. Or/and how these outputs can be furtherly used (including into different programmes)
 - b. describe the mechanisms adopted to guarantee the functionality of the capitalisation process
 - c. highlight the innovative component of the process
 4. **Are the outputs and results obtained by the project ready to be furtherly transferred and easily adaptable to other contexts?**
 - a. have the outputs and results achieved been taken on board by each partner participating to the project? How?
 - b. are the project's outputs and results a source of inspiration for other projects? In which programmes?
 - c. Define the level of maturity and adaptability of outputs and results, giving examples of different contexts (geographical and/or thematic) in which they could be furtherly declined
 - d. are there possible exploitations not yet envisaged/scheduled that could be properly foreseen?
 5. **Which were the networks created or reinforced by the sharing of common interests towards the outputs realized by the project?**
 - a. have new practices been initiated for the exploitation of the outputs obtained from the project, in the framework of some network (new or already established)?
 - b. and how many new projects have grown within the networks, starting from the outputs and results achieved by the project?
 - c. did the project influence somehow the work of the networks? Describe how.
 - d. and have the relationships created within the project been capitalized in the framework of the networks?
 - e. how many project's partner entered (or reinforced their relationships) within the networks?
 6. **Which mechanisms and practices were set up in order to identify potential users and to target and outreach them?**
 - a. have specific methodologies of analysis been adopted in order to identify proper potential users and target groups?
 - b. how did you promote awareness of the outputs among the target groups? And towards the citizens? (strategies to attract these groups e.g. social media? more focused actions?)
 - c. what effects have these communication actions had? If possible, provide examples.
 - d. how many potential users were identified and how many reached?
 - e. is it expected that the communication actions of each partner will continue beyond the end of the project? if yes: are they suitable to promote further re-use and transferring of outputs and results? and with which funds will they be implemented?

INTERVIEWS (2/2)

7. **Has the endorsed capitalisation process been able to influence/change the affected local/regional/national/European programming framework?**
 - a. do the project partners have good relationships with the territorial thematic programming boards?
 - b. are the project outputs and results known by the local, regional or national authority (technical level)?
 - c. if so, how has the knowledge of these findings been promoted to the authorities (local, regional, national)?
 - d. were the outputs used by these authorities or were they useful for starting implementation processes? If possible, describe the exploitation process and context.
 - e. which are the effects of the adoption of outputs and results into programming tools?
 - f. do you think the outputs could be used by these authorities in the near future? On the basis of what conditions? If not, what conditions must be developed with the authorities to make this use possible? Conditions internal to the project or to the partners, or conditions specific to the authorities (local, regional, national)? Other external conditions?
 - g. How the adoption process (mainstreaming) can be linked to the capitalisation strategy of the programme (if any)?
8. **How does the promoted capitalisation process uphold the long-lasting effect of the project lifecycle?**
 - a. have the achieved outputs and results been taken on board by each partner participating to the project? How?
 - b. has each partner developed its own capitalisation plan or do they all follow a shared plan at a project level?
 - c. which resources were envisaged for guaranteeing the durability of results and their relaunch in other projects (circular economy perspective)?
9. **Which is the long-term potentiality of the transfer process?**
 - a. If additional funding has been allocated in order to ensure further transferring of outputs and results beyond the conclusion of the project, what are the conditions that made it possible and what was the key to success?
 - b. Could the achieved outputs and results be used for 2021-2027 projects? On the basis of which conditions could they be adapted to the new priorities?

Give hints to improve the capitalisation mechanisms: what are, in your opinion, the tools/models/mechanisms that the programmes could adopt to enhance the capitalisation processes? And how they could be applied at a project level?

2. The workshop with MAs and JSs held in July 2022

On the 12th and 13th of July 2022, in the framework of the workshop related to the process of transferring the results of cooperation projects into public policies¹⁶, successful cooperation experience were presented¹⁷.

According and thanks to these experiences, it was possible to start a fruitful exchange that led to the identification and sharing of elements that can most effectively contribute to ensuring the transfer of the results of cooperation projects into public policies at local, regional and national level.

Therefore, the following are the main topics emerged that define a possible pathway.

A. Start of the process

The transferring process takes place from the earliest stages of project implementation through the involvement of the best expertise in the relevant field and the development of an adequate and effective capacity to know and identify the real needs to be met, avoiding thus to produce adaptation instead of transfer. A long term vision of the project will support the achievement of its effects, especially in terms of policy improvement and territorial impact

B. Involvement of public Institutions

The transferring process can be truly effective if from the beginning the public institutions are actively involved in the definition and implementation phase of the activities with specific, but not exclusive, reference to the involvement of the stakeholders that on the one hand can guarantee the identification of real needs and on the other hand can ensure sustainability of the actions undertaken through virtuous public-private partnership processes. A further benefit that public institutions may draw from active participation in cooperation projects is the possibility of launching internal reorganisation processes upgrading at the same time their knowledge and skills and the adoption of new approaches for a more adequate definition and implementation of public policies.

C. Networking

Besides the importance of ensuring an effective programming capacity together with specific high-profile skills, in order to achieve a transfer process

¹⁶ The content and the agenda of the workshop are available here: <https://www.interact-eu.net/events/transfer-project-results-mainstreaming-activities-public-policies>

¹⁷ The experiences presented during the workshop were related to:

- the INTERREG EUROPE Programme, with specific reference to the tools implemented by the Programme itself to improve local policy making process (Policy Learning Platform);
- the INTERREG MED Programme, with specific reference to the Sustainable Tourism community as Horizontal Project in charge to capitalize and transfer the results achieved by the modular projects;
- the ITALY-FRANCE MARITIME Programme, with specific reference to the ADAPT Project and how Municipalities have been actively involved to prepare strategies for the climate change;
- the cooperation projects promoted by FRIULI VENEZIA GIULIA REGION, in order to concretely demonstrate the result achieved by a public Institution.

All the presentation are available here: <https://www.interact-eu.net/library#3980-presentations-transfer-project-results-mainstreaming-activities-public-policies>

capable of generating effects also in a broader sense, it is necessary to initiate networking activities for the gradual involvement of other players, both public and private, representing other territorial contexts also intercepting other relevant contexts of the programming of resources for development (such as the RRF).

D. Monitoring

The above mentioned steps can be the premise for an effective transferring process only if these steps are accompanied by a monitoring of the activities implemented in order to understand their real effectiveness and possibly identify solutions to critical issues.

In any case, any transferring process could be effective without a real commitment by all the players involved at Programme and Project level.

After the presentation of the experiences, the participants to the workshop met in three working groups.

The exchange on the two working days provided an opportunity to share experiences and ideas to be proposed in order to foster this process more effectively.

The following recommendations have been prepared, as possible actions to propose to programmes, projects and stakeholders.

I. Recommendations for Programmes

- Define and implement every possible action to maximise projects' impacts and results;
- Identify specific funding opportunities to disseminate and transfer the best practices, also through the launch of targeted calls;
- Encourage exchange among Programmes, also through the definition of joint call;
- Define initiatives to improve the links between MA, JS and National Authorities, for example through the establishment of a "Community of capitalizers".

II. Recommendations for projects

- Encourage the participation of public Institutions at every level and at each step of the implementation;
- Pay attention to what "transfer" and "mainstreaming" means in order to focus on the related activities, identifying at the same time concrete and sustainable outputs/verified solutions to be transferred/mainstreamed;
- Improve communication and dissemination activities, with a particular concern to the role of media conveyors.

III. Recommendations for stakeholders/main players

- Encourage the involvement of the private sector to promote specific public/private initiatives.

3. In-depth analysis of the projects: main results and suggestions

As mentioned above, the application of the methodological approach for the analysis, carried out first with desk studies and then with specific meetings with the LPs of the selected projects, made it possible to have elements and information available that were put into a matrix in which they were related to the identified criteria and indicators. This matrix is attached to this document. The following paragraphs report and describe the main indications that emerged.

The in-depth interviews allowed to gather input on the strengths and weaknesses found in the different processes of transferability, capitalisation and mainstreaming.

In particular, during the interviews, the project path and the results achieved were discussed in detail, both those expected and those achieved as a result of project changes during the implementation or derived from unforeseen situations, which taken as opportunities allowed the project to achieve a better result.

Many recurring elements emerged which can reasonably be considered the main "ingredients", first of all for the success of the project in a general sense, but above all to ensure a significant impact of the project itself. The reflection that ensued provides useful suggestions for an optimal approach to the capitalisation process, which is rarely provided for in the project's work plan but which instead seems to be a requirement for the sustainability of the outputs that the project should set itself as an objective from the outset.

They have been analysed individually, but it should be borne in mind that they are pieces of the same jigsaw puzzle and that they can take on different weights depending on the type of project, the theme in which it operates and the objectives to be achieved.

It became evident early on how **capitalisation** is often confused with **transferability** and how a **mainstreaming** process is not so easily achieved.

It is possible to state that the conditions for transferability of project outputs, as such or with the necessary adjustments, depending on the theme of the originating project, are easily identifiable and achievable, inherent in the realised outputs.

It is different for capitalisation, which presupposes a quantum leap, the application of tools and/or methods to different contexts and different topics. The so-called mainstreaming, i.e. what is identified as the impact on policies at different levels, presupposes instead a specific approach and the involvement of well-identified players, the careful elaboration of a process that starts from the origin of the project - which is a founding part of it and continues afterwards - made even more difficult by external factors, which cannot always be managed by the project.

If we share these definitions, we understand how the process of capitalisation, and especially that of mainstreaming, is not so obvious and always predictable.

3.1. The main outcomes of the interviews

The projects interviewed, which identified the so-called 'ingredients', which on a first reading can clearly be traced back to the basic criteria for good project design, pointed out that these should at the same time be considered in perspective, as they are considered preparatory elements for an effective capitalisation process as well as for policy impact.

- 1) **Identification of clear objectives.** At the preparatory stage, the approach adopted is fundamental to avoid defining a project based on the mere availability of financial resources. The identification of clear and well-defined objectives is crucial. These cannot disregard a knowledge of the territory and its needs, of the shortcomings of the sector in which one intends to intervene, in order to determine what change one wishes to achieve, which may be technological, methodological or regulatory. The precise definition of objectives also brings with it the need for the proposal to be formulated simply and comprehensively. The importance of project flexibility regarding unforeseen changes, which negatively impact the implementation of some activities and thus the achievement of all or part of the objective, is also pointed out. Consequently, the project must be responsive and capable of defining alternative objectives within a short period of time, which still allow significant results to be achieved.
- 2) **Identification of a relevant and competent partnership** . Regardless of the objective set, the choice of partners must not be random or "the lesser evil". Given the identified objective, the need to optimally realise the activities functional to its attainment passes through the identification of relevant and competent partners. The realisation of each activity must be entrusted to individual partners who, due to their expertise, are best able to carry them out. Financial capacity is also not to be underestimated, as well as the willingness of the partner to invest regardless of the available funding. This aspect is one of the most important if the project already has its own capitalisation process in mind, in which the partners, or at least a part of them, can play a significant role even beyond the project's closure, guaranteeing the results a continuation and evolution in different areas. In all this, the role of the Lead Partner is no less important, which must be played with awareness and a strong sense of responsibility, intervening in the first person and with an authoritative guiding action.
- 3) **Strong communication and dissemination activities of the results** . It is necessary that the project foresees specific, well-structured and coordinated activities for an effective and efficient involvement of the stakeholders, who must also be well identified for a possible endorsement

of the results. To this end, dissemination activities carried out after the end of the project are also fundamental, as they make it possible to continue the work of disseminating knowledge of the results to a broader public and not to "turn off the spotlight" on the potential that the results achieved can be transferred to other subjects and spheres, and thus produce the desired impact.

3.2. Focus: The involvement of the European Commission and International organisations

A first extremely relevant element that emerged, especially during the exchange with the **HP of the MED Programme**, was the increasingly urgent need to strengthen the impact and the contribution to the policy-making process by involving not only the national level (as specified below) but also the supranational and international level and by promoting participation in networks of players on specific topics.

Particularly significant in this sense are the experiences gained by the thematic communities on tourism, green and biodiversity issues, which have actively contributed and participated in meetings and working groups promoted by the European Commission and organisations such as, for example, the Union for the Mediterranean.

The process set up by the aforementioned thematic communities of the MED programme has had a twofold effect:

- at a general level, to strengthen the positioning of the Programme itself in all the areas of exchange at European and Mediterranean level, both with other Cooperation Programmes, in order to create effective and concrete opportunities for the Countries and territories involved, and with national and internal bodies and institutions in order to more strongly affirm the centrality of the Mediterranean Basin as an area of sustainable growth in key sectors, such as tourism;
- at the specific level of the partnership of the HPs, to represent the points of view of the players involved and thus make the guidelines shared at international level more responsive to the specific needs and expectations of the territories. This approach was particularly relevant also in light of the opportunities that the COVID 19 pandemic, despite its tragic effects, represented in terms of identifying and promoting initiatives for the protection of the environment, the fight against the effects of climate change, and for the relaunch of particularly relevant, albeit extremely vulnerable, economic and production sectors, such as tourism.

3.3. Focus: the role of the national and regional public institutions

Bearing in mind what has been argued above, another piece of the jigsaw puzzle to focus on concerns **the role of institutions**, considered both from an internal perspective of the project, i.e. participation as partners, and from an external perspective, with respect to how public administrators can be identified and involved.

The institutional level is in any case given a key role and it is therefore essential to invest in their involvement, although in terms of how and/or possibly the outcomes depend on different factors (characteristics and objective of the project, type of partners and their ability to interact with decision-makers, human factor, ...).

In case, for example, of the participation of the regional/local authority in the partnership, participation unfortunately does not automatically guarantee an endorsement of the project results by the political level.

First of all, it must be considered that the representative in the project is always a technician, and that his or her work can be more or less incisive. In any case, the biggest problem is a frequent disconnect between the technical level and the political level, which often appears poorly receptive.

Sometimes the incisiveness of the regional/local administration's work in the partnership depends on the role it plays, and thus a difference was noted if it is a lead partner or a partner.

In order to better understand the dynamics of what has been said so far, let us take a cue from the experience of some of the projects interviewed.

The **P.Ri.S.Ma-MED project**¹⁸, funded in the framework of the Italy-France Maritime Programme, whose lead partner is a **regional administration (Liguria Region)**, starting from a real problem detected by fishery operators (organic waste management), managed to identify a regulatory gap in the documentation that was taking shape as an Italian national law for the recovery of fishery waste. Parallel to the implementation of the project activities, aimed at the creation of forms of management of waste produced or collected at sea from fishing activities and the creation of a circular economy, the LP initiated a strong political action, also in synergy with another regional project partner administration. This action was carried out both at a vertical level, vis-à-vis political decision-makers, by acting in the appropriate inter-regional fora where a common action towards the governmental level was found, and at a horizontal level, by raising awareness and involving technicians. Such well-coordinated action has produced the desired impact, succeeding in having the contents of the law in the making changed, which in its final text no longer identifies fishing waste as special waste but as urban waste, which can thus enter the circular economy circuit. This new classification will allow the results of the project to be exported to any coastal territory, for example, nationwide. Already, synergies are underway with several stakeholders of a leading fisheries sector.

¹⁸ <https://interreg-maritime.eu/fr/web/prismamed>

"Changing mindsets to change rules" is therefore the approach followed by the project, which emphasises how the partnership realised that at the planning stage it is essential not only to clearly define the objective to be achieved but to be far-sighted, so as to set up a capitalisation strategy from the outset, which can be adjusted appropriately during project implementation, where appropriate. The definition of impact indicators is considered equally important, in order to monitor that the project is really on a capitalisation path. The project is currently achieving very good results in terms of capitalisation, given the participation of the lead regional administration, still in the same capacity, and of one of the scientific partners, in a project financed under the European HORIZON programme in which a prototype resulting from the activities of the original project will be created and tested; it is also preparing project proposals for the capitalisation of the results in the next programming period, in the framework of territorial cooperation but not only.

Another experience involving a local authority, is **ITINERA ROMANICA +¹⁹**, funded in the framework of the Italy-France Maritime Programme, whose LP is an **Italian Local Authority, the Municipality of Capannori**. It concerns the cultural heritage sector with interventions aimed at the use of Romanesque paths, specifically physical and virtual accessibility.

The goal of the project was to achieve an exportable, transferable project with a solid administrative foundation. The starting point was the assumption that memorandums of understanding do not represent a satisfactory project result, as they do not guarantee the real commitment of the signatory administrations and thus a real endorsement, but almost always remain a sort of political appeal that leaves the implementation of the activities linked to the declared commitment to the good will of the administrator. As a result, the project has set itself up as an intervention based on the management power of the administrations, rather than mere direction.

The project followed a **bottom-up approach**, starting with a significant involvement of the citizens living in the areas of the identified paths, in order to raise their awareness and awareness of the importance of enhancing the area and how important their contribution is, as well as to gain their will. On the basis of the outcomes of the meetings between local administrations and citizens, the planning of the interventions was set up. The project then drew up agreements, well-articulated and bound to an executive design, with all the local administrations of the respective partners' districts, in order to guarantee their effective commitment. The project then proceeded in stages: from the expression of interest addressed to the local administrations, to the active involvement of the territory, to the joint planning, up to the convention, in which the activities and commitments of the administrations were defined in detail, including the animation activities that they would have to carry out in their respective territories.

¹⁹ <https://interreg-maritime.eu/fr/web/itinera-romanica>

One of the key results of the project is therefore an "operational mode" that ensures that administrative difficulties that frequently slow down or prevent the implementation of activities are overcome, while at the same time undermining the project's potential in terms of the transfer of results and even more so its impact on several levels. This method also enables administrations to acquire more knowledge and "know-how" in the management and implementation of specific activities within cooperation projects. **"Courage and determination"** to overcome administrative obstacles as well as possible reticence on the part of those to be involved, and above all the adoption of a "dual approach - bottom up and top down - appropriately integrated and dosed".

The project, which represents an evolution of previous projects, has already elaborated its capitalisation process by foreseeing a further evolution of the results and at the same time initiating a collaboration with two other cooperation projects, which are complementary as they also operate in the cultural sphere. This collaboration will in fact see it merge into a cross-border network of routes, created by one of the other two projects.

The **ADAPT Project**²⁰, funded in the framework of the Italy-France Maritime Programme, whose LP is the **Italian Local Councils' Association (ANCI Toscana)**, has a number of key elements in common with the previous one. The interviewed project had set itself the goal of producing a structured operational guide for local administrations to prepare climate change adaptation plans, specifically against flood risk.

From the outset, the project was very clear about the purpose of the use/reuse of the tool and thus its transferability to other administrations with the same characteristics as the direct beneficiaries of the project, at the same time laying the foundations for the capitalisation process that would follow with a transfer to different contexts, both from the geomorphological point of view of the territory and in terms of climatic/environmental risk types.

A key to success, as defined by the project, concerns, for example, the **"transfer of knowledge"** to local administrations, in order to equip them with tools and "know-how" that will make them faster and more efficient in managing the impacts of climate change and consequently able to implement specific interventions more efficiently, thanks also to a harmonisation between infrastructural interventions and municipal services with a view to adaptation, not least a correct insertion in the reference regulatory framework.

It then identified an activity that proved successful for horizontal transfer, namely peer-to-peer learning, through 'transfer workshops', at which the concept of reuse was strongly promoted, and specifically the guidelines for adaptation plans.

Here again, therefore, there is an approach that starts from the bottom, with the involvement of citizens and political representatives at the same time, the latter presence being considered fundamental, as the technical level is not

²⁰ <https://interreg-maritime.eu/fr/web/adapt>

considered sufficient for the necessary awareness and sharing of the problem and the possibilities for its solution.

With a view to the vertical transfer of results, on the other hand, the aim of the project was to increase knowledge, especially at the regional level and specifically of the managing authorities of the regional operational programmes, of the type of actions that the adaptation plan could contain, in order to solicit the necessary provision of specific financial resources to implement adaptation infrastructures and initiatives, without which the plans risk remaining an end in themselves.

"If something is to work, it must be rooted in context. The transfer of results must be specifically envisaged and articulated from the design stage, identifying the targets, methodology and activities and through the involvement of a wide range of stakeholders, public-private-scientific, not least citizens.

The results must be transferred horizontally to facilitate the implementation of the outputs at regional/national/transnational level, but they must also be mainstreamed into regional/national policies and programmes to ensure that the necessary financial resources for their implementation are identified. Endorsement is not a given.

Finally, an extensive information and communication campaign to support the transfer actions on the opportunities offered by the use/reuse of the tools realised by the project is deemed extremely necessary.

To conclude the overview of the role of institutions, the **EASYLOG Project**²¹, funded in the framework of the Italy-France Maritime Programme, whose LP is the **University of Cagliari**, operated according to a more technical/scientific approach, both in terms of objectives and the composition of the partnership, in which no regional/local authority participated.

The project focused on certain aspects of the logistics chain of goods in ports, in particular on data management, achieving excellent results in terms of process and product, and also succeeding in realising an innovative product that was not initially planned.

Transferability is ensured by the participation of one or more partners in other projects, within the framework of other cooperation programmes and beyond, which will also allow the results to be exported on a large scale.

The project, in fact, despite constant communication and dissemination activities, failed to find the right link for political endorsement, despite the fact that the need to provide port authorities with a joint data management tool had been clear for some time at the Italian national level, without a viable solution having been found.

The project does not attribute this "criticality" to the lack of a regional administration in the partnership, as it considers that such participation is not synonymous with political endorsement, precisely because of the considerations set out at the beginning of this document, namely the frequent

²¹ <https://interreg-maritime.eu/fr/web/easylog>

disconnect between the technical level, which participates in the project, and the political level, which is not very responsive. In his opinion, the interactions with the political dimension that some partners can boast of are not sufficient either, as they still represent 'interpersonal' communication that, not being the result of coordinated action, produces poor results.

In any case, the project has been working for some time on its capitalisation process, which will take place with the transfer of the developed methodology and product to other contexts, and specifically to the remaining nodes of the freight logistics chain.

As can be seen from the different experiences, and as repeatedly emphasised, the active role of institutions is crucial but not so easy to identify, solicit, and obtain, and several factors contribute to triggering a mainstreaming process. From the reflections of the projects encountered, it emerges how much the desired 'change' may not be immediate, with a direct relationship between the implementation of the project and the policy on which it is intended to have an impact. As observed, it is generally a slow process that must be planned in time, elaborated, constantly fed and updated.

3.4. Focus: the role of the Managing Authorities and the Joint Secretariat

In order to facilitate vertical mainstreaming, some projects have clearly called for the intervention of reference structures for the Interreg programmes, first and foremost the Managing Authorities, as well as the Joint Secretariats and Interact, which are indicated as the most suitable subjects to "act as a sounding board". Having an overall visibility on the projects and their realisations, these actors are able to create a system and organise targeted and coordinated actions, so that institutions, at different levels, and therefore political decision-makers, can be adequately informed and made aware. Only a true awareness of what has actually been achieved can enable good planning, aimed at optimising results, avoiding duplication, and consequently optimising financial resources.

Finally, all the projects highlighted the importance of participating in territorial cooperation projects, which they considered to be the ideal "container", first and foremost for experimenting and realising together methodologies and/or products, which the partners on their own would not be able to realise with the same effectiveness and which would remain for the benefit of limited territorial areas.

It is a complex 'container', however, in which multiple factors (context, objectives, partnership, resources, regulations, ...) are at work, which, as already mentioned, take on different weights depending on the contexts in which they operate, but which, if skilfully identified, integrated and dosed, make it possible to trigger a multiplier effect in terms of spill-over effects at various levels and to effectively achieve the desired impact at public policy level.

4. Main conclusions and major issues to be addressed

The path undertaken is certainly characterised by a close and fruitful exchange on the one hand with the MAs and JSs of the Programmes (the workshop in July, described above, is an example of this) and on the other hand with some good practices at project level. In both cases, in the face of the many questions asked, just as many emerged, representing the need for such exchanges to continue in the coming months in order to make policies and programmes more effective in the context of the 2021-2027 programming period.

In particular, the questions that emerged are:

- Who should promote actions to foster the transfer of projects' results into public policy? And how?
- Who should concretely implement these actions?
- What tools can be used to monitor and evaluate their effectiveness?

The following are initial points for further reflection to enrich the results of the work undertaken, considering that it is generally agreed that there is a need to harmonise and fine tune terms and concepts underlying transferring process. Identifying a common ground at vocabulary level between the different Programmes (mainstreaming and capitalisation, takers and givers, communication and dissemination, to name but a few) can certainly be an excellent starting point.

4.1. Responsibilities for the promotion of transferring activities

In terms of promoting tools and methods to facilitate the implementation of transferring processes, the role of the Programmes is certainly prominent. The experience gained from Programmes such as Italy-France Maritime, Med, just to quote some example, has shown that the territories, the different public and private players and stakeholders competent on specific issues related to development processes, if put in a position to prepare and propose quality projects, can effectively influence, in terms of results, the same public policies. However, two aspects should be emphasised:

- Programmes' governance frameworks, as is well known, provide for the active participation of the Countries, which have, in this case, the dual responsibility not only of supporting the implementation of the Programme itself through the promotion of capitalising actions, but should also themselves take on an increasingly incisive role in the concrete action of transferring results in support of the projects. In this sense, a fruitful supporting role could be played by the NCPs, in order to:
 - mobilise takers and intensify the "participatory" dialogue processes also to promote consultation;
 - accompany the processes of conveying outputs in thematic comparison tables (thematic clusters or sectoral tables), in other geographical contexts (e.g. memoranda of understanding between regions to facilitate transfer processes) and in ESIF Programmes

- liaise with other national **NCPs** to facilitate knowledge and possibilities to exchange outputs.
- in the definition of projects, a more active involvement in the partnership of public, regional or national Institutions, responsible for policy definition and implementation, will have to be encouraged and supported, representing both the technical and political levels that can ensure sustainability of the actions undertaken, taking into account the relevant conditions as described in Chapter 3.

4.2. Relevant players for the implementation of the transferring process

Following the definition process of the tools for the transferring processes, the quality of projects should be improved by providing them with specific elements and guaranteeing accompanying actions throughout their implementation.

In fact, it is not only important to affect the composition of the partnership, involving public institutions as mentioned above, but the quality of the partnership itself should also be affected through specific awareness actions that can increasingly improve the effectiveness of the actions undertaken. In this sense, the creation of "**project communities**" has so far been one of the keys to success, together with the launching of integration actions with ESIF programmes (but not only) and the implementation of policy learning meetings (participation).

4.3. Monitoring activities

Without prejudice to the specific competences and responsibilities of the JSs in terms of accompanying and monitoring the implementation of the projects, as a specific task assigned by EU regulations, an "innovative" element that has emerged in the course of the exchange in recent months is the involvement of **local communities** not only in the participation in specific initiatives promoted within the projects but also in "**civic monitoring**" activities, to be meant as the collection of ideas and proposals by civic communities in relation to public decisions, starting from the data and information made available by the projects and programmes.

It is a form of active participation and conscious citizenship that can be achieved through the collection of data, evidence, information, news, and interviews with the actors involved in the design and implementation of projects. In addition, monitoring helps to raise the awareness of local communities on issues concerning the territory in which they live and to strengthen social ties within them as well as the sense of belonging to the common European home.