



# **CAPITALISATION PLAN MED PROGRAMME**

**2007-2013**

**Managing Authority:  
Provence Alpes Côte d'Azur Region**

*(Working document)*

**March 2010**

**European regional development fund  
(ERDF)**

## Introduction

The MED Programme capitalisation process is a group exercise targeting the involvement of all Programme stakeholders

The goal of capitalisation is:

- a) To shed a critical and analytical eye on past and current experiences of the Programme and of the project's in order to gain insight and improve practices.
- b) To feed future actions and strategies for the next period, also taking into account current debates (2010) concerning macro-regions.

Capitalisation of the MED Programme takes place at different levels.

Capitalisation at the macro level (of the Programme) is a true common pool, fed by the different capitalisation activities according to the stakeholders involved.

A distinction can moreover be made between “internal” capitalisation carried out by the MA and the JTS (in addition to coordinating the entire process); capitalisation of national contact points; capitalisation of standard projects; capitalisation linked to strategic projects and, lastly, capitalisation of the ENPI and IPA spaces (through their collaboration with the MED Programme).

This process is permanently linked to the “*in itinere*” evaluation of the Programme, which remains an important source of information on activities and results.

This very same process, once again in synergy with evaluation, should enable an internal debate within the MED Programme concerning a possible future MED macro-region by 2014.

### Method – common points of the process

Capitalisation requires a common guiding principle that must be applied to all types of capitalisation proposed within the framework of the Programme.

Capitalisation is a three step approach, composed of:

- 1/ IDENTIFICATION OF THE EXPERIENCE
- 2/ ANALYSIS
- 3/ VALORISATION/DISSEMINATION

More specifically, the different steps are organised according to the following phases:

- 1) Identification of the experience to be capitalised on
- 2) Organisation of a system
- 3) Capture of the experience to be reused
- 4) Valorisation of the experience by transforming into usable information (definition of a common format for all types of capitalisation)
- 5) Use/dissemination of experience gained.

Phases 4 and 5 are developed in relation to the Communication of the Programme.

# I. DIFFERENT ASPECTS OF MED PROGRAMME CAPITALISATION

MED Programme capitalisation must meet a number of requirements according to the stakeholders involved (internal or external capitalisation, capitalisation of practices or contents). The idea is to create a “Community of practices” working on all aspects of the process. The JTS and the MA coordinate the whole.

## STAKEHOLDERS:

In addition to coordinating the entire process, the MA and the JTS can undertake “internal” capitalisation, at times that they consider to be the most appropriate.

### 1) The Managing Authority

Activities: Capitalisation on the management of the Programme

Objective: to think about Programme management practices

### 2) The JTS

The goal of capitalisation here is to create a learning culture and group skills in the service of the Programme and indirectly the projects.

Objectives: a) to improve working practices (management...)  
b) to feed knowledge regarding content

The JTS’s capitalisation activities can therefore be singled out in terms of the project CONTENTS and with regard to its members’ SKILLS.

Some examples of activities with regard to content are:

- a) Gap analyses
- b) Specialisation in a specific theme (by participating in seminars, training courses...)

Activities involving skills development are:

- a) Capitalisation by cycle of projects (which lessons can be learnt and how to improve project follow-up, tools...) via internal workshops.
- b) Exchange with other JTS on tools, themes and practices (where necessary) in the form of exchange meetings.
- c) Participation in training courses (INTERACT or others).

### 3) National Contact Points

The Member States organise Programme capitalisation at a national level following their own methods. (e.g.: Feedback on Programme results at a national level, with regard to a specific theme)

These works will also feed the MED Programme capitalisation at a macro level.

## **II. CAPITALISATION ACTIVITIES WITH THE PROJECTS**

The MED Programme foresees two forms of capitalisation with projects: Capitalisation with standard projects, (according to thematic poles or specific activities) and capitalisation of strategic projects.

### **II.1 - CAPITALISATION ACTIVITIES ACCORDING TO “THEMATIC POLES”**

The initiative of capitalisation by thematic poles began in Naples on the 16<sup>th</sup> November 2009, with the organisation of a one day workshop specifically dedicated to this subject , within the 2009 annual Programme event. The workshop initiated a process with the following goals:

- To encourage the creation of added value for the projects and the Programme, by developing synergies between projects.
- To ensure the dissemination and the transferability of project results both beyond the partnership and after the end of the Programme.

The CESPI association (Italy) then produced an initial methodological document with a proposal for the content of capitalisation, for different possible methods and a general agenda framework.

Capitalisation activities are planned in relation to the life cycle of projects programmed within the first call for projects. They began in May 2009 and will mostly be completed during the first semester of 2012.

The projects resulting from the second call will then be added to the first call projects. The capitalisation process is planned to run through until 2013 (probable end of 2nd call project activities).

A link will be made with the strategic projects focusing on (eventual) joint themes.

The proposed methodology is thus divided into 5 phases:

1. preparation,
2. launch,
3. analysis
4. dissemination
5. mainstream

It is important to underline the flexible nature of the capitalisation process, which can change to fit the dynamics observed throughout the process and/or new requirements that might arise during the work. This is indeed a support process that is built progressively; however, it is fully acknowledged that such flexibility requires the stringent structuring and organisation of working methods.

It is thus proposed to proceed in work phases named hereafter with stage reviews and the regular dissemination of information/outcomes in addition to the final outcomes of capitalisation:

- During the **preparation phase** (January – autumn 2010), Terms of Reference are drawn up for a public tender to be launched in the first semester of 2010.

The following thematic poles have been created with a new distribution of projects:

I – INNOVATION PROCESSES AND OUTCOMES

II – PROTECTION OF THE ENVIRONMENT and PREVENTIVE actions

III - MOBILITY and ACCESSIBILITY of territories

IV - GOVERNANCE and TERRITORIAL DEVELOPMENT.

The perspectives of capitalisation will be presented during the annual Programme event in September 2010 in Greece (according to the state of progress of the call for tender and the selection of the expert...).

- Launch and data collection phase (autumn 2010 –spring/summer 2011)

Organisation of a work seminar per thematic pole to finalise objectives, activities and the outcomes of the capitalisation process.

Specific workshops will be organised to:

- Establish a common frame of reference in order to identify best practices/case studies and to gather basic information
- To identify common activities and outcomes between projects
- To exchange on capitalisation activities within projects

A capitalisation section has been created on the Med Programme website.

- **Analysis phase and implementation of joint activities.** (summer/December 2011)

Analysis and executions by external experts, either by:

- a) Case studies based on best/poor practices (3 or 4 per thematic pole)
- b) Transversal analyses of a series of best/bad practices

It is important to establish a common format that will allow a transversal analysis comparing the different cases and the different thematic poles.

Implementation of joint activities amongst projects. Summer 2011/March 2012).

Update of the website with information overviews/results

- **Dissemination phase** (throughout capitalisation and more particularly in 2012)

Ref. Dissemination overview

➤ **Mainstreaming** (March 2012 – autumn- end 2013)

Mainstream promotion in and within the thematic poles. Build on the results from capitalisation activities to create a “capitalisation activity market place”.

Plan for a possible specific call for projects according to capitalisation results.

Ref. Dissemination overview – organisation of a global conference where EU representatives, along with the national and regional authorities are invited to share recommendations on capitalisation processes.

## Capitalisation process: Agenda for 2010-2011.

	<b>Preparation phase</b>  <b>January-September 2010</b>	<b>Launch and data collection</b>  <b>Autumn 2010-summer 2011</b>	<b>Analysis</b>  <b>Autumn 2011 - Dec. 2011</b>	<b>Dissemination</b>  <b>Throughout the process and more specifically in 2012</b>	<b>Mainstreaming</b>  <b>March 2012 – 2013</b>
<b>Activities:</b>	<p><b>Exchanges</b> within the Programme itself (JTS, MA, NCP) on the work plan and contents (identification of thematic poles)</p> <p>Exchanges with Urbact II and Interact to identify possible links/interactions</p> <p>Exchanges with projects to review their place within the thematic poles.</p>	<p><b>Presentation</b> of the capitalisation process, at the annual event</p> <p>Organisation of <b>working groups</b> per thematic pole to exchange on objectives, activities and deliverables regarding the capitalisation process.</p> <p>Creation of a <b>web page (data base on capitalisation)</b>.</p> <p>Include case studies in Programme tools</p>	<p>Set up case studies on best practices for each thematic pole and for transversal activities.</p> <p>Dissemination of information on activities in progress via the website (dedicated space).</p>	<p>Organisation of workshops according to thematic pole with onsite visits and exchange of experiences to discuss intermediate and final reports on the case studies.</p> <p>Development of an intermediate capitalisation product at Programme level (general brochure).</p> <p>Dissemination of reports via the web page and creation of a specific newsletter for capitalisation.</p>	<p>Mainstreaming within and between the thematic poles : Proposal for a “capitalisation activity market place” (call for projects).</p> <p>Mainstreaming at Programme level and beyond: Conference to invite EU along with national and regional decision makers to contribute to the recommendations that will be issued at the term of the capitalisation process in 2011.</p> <p><b>Final product of the capitalisation process.</b></p>
<b>Deliverables</b>	<p>Sharing of the capitalisation process and definition of the different thematic poles.</p>	<p>Launch of process.</p> <p>Identification of 3 or 4 examples per thematic pole (e.g.: Governance in sustainable territorial development).</p> <p>Identification of a minimum of 5 common/transversal activities between projects.</p> <p>Creation of the "Capitalisation" website including the first steps of the process.</p>	<p>At this stage the process is up and running.</p> <p>Production of 3 or 4 case studies as well as 1 intermediate report and 1 final report for each thematic pole.</p> <p>Implementation of the 5 common activities per theme.</p> <p>Update of the webpage.</p> <p>1 brochure per thematic pole possibly</p>	<p>Dissemination of cases study and capitalisation activity results within the Med partnerships, presentation of results to beneficiaries and general public.</p> <ul style="list-style-type: none"> <li>- Thematic conference</li> <li>-capitalisation event</li> <li>-DVD-Rom, video</li> </ul>	<p>Awareness raising amongst European, national or regional policy decision makers as to the results and ensuing recommendations.</p> <p>Sharing of capitalisation activity results by partners and identification of new activities for 2012.</p>

## II.2. SPECIFIC CAPITALISATION ACTIVITY AMONGST STANDARD PROJECTS

The Programme wishes to fund an additional activity related to specific capitalisation within standard projects.

The MA/JTS select a defined number of projects (4 or 5) according to their theme, considered as bearing potential for the future and giving evidence of quality results

a) Short term activity (mid 2011, 2012) :

- Invite the projects to exchange around a common theme.

The exchange must be structured, formalised and use information organisation tools e.g. best/bad practices files and a digital platform.

(Set up a work group to write the files. Method suggested: groups of pairs).

Joint analyses of files and proposals for new activities and ideas for the future strategy. (Plan to organise work groups).

-Create a link with strategic projects with regard to joint themes (ref. Paragraph II.3).

c) Long term activity (Post 2012?)

Implementation of the so-called joint activities or “ the aforementioned joint activities”

Examples: -set up a capitalisation project on a specific theme.

-organise joint activities to be used as lobbying for the EC.

-create thematic communities centring on common interests.

-create a network of key stakeholders interested in setting up concrete actions e.g.: conferences, communication activities in order to influence future strategies.

## II. 3. STRATEGIC PROJECT CAPITALISATION ACTIVITIES

The capitalisation activities for strategic projects will be described in detail when they are launched and their implementation underway.

We suggest three types of activity; whilst preserving flexibility with regard to the actual evolution of the process and to the possible requirements that are specific to capitalisation.

The capitalisation of strategic projects can be seen as follows:

-Monitoring of the capitalisation component of specific projects (plan specific follow-up by the JTS and/or experts)

-Creating a bridge between strategic projects and standard projects: Identification of projects that can come together, implementation of a common activity

-Promotion and launch of a joint project between standard projects, strategic projects and ENPI strategic projects. (Possibly on capitalisation of capitalisation methodologies: Project no doubt to be funded by the Programme beyond the scope of the projects selected following a call for projects, ref. e.g. *fast track IVC*)

## III. CAPITALISATION RELATED TO ENPI/IPA PROJECTS

### III.I CAPITALISATION RELATED TO ENPI/MED

Amongst the essential mission of the Liaison Office (L.O.) is that of encouraging the capitalisation of best practices and results between MED and ENPI spaces of cooperation. In this direction, the capitalisation activities envisaged by the L.O. for Med and ENPI will be developed on 2 levels:

#### III.1. CAPITALISATION OF PROCEDURES AND TOOLS.

How to find synergies and improve procedures, methodologies and tools of both programmes?

1. Through the transfer of relevant documents between both programmes:
  - Communication plan.
  - Exchange of activity agendas and joint MED and ENPI events.
  - Exchange of specifications for MED and ENPI Strategic Projects in order to analyse both methodologies. A few options for dissemination:
    - Organisation of a specific event
    - DVD-Rom + brochure to show the procedures and results of strategic projects within the Mediterranean basin.
    - Capitalisation of the MED Plan (given that the thematic poles chosen by the MED Programme coincide with the priorities of the ENPI Programme).
2. By sharing common tools:
  - Common project data bases.
  - Common MED and ENPI CBC MED brochure, created to compare the key characteristics of the programmes, examples of projects, etc. and published on the website of each programme (L.O. space).
  - Common brochure/event for MED-ENPI strategic projects

#### III.2 CAPITALISING ON PROJECTS :

How to optimise results?

There are two possible options for capitalising on “projects” but these depend above all on the level of involvement and the aspirations and the ambitions of the partnership; the proposals are therefore:

- *The implementation of a MED-ENPI capitalisation project.*
- *The implementation of a Capitalisation Lab Group.*

Whichever the choice made by the projects, the initial process to adopt is as follows:

1. **Identification and analysis** of MED and ENPI projects focused on the same pre-identified theme. The common projects data base and the KEEP tool will be used.
  - a. Draft agenda: Autumn/winter 2010, according to the ENPI agenda.
2. **Exchange of best practices** via workshops: By encouraging the best projects (3 or 4 per Thematic pole, with a total of 16 projects) to participate in MED capitalisation events (seminars and workshops)
  - a. Draft agenda: Spring 2011 for standard projects and autumn/winter 2011 for strategic projects.
3. **Definition of objectives, activities, results and best practices** common to MED and ENPI projects, taking into account the workshop conclusions.
  - a. Draft agenda: Spring 2011 for standard projects and autumn/winter 2011 for strategic projects.
4. Once the objectives and activities have been clearly identified, the creation of **clusters** can begin.
5. Long term **results of capitalisation**

A) MED-ENPI Capitalisation project (2 scenarios)

A.1) At the level of the MED projects :

- Action 2 for MED projects (to be developed) : **Joint Capitalisation Plan.**

The MED projects that capitalise with ENPI (consecutive to joint meetings, seminars and workshops) can present a Joint Capitalisation Plan with ENPI partners. Main characteristics of the Joint Capitalisation Plan:

- a. 3 basic components: Joint communication activities, Joint pilot projects and transfer.
- b. Main criterion: Demonstrate how useful MED and ENPI practices are reused (reused/adapted within another territory, sector or programme).
- c. The capitalisation project will have a top down approach. Outlined on the basis of an idea for a project and with the support of the JTS/L.O in order to meet programme requirements.

A. 2) At the level of MED-ENPI clusters :

- New Call for Capitalisation/Call for ideas:
  - a. 3 basic components: Joint communication activities, joint pilot projects and transfer.
  - b. Main criterion: Demonstrate how useful MED and ENPI practices are reused (reused/adapted within another territory, sector or programme).
  - c. The capitalisation project will have a top down approach. Outlined on the basis of an idea for a project and with the support of the JTS/L.O in order to meet programme requirements.

B) MED-ENPI Lab Group/Observatory for Capitalisation. )

- a. With a joint MED-ENPI partnership in order to develop capitalisation activities (research, meetings and workshops...)

Draft agenda: Spring 2011 for standard projects and autumn/winter 2011 for strategic projects.

The methodology described is proposed for the capitalisation of standard and/or strategic projects, according to the programmes.

- In order to achieve the best capitalisation results and the complete the MED Capitalisation Plan, other tools for territorial cooperation can be envisaged, such as INTERACT and in particular events, research projects, etc. organised by the Lab Group for the Mediterranean Platform.

## **III.2 CAPITALIZATION IN RELATION TO IPA INSTRUMENT**

One of the main responsibilities of the Thessaloniki Liaison Office is to promote the capitalization activities in the Eastern part of the Mediterranean area first of all in relation to the IPA instrument in the Western Balkans.

According to the dynamism of the IPA instrument during the capitalization two aspects should be taken into consideration:

1. Programme management
2. Project management and results

### **Programme management**

Component II 'Cross-border cooperation' of IPA provides the opportunity of participating in territorial cooperation for Western Balkan countries. The management can be 'transitional' among IPA beneficiary countries and 'shared' between IPA beneficiary countries and EU Member States during cross-border cooperation. Component II also lets these countries to participate in ERDF transnational cooperation programmes but does not define the exact form of management. However in reality it became something similar to the transitional way of management.

The future is to integrate the management of IPA funds to the programme therefore the most important objective of capitalization is to obtain the best elements of IPA programme management in order to develop an appropriate and effective system.

The possible steps of the capitalization should be the following:

1. Analysis of the management and institutional structure of the already operational cooperation programmes:
  - 5 bilateral programmes with transitional management: HR-BiH, HR-MNE, BiH-MNE, MNE-AL, GR-AL
  - 1 bilateral programme with shared management: HU-HR

- 1 multilateral programme with transitional management: ADRIATIC
- 2 ERDF transnational programmes: MED, South-East Europe

2. Exchange of experience with the mentioned programmes in terms of project management, monitoring, financial management and control in order to collect information on best practices which can be utilized within the MED context.

3. Comparing the findings with the overall objectives of the IPA instrument Component II (e.g. familiarize (potential) candidate countries with these programmes in view of accession, participation in joint transnational co-operation activities with EU Member States, foster EU integration) and the programme strategic objectives for IPA

4. Synthesis of the results and building them into the definition of the new management system

### **Project management and results**

Meanwhile within the frame of the operating programmes (including MED) there are already running projects with partners coming from candidate and potential candidate countries. The capitalization of results coming from the project level has to be taken onboard as well.

Under this aspect first of all the successful ERDF-IPA cooperation should be considered as follows:

1. Identification of best practices and tools for the day to day management of territorial cooperation projects between ERDF and IPA partners
2. Analysis of the cooperation methodology between ERDF-IPA partners within these projects
3. Identification of possible target groups of territorial cooperation within candidate and potential candidate countries
4. Content wise utilization of the added value of the findings in the following fields for future MED partners (ERDF and IPA):
  - a. involvement of IPA partners into the day to day management of projects
  - b. involvement of IPA partners into the implementation of the thematic activities
  - c. financial management of IPA funds within the frame of a MED transnational cooperation project

## **IV. EXCHANGES WITH OTHER PROGRAMMES**

The JTS/MA constantly participates in seminars and exchange with other Programmes.

## **V. DISSEMINATION OF RESULTS AND COMMUNICATION TOOLS**

### **V.1. Dissemination planned for Capitalisation according to Thematic poles**

- Desire to obtain accessible deliverables and usable data for the dissemination of results using different Communication tools.
  - i. Reports used to access 1st level information should not be too lengthy.
  - ii. Editing format: Communication elements must be written in such a way as to be understood by novices.
- In order to ensure the good dissemination of results, it would be useful to define a joint approach with the NCP. The goal would thus be to define how to disseminate the results and products of capitalisation at national and regional levels.

A proposal for a global approach, presented to the NCP at the 4/02/10 Brussels meeting, is currently being finalised.

An initial proposal for tools and activities considered for Capitalisation has been outlined. (This list will also evolve according to the deliverables gathered during Capitalisation):

#### On-line tools

- Specific section on the website accessible from the homepage with 1 page per thematic pole. Each page will group together the different tools developed within the framework of the thematic pole (brochures, case studies, videos of thematic conferences, video testimonies, special Newsletters...).
- Creation of a group in a social network such as LinkedIn for each thematic pole.

#### Publication and other tools

- Creation of a focus in the Programme Newsletter and the publication of special issues where necessary.
- A brochure describing the conclusions of the thematic pole for each centre including case studies (projects).
- A global Capitalisation brochure.
- A DVD-Rom per thematic pole reviewing all Capitalisation results and an "Impacts" DVD-Rom to valorise Programme impacts. (Proposal for a Capitalisation plan)

#### Events and Conferences:

- "Capitalisation" session at annual events

- A “Communication and public” Capitalisation event for each thematic pole targeting a specific audience
- A “Programme Impacts” global Capitalisation event reviewing Capitalisation results. (Proposal for a Communication plan) to share Programme conclusions and impacts with European, National and Regional authorities (mainstreaming).

## **V.2. Dissemination planned for specific Capitalisation activities of standard projects**

The dissemination of the results of specific capitalisation activities of **standard projects** can also be carried out by highlighting a selection of projects:

- Via Programme Communication tools: (Website, Newsletter with focus on the results of Top-down capitalisation, specific sessions at the annual conference...)
- Through the development of specific tools such as “mini video documentaries on a selection of projects” (proposal in the Communications Plan).

## **V.3. Dissemination planned for Capitalisation on strategic projects:**

The dissemination of the results of Strategic Project Capitalisation can be carried out in two different ways:

### Option 1

Highlight on strategic Projects in the Programme Communication tools: (Website, Newsletter with focus on the results of Top-down capitalisation, specific sessions at the annual conference...)

### Option 2

Development of specific tools bearing a sort of “Strategic MED projects” label to multiply visibility.

Specific tools could thus be created: Project presentation files, case studies) and “Strategic Project” Capitalisation results formatted for varied and innovative supports (due to the small number of projects involved, the overall cost of “strategic project” capitalisation would be lower and would allow investment in new types of support):

Other ideas have been put forward for reflection and their relevance with regard to the target audiences will be taken into consideration: Street marketing events, video documentaries, political seminars, radio ads...)