

Capitalisation tailored support 2022

Identification and mobilisation of takers : good practices and tips

Italian Agency for territorial cohesion, National authority for the 19 ETC programmes involving Italy



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1. Introduction

A capitalisation process encouraging ETC programmes and projects to transfer their outputs towards new targets is really challenging. A successful transfer process requires a good matching between the “offer side” and the “demand side”. It is necessary to identify relevant outputs (All of them are not interesting for capitalisation) but also to ensure that they correspond to the need of the “Takers” and that these Takers are available and willing to get involved in a transfer process.

Then, the challenge is :

- To identify relevant potential takers (who can identify the most relevant takers? what kind of institution? which institutional level?)
- To inform, mobilize and involve these potential “takers” in the process of capitalisation

2. Reminder of several preliminary considerations

- The identification of potential “Takers” depends on the types of outputs available but also on more operational aspects (availability, proximity...). The following points shall be considered to identify these relevant “Takers”
- The identification of an organisation is not enough. It’s necessary to identify the relevant person working at the taker side, gathering several features:
 - the networking capacity: the good contact of the person to the various departments or services in the institution (for example, the service in charge of EU funding and the sectorial services in charge of a theme)
 - the availability in terms of time and resources to spend in the mainstreaming process
 - the continuity of the staff within the institution

3. Identification of takers: mapping of potential takers

WHO can contribute to the identification of potential takers?

- Monitoring Committees can play a strong role with the identification and mobilisation of key players in relation with National Contact Points (NCPs) and national authorities.
- Management authorities of ETC programmes: they can support in the identification of thematic departments in their own organisation (Region)
- National coordination Authority of ETC programmes: in France or in Italy for example, the national agency for territorial cohesion is strongly involved in capitalisation and support ETC programmes in the identification of potential takers. They provide methodology but can also play a role of “facilitator” in the development of link with other national policies applied at the territorial level.
- Lead partners of thematic communities (for the ETC programmes, which have planned to set up thematic communities or clusters)
- Lead partners, and partners of ETC projects: in the projects application forms launched by ETC programmes, it could be requested to identify potential “takers” as associated partners for example to facilitate the dissemination of the project results.

HOW can we do to identify potential takers ? Focus on several tools

- **EXAMPLE 1 : Context analysis factsheets** developed in the framework of Panoramed. The objective is to describe the context of each country to understand who does what at each scale in order to identify more easily the potential matching between ETC projects topics and other policies.

These factsheets are organised in 4 sections:

- EU programmes : who are the main organisation in charge in each country of the various European funds and policies?
- Authorities/administrations relevant on the topic of capitalisation (ex: sustainable tourism, maritime surveillance...)
- A table crossing the topics of capitalisation with the different level of policy making:

		National Programmes / Authorities	ETC programmes	Regional Programmes / Authorities
Maritime Surveillance	Maritime safety	Maritime safety	Maritime safety	Environment Monitoring Civil protection
	Marine environment	ICZM / Fisheries	ICZM Marine protected areas	Environment Biodiversity
	Multimodal/maritime transport	TEN Networks	Intermodality Connections	Intermodality Ports
Sustainable Coastal Tourism	Maritime transport / tourism cruise	Transport policy	Tourism	Tourism transports
	Integrated coastal and maritime tourism	ICZM	Integrated coastal tourism	Sustainable Tourism
	Innovative and sustainable tourism offerings	Economic development	Innovative coastal tourism	Innovative Tourism

- What could be transferred? Matching between interesting outputs from ETC project and the potential interest for public policies

MARITIME SURVEILLANCE

MARITIME SAFETY		
Exchange of data and information on sea activities, harmonisation of standards and regulations		
Intervention themes	Interesting outputs for dissemination	Influence on public policies
Vessels traffic monitoring	-> Traffic surveillance and monitoring systems; share of databases and statistics (MEMO, SECUR MED PLUS, TRITON, MARES, CLOSEYE, EU CISE 2020, MARISA) -> Operational intervention tools (EGMDSS, THAL-EPA)	-> Production of strategies and recommendations -> Networking and use of common system between public authorities
Oil spill monitoring	-> Multimodal oil spill prediction systems connected to existing platforms (EMSA-CSN, REMPEC, AIS) (MEDESS-4MS). Possible use of results by agencies in charge of fight against pollution	-> To better coordinate monitoring tools used by state/public bodies; to share common models, methodologies, etc.
Oil spill response	-> Proposal of structural and institutional changes to improve response	-> To adapt governance, institutional setting and response mechanism to

- **EXAMPLE 2 : Mapping of policies** from the Horizontal project GREEN GROWTH (one of the thematic communities of INTERREG MED programme)
They have prepared a mapping of policies on green growth and related topics at regional, national, Mediterranean and EU level. This mapping assists in the identification of takers, as it provides an overview of policy priorities in the green growth area, especially at regional and national level, and provides an indication to where, in the current policy landscape at all the above-mentioned levels, there potentially could be opportunities for the project. The document is available if you are interested. This community has also developed a capitalisation platform : <https://interregmedgreengrowth.eu/euro-mediterranean-policy-hub/>
- **EXAMPLE 3: Mentoring /peer-learning call** launched by Horizontal project URBAN TRANSPORTS (one of the thematic communities of INTERREG MED programme)
This community has launched a specific call for mentoring /peer-learning to support new territories/cities (potential “takers” to benefit from pioneer cities experience (with the support of mentors).

More information here: <https://urban-transport.interreg-med.eu/no-cache/news-events/news/detail/actualites/public-call-for-sustainable-urban-transport-implementing-cities/>

Full application call : https://urban-transport.interreg-med.eu/fileadmin/user_upload/Sites/Urban_Transports/horizontal_project/Deliverables/UTC_IP_2/UTC_IP_2_WP5/UTC_PublicCall/UTC_PublicCall_FULLAPPLICATION.pdf

EXAMPLE 4: peer-reviews organized by INTERREG Europe

These peer-reviews has been one of the most iconic services of the platform. The platform launched yearly calls for expression of interest to identify potential "receiver" according to a potential need/challenge. The selection criteria were the following:

- the potential "receiver" is responsible for the implementation of the targeted public policy
- the relevance of the topic, i.e. correspondence with the topics covered by the four priority axis of the programme
- motivation from the hosting organisation and other stakeholders covered by the topic
- potential political impact

How does it work? A background paper is drafted by the hosting organisation (the “taker”) with key issues and questions to be tackled. On this basis, the thematic expert from the platform identified up to 6 relevant peers among its thematic community and organised the 2 days peer review in the territory of the hosting organisation.

The exchange of ideas and brainstorming sessions led to the drafting of a recommendation paper for the hosting organisation with operational actions to be implemented jointly with the key stakeholders.

This service has delivered real added value for both hosting organisations as well as peers that very often went back with inspiring ideas for an improved public policy.

EXAMPLE 5: URBACT toolbox

Among all the services provided to their networks, URBACT secretariat with their experts have developed a toolbox dedicated to cities practitioners. Among the tools, 3 can be mobilised by ETC programmes or projects to identify potential takers.

- a) Stakeholders ecosystem map: this tools can be used collectively to identify the potential « takers ». It can be organised by sub-topic and each section of the target can represent a typology of takers (example : Research and innovation/public stakeholders/private stakeholders/Supporting organization or expertise providers).

All the information about this tool: <https://urbact.eu/stakeholders-ecosystem-map>



https://urbact.eu/sites/default/files/1._stakeholders_ecosystem_map_0_0.pdf

b) Stakeholders analysis table

This tool gives the opportunity to go deeper in the identification of potential takers. It lead ETC project or community to think about the potential interest for takers. It's also a tool, which can be filled collectively.

STAKEHOLDERS ANALYSIS TABLE

Stakeholder interest analysis (For understanding the various interested parties)			
Issue:			
Stakeholders	What interests? How affected by the issue?	Capacity? Motivation?	Possible actions to address stakeholder interests
Primary stakeholders			
Secondary stakeholders			

More information about this tool:

<https://urbact.eu/stakeholders-analysis-table>

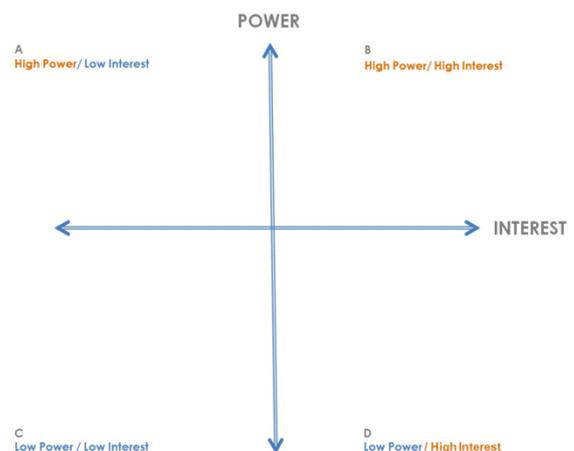
https://urbact.eu/sites/default/files/2._stakeholders_analysis_table_0_0.pdf

c) Stakeholders power/interest matrix

The third tool can be also interested to classify the takers according to their potential power and interest.

The **STAKEHOLDERS POWER/INTEREST MATRIX** aims at identifying, mapping, as well as, prioritising stakeholders. Its scope is to think about the right approach to take with each of them.

They call “power” – How much influence the stakeholder has in developing a solution to the challenge and they call “Interest”, How important it is for that stakeholder to find a solution to the challenge. The objective is then to classify the takers into the 4 possible categories. It can be helpful to hierarchise the stakeholders to mobilise first as “Takers” and to adapt the approach of them according to their classification.



More information about this tool:

<https://urbact.eu/stakeholders-powerinterest-matrix>

https://urbact.eu/sites/default/files/stakeholders_power_interest_matrix_0.pdf

4. Mobilisation and involvement of takers: Tips/Tools mentioned and tested by INTERREG Communities/programmes

Once you have identified the potential “takers”, you should mobilize and involve them. Takers do not all aware of INTERREG programmes and are not familiar about transfer process. They will accept to be involved only if they perceive that there is a clear added value for them in a win-win approach. In order to have them fully involved in the process, the following points can be addressed:

- “Takers” will only get involved if they have an interest to do so. Your output must fit with their needs, strategy, agenda...
- The information provided to the potential “Takers” is really strategic to convince them to integrate the mainstreaming process (information on the added value of mainstreaming AND detailed information about the output)
- The involvement of a “Taker” often requires a longer period of time than for other more usual activities. It is also necessary to be proactive and perseverant.
- Advocacy and Lobbying is necessary to reach key institutional players and promote for example the implementation of Conventions, agreements...

Several options have been tested by INTERREG Stakeholders to catch the interest of takers:

- Specific capitalisation calls dedicated to the takers (with methodological and financial support)
- Providing expertise (peer review/Call for mentoring...) for the takers.
- Organisation of events/webinars/policy learning seminars/peer-reviews sessions/study visits motivating for potential “takers” and avoiding a “one shot” approach (a mentoring process between the “givers” and the “takers”)
- Launching of surveys to identify the needs of takers
- Identification of takers as Associated partners in the Application forms and involvement of as soon as possible (Kick-off meeting).
- Dissemination of the main outputs among existing networks headers, which can play a role of relay (example: CPMR network of regions) and within external events (beyond INTERREG), such as EU Green week, Marine protected area forum, IUCN World Conservation congress, COP ...
- Development of a digital tool promoting the different ETC projects outputs according to the potential takers (business support organisation/Education and research/General public/Large company/NGO/Policy maker/public authority/SME)

<https://talía.enoll.org/>