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INTERREG ITALY-CROATIA PROGRAMME 2021 – 2027

Capitalisation Plan

1st Call for Proposals

(Version 1.0 – 17th November 2022)

Table of contents

1. Background and rationale

1.1. Main features of the Interreg IT-HR Programme 2021-2027

The Interreg Italy-Croatia Programme supports cooperation between Italian and Croatian territories overlooking the Adriatic Sea, an area representing a joint economic and environmental resource and a natural link capable of fostering synergies between the two countries. The location of the Adriatic Sea in the very centre of the territory, on the one hand, requires more efforts to accomplish collaboration goals related to the cross-border integration of economic, educational, and labour markets; on the other hand, it is a joint economic and environmental asset and a natural platform which features great possibilities for the development of the Blue Economy. In the programming period 2021-2027 the Programme area, in continuity with the previous programming period, covers **25 provinces in Italy** and **8 counties in Croatia** (33 statistical NUTS III territories) and spreads over 85,562 km2.

The main goal of the Programme 2021-2027 is to contribute to creating better living environments for more than **12,3 million citizens**, focusing on innovation and sustainability in the Blue Economy, capitalising previous cooperation experiences and creating stronger synergies with EUSAIR Macro-Regional Strategy. With almost 173 million euro ERDF budget, the Programme finances standard, small-scale and strategic cooperation projects, and enables regional and local stakeholders to exchange knowledge and experiences, to develop and implement joint pilot actions, to test the feasibility of new policies, products and services, and to support investments by creating new business networks and models.

The Programme intervention logic addresses the main weaknesses of the area and exploits its main strengths; it comprises 7 specific objectives related to 5 Policy Objectives:

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Policy objective	Specific objective
PO 1 - A more competitive and smarter Europe	SO 1.1 - Developing and enhancing research and innovation capacities and the uptake of advanced technologies
	SO 1.2 - Developing skills for smart specialisation, industrial transition and entrepreneurship
PO 2 - A greener, low-carbon transitioning towards a net zero carbon economy and resilientEurope	SO 2.1 - Promoting climate change adaptation and disaster risk prevention, and resilience, taking into account eco-system based approaches
	SO 2.2 - Enhancing protection and preservation of nature,biodiversity and green infrastructure, including in urban areas, and reducing all forms of pollution
PO 3 - A more connected Europe	SO 3.1 - Developing and enhancing sustainable, climate resilient, intelligent and intermodal national, regional and local mobility, including improved access to TEN-T and cross-border mobility
PO 4 - A more social and inclusive Europe	SO 4.1 - Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation
ISO 1 – Better Cooperation Governance	SO 5.1 - Other actions to support better cooperation governance

1.2. 2021-2027 potentials and challenges for IT-HR territory

The Programme area's greatest potential and core driver of development is the Adriatic Sea; the strengths deriving from the maritime dimension are numerous: from the strategic position and good performance of ports in the area to the impressive richness of biodiversity and the strong attractiveness of the region for coastal tourism. Thus, it seems essential to exploit these opportunities by focusing the cooperation efforts on Blue Economy domains, in consistency with the EU Blue Economy strategy.

Within this framework, a key role will be played by **innovation**, which has the potential of boosting the economic and social development in the "blue sectors" (as listed in "The EU Blue Economy Report 2020", issued by the European Commission). In particular, the promotion of skills related to the smart specialisation strategy, with a strong focus on human capital, will contribute to a more resilient and competitive economy. In addition, the Programme will support SME networks and promote the dialogue among quadruple helix actors, thus ensuring technological transfer and economic development. Supporting innovation capacities will also help to promote the tourism industry, which represents a key asset for the Programme area. Moreover, the Programme will focus on the research capacities of the territory through actions aimed at attracting and maintaining young researchers in the region, with the

goal of facing the brain drain phenomenon. A key role in the Programme vision will be played by **connectivity and cross-border mobility**, especially the maritime one, which will be fostered in order to secure efficient and sustainable connections. In particular, the Programme will promote inter-modality through the implementation of ICT solutions, with the aim of exploiting the potential networks among the numerous ports in the area, improving cross-border integration and solving current bottlenecks and inefficiencies in existing connections.

At the same time, the rich environmental heritage of the maritime CBC area requires specific attention in relation to the protection and safeguarding of natural and cultural sites, which are threatened by the consequences of climate change and pollution. Therefore, the Programme's mission will be to promote **climate change adaptation** and **disaster risk prevention**, as well as the **protection and preservation of biodiversity**. In particular, the improvement of risk assessment methodologies and protocols of civil protection will be encouraged. In addition, given the presence of numerous protected areas in the territory, a particular focus will be placed on the enhancement of the existing monitoring systems for environmental protection and pollution control. Furthermore, culture and tourism represent strategic sectors for the Programme area which are however affected by some vulnerability factors such as tourism seasonality and low-skilled and unstable jobs in the tourism industry. Thus, the Programme intends to ensure the **improvement of policies aimed to diversify and de-seasonalise tourist flows and support the social and economic development** within the Programme area. Moreover, modernised policies of valorisation of the cultural heritage and innovative and sustainable integrated offers of coastal and island tourism will be implemented, also able to enhance the wellbeing of the resident population. Finally, in the context of the new Interreg specific objective "Better cooperation Governance" the Programme intends to **enhance the institutional capacity of public bodies and stakeholders, improving the levels of collaboration** among them, better defining distribution of powers, reinforcing skills to design and implement strategies and policies. Moreover, the Programme aims at investigating and addressing cross-border obstacles, especially legal and administrative ones and thus making cooperation among organisations of Italy and Croatia smoother, more sustainable and inclusive.

Within this strategy, **digitalisation and circular economy** will act as cross-cutting priorities. Indeed, digitalisation will be encouraged in every policy field addressed by the Programme, with particular attention to the improvement of digital skills as a driver for development. As regards circular economy, it will be promoted in the context of sustainable growth in the blue economy in terms of applied research and technological transfer, development of new approaches, transformation and digitalization of the SMEs skills, in the context of climate change adaptation and risk prevention, in the protection of biodiversity and fight against pollution but also in the realisation of integrated and sustainable transport connections related to ports and in the diffusion of sustainable, alternative and special interest tourism.

As expressed in its vision, along with thematic focus the Programme has identified two additional and inter-linked objectives: to enhance a more structured and effective capitalisation of Programme's results (referring to those already achieved in 2014 -2020 as well as those expected to be achieved in 2021-2027) and to ensure alignment and synergies with the aims of the EU Strategy for the Adriatic and Ionian region (EUSAIR).

1.3. Definition of capitalisation in Interreg

Capitalisation is not officially defined in EU regulations and for this reason in 2016, the Interact Programme, aiming to an efficient and effective implementation of ETC programmes, produced a first global definition of capitalisation[1].

Capitalisation in Interreg can be understood as an integrated building process that gathers valuable programme and project results within a specific field of regional development policy. It enables **sharing of knowledge** and **raising awareness** about the achievements of Interreg in a particular field (capital). Hence, **'capital'** should be understood as the results/knowledge of programmes/projects used to generate new knowledge/practices to support the development of future policies and programmes. The process of capitalisation then supports the **(re-)use and/or transfer of this capital**, ultimately promoting improved performance and delivery. Therefore, capitalisation has been finally defined as:

A building process aimed at consolidating the capital built by Interreg projects and programmes, with the objectives of:

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[1] INTERACT Capitalisation Plan, July 2016.

- *making the knowledge and outputs generated by projects more accessible, thus improving the transfer of knowledge;*

- *obtaining additional outputs through benchmarking and detailed content analysis, building on existing knowledge and experience;*

- *promoting the re-use and/or transfer of this knowledge and these outputs, to boost performance and delivery;*

- *raising awareness and improving the communication of outputs in specific fields of regional policy*.

Capitalisation is distinguished and complementary to information, communication, monitoring and evaluation processes, as illustrated in the following table drafted based on Interact documentation[2]:

	Information (knowledge management)	Monitoring	Evaluation	Communication	Capitalisation
Action	Data collection, catalogue and storage	Tracking outputs, results and/or efficiency	Data collection, analyse data, develop and follow an evaluation method, assess data, draw conclusions and recommendations	Manage information, awareness-building, identity	Analyse and inform: Summarise/ aggregate knowledge/findings, (interpret them and draw conclusions) and present it to those who can build on this knowledge. It helps players to build on previous experience.
Aim	Build up a knowledge base with a project / programme	Improve effectiveness, efficiency and, if needed, adjust the work plan, working methods, processes etc. etc.	Improve the quality of the design and implementation of the programme and assess effectiveness, efficiency and impact Learning tool Improve policies	Create good-will, assist positioning	Consolidate capital built in order to identify results, improve their accessibility and re-use in order to support effectiveness, performance and impact. Support in future programming. Ensure wide visibility, facilitating internal and external communication
Focus	All aspects of the	Inputs, outputs,	Effectiveness, impact,	All aspects of programme	All aspects of visibility to different audiences

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[2] INTERACT Capitalisation plan, July 2016.

	programme (project / programme cycle, programme database)	outcomes, results, quality	effectiveness of the programme	visibility to different audiences	

The key issue of 'true' capitalisation is to make sure that **outputs are not only transferred but also re-used** by other specific actors and that there is, therefore, a gradual improvement in policies. This shall be done following a "demand-driven" approach to capitalisation which stems from the object of capitalisation (what shall be capitalised) and valorise potential recipients (those who are interested in re-using the outputs) as a fundamental part of the process.

So, in the end, "transfer and reuse of knowledge" and matching "demand and offer" (givers and takers) are the core business of capitalisation both for ensuring the sustainability of the projects and for contributing to the development and improvement of mainstream policies. These objectives should be set up as the real and main goal from the very beginning. Therefore, through this 'Capitalisation plan' the Interreg Italy-Croatia 2021-2027 Programme aims to define the main objectives to be achieved in the medium and long term.

1.4. Capitalisation experiences in 2014-2020: lesson learnt

The Italy-Croatia Interreg Programme was launched for the first time in the 2014-2020 period, and not being able to build on previous experiences generated through its implementation since it was the first Interreg dedicated to this maritime internal border, it decided to valorize the experiences gained in the Programme area through other Interreg programmes during the previous 2007-2013 programming period. Therefore, in 2017 the Programme launched its **first call for proposals dedicated to the capitalisation** of the existing cooperation potentials of the area, building on the achievements attained during the 2007 - 2013 programming period in ETC Programmes in which Italian and Croatian partners already worked together (Adriatic IPA CBC, SEE and MED). Through this first capitalisation call, 22 Standard+ projects were financed, amounting to 9.85% of the overall ERDF budget, bringing valuable results in the Programme area.

Moreover, in December 2021, **a restricted call for proposals** addressed to "Standard" and "Standard+" projects was launched, aiming at maximizing the experiences and results achieved by the Programme through the implementation of Standard+ and Standard Projects and better disseminating and making available the knowledge acquired throughout the programming period.

In order to do that, 5 "Thematic clusters" connected to relevant EUSAIR flagships and SOs 2021-2027 were identified, and 9 projects were funded in 2022. These cluster projects aim at gathering results achieved and in progress and to facilitate transfer from the projects to other communities (institutional, scientific, and thematic European networks/stakeholders, EUSAIR) within and beyond the Programme area. Both calls for proposals, Standard+ and Cluster, were the first experience in capitalisation and made it possible for the Programme and for the beneficiaries to get more acquainted with various aspects of this theme, analyse and pre-identify the outputs to be potentially transferred already in the application phase and learn how to better communicate achievements. Also, thanks to these two capitalisation experiences, the Programme took the opportunity to create a first "library" of the project results, organising it by geographical area, type of call, priority axis and status of the project, which is expected to be improved over the next few years. However, to date despite the generally good performance in terms of building on previous knowledge and outputs achievement of the Standard+ projects, there is still evidence of some common weaknesses in the involvement of private beneficiaries and policymakers, and more generally, in terms of the capacity to attract and involve the "demand side" with the aim of promoting mainstream policies. For this reason, one of the main objectives of this Capitalisation plan will be to establish **how to improve the "demand side" and connect it with the "offer side"**.

1.5. Motivations for a capitalisation plan in 2021-2027

The good results achieved by the 2014-2020 Standard+ projects have represented a great incentive and provided a strong motivation for the Programme bodies to further continue to implement capitalisation activities in the 2021-2027 programming period, pushing the Programme to strengthen the whole capitalisation process also by dedicating specific resources to it. This intention has been confirmed by the Task Force - responsible for the drafting of the 2021-2027 Programme - as a **crucial objective and an**

ongoing process that will characterize the whole programming period. The Programme bodies are convinced of the importance to ensure that the achieved results are communicated and exploited by other organisations in the Programme area and beyond. In order to achieve these objectives, the Programme is already involved in the Network of ETC managing authorities of the Adriatic and Ionian area with the aim of strengthen synergies in synergy with other programmes and EUSAIR Macro-Regional Strategy so to create an appropriate environment to favour a clearer identification and better involvement of the "demand-side" and a general shared improvement of the capitalisation processes (e.g., possible sharing of the procedures for selecting operations with other programmes of the same area). The Programme also participates in the Italian Capitalisation Community of Practice, led by the Italian Agency for Territorial Cohesion (ACT) and the Department for Cohesion Policies of Italy's Presidency of the Council of Ministers (DPCoe), involving all Interreg Programmes concerning Italy. This process represents the implementation of a national strategy aiming to support and maximize the capacity of Interreg projects to produce value over time with respect to the complex scenario of sectoral policies that must guide the economic and social recovery of territories. The Programme will thus benefit from the knowledge and experience acquired within the national capitalisation process to increase the impact of its capitalisation actions for 2021-2027.

2. **How we would achieve capitalisation in IT-HR Programme**

   2.1. Thematic priorities and projects typologies

The Programme plans to implement its capitalisation strategy within **each one of its thematic priorities** also considering the positive previous experience carried out in the 2014-2020 period. Therefore, taking into account the good results obtained in the previous programming period and the positive response gained from the projects, this solution seems optimal both in terms of smooth Programme implementation as well as in terms of the capacity of involvement of the beneficiaries, with highest chances for applicants to understand the capitalisation approach and to put it into practice. It is thus envisaged that **main resources for capitalisation activities will come from thematic priorities** and that no specific policy fields will be excluded. Considering the typologies of projects, Standard and Strategic

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projects will certainly possess the necessary features and potential to be fully involved in the capitalisation path, whereas small-scale projects will be guided by the Programme in the attainment of "outputs good to be capitalised".

Moreover, the Programme will **devote specific staff**, within Technical Assistance resources, to follow the capitalisation process and make sure that it delivers according to the current plan.

2.2. Chosen capitalisation approach

 The identified demand-driven Capitalisation approach, due to its novelty for the Programme, will be introduced with flexibility and therefore will be defined incrementally to ensure the correlation between the different implementation phases of the Programme and projects. Different sequential phases have been envisaged in order to better adapt it to the emerging needs and results produced over time.

In the **first phase**, the Programme will focus mainly on **monitoring the progress of the capitalisation activities of the Cluster call projects** financed under 2014-2020 in order to lay the groundwork to design common tools and methodologies to be used in the subsequent phases in close coherence with those proposed by Interact and at national levels. In parallel, the Programme plans to launch the first calls for proposals of the 2021-2027 Programme by the end of 2022 and to finance the selected projects, standard and small-scale, during 2023. The first call will therefore see for the first time the direct involvement of an audience of new beneficiaries, such as small organizations. Consequently, this will also make it possible to involve both the standard beneficiaries and the newcomers in the first phase of the capitalisation activities. This phase will allow the design of the **most appropriate tools** for collecting relevant information for the re-use and transfer of knowledge and the definition of the **best actions** to be implemented for increasing the **awareness of the 'givers'**. During this first phase, a series of tools and practices will be proposed and experimented with the first call's projects, following Interact's guidance[3]. This phase will start in 2022 and will end in mid-2024.

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[3] Interact Toolkit 2.0, 2022.

In the **second phase**, i.e. from 2024 onwards, the Programme will focus on the fine-tuning of the tools experimented in the first phase, but above all, on the fine tuning of **methods for the involvement of 'takers'**. In this case, it will be possible to consolidate the capitalisation tools not only through the Standard and Small-scale projects, but also through the Strategic ones that will be financed in 2024, for instance, requiring the latter to set up their own capitalisation plan. Regarding the identification of potential 'takers' and how to match them with the 'givers' in order to promote / support the transfer process, the Programme generally plans to support projects by raising the awareness of potential 'takers' during the whole project duration, with an emphasis on the last phase, in all partner territories or even beyond. This will be done both through communication campaigns aimed at capitalisation and through the participation of the Programme in national and European initiatives that could ease or strengthen the involvement of relevant stakeholders (demand side and offer side). The Programme will also exploit capitalisation initiatives at the national level potentially promoted by National Authorities. This phase will start in 2024 and will end at the end of the programming period.

2.3. Main objectives and expected results

In the **first phase** of **Capitalisation** the Programme will focus on the following objectives:

- **fine-tuning of Programme tools** for experimenting and finalising **outputs good for capitalisation**, e.g. by means of definition of more specific assessment criteria on the basis of the principle of reuse and transfer of the outputs, production of grids for collecting information on the outputs in order to define a scale of replicability or reuse, creation of useful tools for cataloguing the products that will be used for the creation or integration of existing catalogue / library;

- **support 'givers' in producing outputs good for capitalisation**, e.g. through the organization of capitalisation workshops and seminars dedicated to the beneficiaries (for example relating to the concepts of replicability or reusability of an output, operational and strategic transfer, to the capacity to produce durable effects), production of methodological papers or documents useful for projects for the production of quality outputs.

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Main expected results of the first Capitalisation phase will be:

- design of light and hands-on capitalisation monitoring tools that will be used throughout the whole programming period;
- increase in the awareness of 'givers' on the methodology of producing quality outputs to be re-used.

In the second phase of Capitalisation the Programme will focus in particular on the following objectives:

- **provide 'givers' with harmonized and co-designed tools** and methodologies useful for building the 'capital' of the Programme and support them in this process;
- **invest in the awareness raising of 'takers'**, also through the involvement of capitalisation 'enablers' (e.g. participating in joint initiatives with other programmes addressed to potential 'takers' and other coordinated initiatives aimed at their identification and involvement);
- **facilitate and strengthen the involvement of relevant stakeholders** ('givers' and 'takers') in the capitalisation activities (e.g. participation in thematic events and workshops).

Main expected results of the second Capitalisation phase will be:

- reinforcement of the awareness and knowledge of potential 'takers' about the Programme's 'capital' also through the involvement of capitalisation enablers;
- favour the realization of transferable outputs (offer side) and encourage the reuse of results (demand side);
- raising awareness and visibility of the Programme and projects achievements;
- make the generated knowledge more accessible and usable for other projects, stakeholders, and programmes.

Furthermore, during both phases, the Programme aims to participate in joint initiatives promoted the network of ETC managing authorities of the Adriatic and Ionian area, by other programmes or by national authorities (such as the Italian Capitalisation Community of Practice) and at a European level (such as those organized by Interact), in order to share and harmonising capitalisation experiences.

		Activity	Main objectives	Timeline	Expected results	Actors involved (enablers/drivers)
Phase 1	**1.**	Monitoring Cluster projects capitalisation activities (2014-'20)	• design and testing of the tools for producing outputs good to be capitalised • support 'givers' in producing outputs good for capitalisation • coordination with national capitalisation initiatives	10/2022-06/2023	• production of light and hands-on capitalisation monitoring tools • increased awareness of 'givers' on the methodology of producing quality output to be re-used • generated knowledge more accessible and usable • on-going harmonisation of capitalisation experiences with other initiatives	MA, JS, Cluster projects
	2.	Launch and implementation of the 1st Call for proposals 2021-2027	• design, fine-tuning and testing of Programme capitalisation tools and practices • support 'givers' in producing outputs good for capitalisation • coordination with national capitalisation initiatives	10/2022-06/2024	• production of capitalisation tools and practices to be used during the application and implementation phases of the projects • increased awareness of 'givers' on the methodology of producing quality output to be re-used • on-going alignment of the Programme capitalisation kit with the Interact Toolkit 2.0 and harmonisation of capitalisation experiences with other initiatives	MC, MA, JS, Standard and Small-scale projects

Phase 2	Launch and implementation of the 2021-2027 Standard, Small-scale, OSI and Capitalisation Calls for proposals	• provide 'givers' with harmonized and co-designed tools and methodologies and support them • invest in the awareness raising of 'takers' • facilitate and strengthen the involvement of relevant stakeholders • coordination with national capitalisation initiatives	07/2024-12/2027	• raised knowledge and awareness of potential 'takers' about the Programme's 'capital' • enhanced realization of transferable outputs and boost their reuse • raised visibility of the Programme and projects achievements • generated knowledge more accessible and usable • on-going harmonisation of capitalisation experiences with other initiatives	MC, MA, JS, Standard, Small-scale, OSI and Capitalisation projects

2.4. The embedding of the capitalisation in the programme life-cycle

The Programme intends to provide applicants and beneficiaries with methodological support and specific tools both to enhance their 'offer' of outputs good to be capitalised and their capacity to intercept possible 'takers' and their needs. This will be accomplished through the embedding of the Capitalisation process in the Programme and project life cycle. At project level, it is envisaged to provide support for the embedding through the following indicative actions:

➢ Project application phase

- guidance for projects on capitalisation through ad hoc information
- production of additional documents about outputs, indicators and data collection
- presence of a specific section on capitalisation in the Application Form
- involvement of associated partners with a specific role linked to capitalisation activities (quality and transferability of good outputs/ involvement of takers)

➢ Selection of the operation

- inclusion of assessment criteria specifically envisaged for project capitalisation activities

➢ Project implementation and monitoring phase

- ongoing guidance for projects on capitalisation through dedicated sessions and trainings in the implementation stage
- regular monitoring of capitalisation activities via Progress reports
- production of tools and budget resources to allow projects to identify and select relevant outputs
- participation of projects in 'learning' communities
- support to projects in the identification of potential re-users ("takers") and their needs
- organisation of initiatives with both 'givers' and 'takers'

2.5. Main actors of IT-HR capitalisation process

The Programme intends to invest in the capitalisation process throughout the whole programming period, also envisaging internal staff dedicated to this activity. In addition, to carrying out continuous monitoring of projects with a focus on capitalisation, the Programme also envisages supporting with effective actions a process of awareness-raising of the logic of 'producing outputs and experiences good to be transferred and reused' that can favour the creation and dissemination of the Programme's 'capital'.

The **enablers** of this process will be the Programme bodies with reference to their respective roles:

- the **Monitoring Committee**, and in particular the Working Group (WG) dedicated to capitalisation activities, and the **Managing Authority** will be essential in supporting the capitalisation strategy of the Programme, in guaranteeing connection with National authorities and useful experiences done by other Programmes, monitoring and evaluating the results of this Plan;
- the **Joint Secretariat** will work to guarantee concrete support actions to beneficiaries, such as the organization of capitalisation training activities addressed to projects and the production of tools useful for identifying those projects with a capitalisation potential and guarantee guidance and support.

The **drivers** of this process will mainly be the beneficiaries and their main target groups as well as the potential 'takers' that will be identified and addressed along the way.

2.6. Interprogramme and National Authorities coordination

In order to improve the efficiency of public funding, strengthen the impact of the operations and maximizing the Capitalisation actions, the Programme will ensure coordination and synergy with other Interreg Programmes, regional and national Cohesion Policy Programmes and macro-regional strategies relevant for the area, particularly

EUSAIR Macro-Regional Strategy that involves the entire Programme area. The Programme has started technical discussions with the Managing Authorities of the Adriatic Ionian area (e.g. Slovenia-Croatia, Italy-Slovenia and IPA-ADRION), primarily to implement EUSAIR's Macro-Regional Strategy priorities and flagships. Inter-programme coordination will be sought also within the whole Mediterranean area (e.g. pilot flagship on sustainable tourism, the possible first application of the multi-programme mechanism initiated by Italy). The overall goal is to establish a structured and ongoing inter-programme coordination among Interreg programmes financing operations in the same cooperation area. Inter-programme coordination modalities will be defined according to the implementation schedule of the different programmes and of EUSAIR throughout the following indicative actions:

- developing, agreeing and setting up coordination structures for the development of maritime projects between cross border programmes and the transnational programme IPA ADRION;
- bringing new and innovative approaches in the governance of the programmes with concrete measures and well-defined tangible results (e.g. MA and JS and other relevant stakeholders could meet on a regular basis);
- acting at the project level (e.g. common Project selection related to synergies);
- participating in networking activities among MAs involved within the EUSAIR embedding process;
- ensuring synergies in capitalisation activities with EUSAIR.

This process is accompanied by participation in the Italian National Capitalisation process, which includes the INTERREG programmes involving Italy with the aim of maximizing the capacity to produce value over time. This process can be considered as a coordination mechanism at the national level that does not replace but supports what is done at the Programme or groups of Programmes level. This national process provides for a series of actions that will be implemented in the next few years, such as facilitating the activation of new processes and new collaboration networks, extending the benefits deriving from the actions financed to a wider population and geographical coverage, increasing the impact of cohesion policy resources. The Programme foresees, in any case, to coordinate with any other future national initiatives carried out by National Authorities.

2.7. Integration with the communication strategy

The Programme considers communication as an essential means to boost capitalisation activities. In fact, the capitalisation process will be strictly linked to the communication strategy from the very beginning as

communication activities play a crucial role in raising awareness on stakeholders about Interreg results and in making achievements visible thus ready to be capitalised. As foreseen by the 2021-2027 Programme, one of the objectives of the communication strategy is directly aimed at supporting and integrating the capitalisation process with the purpose of "Raising awareness & visibility of the Programme achievements and strengthening the re-use of results: improve the accessibility & increase the transfer of the generated knowledge in specific fields". Communication and Capitalisation will be therefore highly interconnected as they can reinforce one another. On the one hand, thematic capitalisation (notably, project results) will feed the communication strategy with contents; on the other hand, communication strategy will be an opportunity to disseminate the capitalisation results, improving their visibility with effective tools.

2.8. Monitoring and evaluation approach

The monitoring activities will be linked to the capitalisation process and will contribute to the creation of the Programme "capital". The basic principle of monitoring is to analyse the activities and outputs realised against what was originally planned in the application form. Beyond this minimum requirement, the Programme's monitoring activities will aim also to get as much qualitative information as possible on outputs to be transferred and re-used and on potential 'takers'.

The Programme has also decided to include the capitalisation process in the ongoing external evaluation envisaged within the Programme Technical Assistance. Therefore, this Capitalisation Plan is considered not only as an internal reference document for the implementation of the Programme's capitalisation but also as a contribution to the Evaluation Plan.

3. Activities and resources for the 2021-2027 period

The foreseen operational activities for capitalisation are strictly linked to the timeline of the launch of the calls for proposals as planned by the Programme (available on the www.italy.croatia.eu) and to the implementation of the Programme and the projects. The definition of the activities also takes into consideration the two-phase approach that the Programme has chosen on capitalisation. This will therefore allow, in the first phase, to involve the ongoing projects in the definition of the tools for the selection of the outputs to be capitalised and in the second phase to set up and use these tools with the projects to be approved during the 2021-2027 period in parallel with the implementation of the actions to involve potential 'takers'. In this perspective, the operational activities are designed to contribute to the achievement of the objectives set by the thematic priorities of the Programme through the direct involvement of the projects (endogenous activities) but also aimed at contributing to the development and improvement of local, regional, national, and European policies in partnership with relevant institutions (exogenous activities).

The operational capitalisation activities, described below, are defined considering the documents included in the 'Capitalisation Toolkit 2.0' produced by the INTERACT programme. They are indicative, not exhaustive and may be updated during the implementation of the Programme.

3.1. Operational activities

Overview of the activities

	OPERATIONAL ACTIONS	CAPITALISATION OBJECTIVE
1	Establishment of specific criteria for selection of outputs based on the principle of reuse and transfer	Support 'givers' in producing outputs good for capitalisation
2	Drafting methodological paper for the production of quality outputs	Enable 'givers' to capitalise their outputs
3	Organization of capitalisation workshops	
4	Guiding LPs in the publication of content in the digital library according to the type of outputs/deliverables	Create / integrate an existing catalogue/library of outputs
5	Integration of a capitalisation section in the Standard projects proposals Application Form	Support 'givers' in producing outputs good for capitalisation
6	Revision of methodological paper for the production of quality outputs	

7	Revision of the specific criteria for selection of outputs based on the principle of reuse and transfer	
8	Integration of a capitalisation guidance into LP seminar	Enable 'givers' to capitalise their outputs
9	Integration of a capitalisation requirement in the Strategic projects proposals Application Form (set up their own capitalisation plan)	
10	Embedding (and updating) the digital library/catalogue into the Programme website	Create / integrate an existing catalogue/library of outputs
11	Ad hoc Programme support to Associated Partners in capitalisation (reuse of outputs)	Identify potential 'takers', match givers and takers
12	Identification/Mapping of 'Takers'/network leaders	
13	Involvement of MC members in the identification of 'Takers'	
14	Set up the communication strategy towards the 'Takers'	
15	Have a targeted communication strategy towards 'Takers'	
16	Definition of the capitalisation calls timetable	Issue capitalisation calls
17	Preparation and publishing capitalisation calls	
18	Join the Pilot Multi-programme Coordination Mechanism in the Mediterranean Sea Basin on sustainable tourism	Join existing thematic communities of practice
19	Drafting a transfer plan to be implemented through the capitalisation call	Transfer and mainstreaming of outputs good to be capitalised
20	Participation in initiatives/events for benchmarking and alignment of capitalisation plan with other programmes/at national and/or EU level as well as with EUSAIR	Inter-programme coordination about capitalisation

Activities description

Operational action 1
Establishment of specific criteria for selection of outputs based on the principle of reuse and transfer
The Programme will design and develop an output assessment tool, in line with the INTERACT Toolkit 2.0, through which it will be possible to assess which outputs can be considered 'good to be capitalised.

Specifically, a grid containing specific assessment criteria based on the reuse and transfer principles, through which it will be possible to measure the capitalisation potential of the project outputs, will be produced and made available to Cluster 2014-2020 projects.

Capitalisation Objective: Support 'givers' in producing outputs good for capitalisation

Capitalisation Phase:	1.1
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries
Main deliverables:	Grid with specific criteria for selection of outputs (Tool)
Outcome:	Production of light and hands-on capitalisation tools
Types of projects to be involved:	Cluster 2014-2020

Operational action 2
Drafting methodological paper for the production of quality outputs

The Programme will provide the 2014-2020 Cluster projects with a methodological document containing the basic concepts of the capitalisation process and the key contents for the production of outputs good to be capitalized, taking as a reference the material produced by Interact with specific reference to the "Guide to capitalization management in the European context Territorial Cooperation Programmes".

Capitalisation Objective: Enable 'givers' to capitalise their outputs

Capitalisation Phase:	1.1
Main responsible:	Joint Secretariat
Target groups:	Project beneficiaries
Main deliverables:	Methodological Paper on capitalisation (guidance for beneficiaries)
Outcome:	Increase the awareness of 'givers' on the methodology of producing quality output to be re-used
Types of projects to be involved:	Cluster 2014-2020

Operational action 3	
Organization of capitalisation workshops	
The Programme will organize a specific workshop with Cluster projects on capitalisation basics and transfer and reuse methodologies with the aim to guide them in the specific process of promotion of the project's outputs.	
Capitalisation Objective: Enable 'givers' to capitalise their outputs	
Capitalisation Phase:	1.1
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries
Main deliverables:	Capitalisation workshop integrated in the LP seminar
Outcome:	Raising awareness among beneficiaries and during seminars organised
Types of projects to be involved:	Cluster 2014-2020

Operational action 4	
Guiding LPs in the publication of content in the digital library according to the type of outputs/deliverables	
The Programme will guide the projects in the categorisation and cataloguing of the contents and materials to be published in the Programme digital library.	
Capitalisation Objective: Create / integrate an existing catalogue/library of outputs.	
Capitalisation Phase:	1.1 and 1.2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries
Main deliverables:	Output/deliverable taxonomy document (tool)
Outcome:	Make the generated knowledge more accessible and usable
Types of projects to be involved:	Cluster 2014-2020

Operational action 5

Integration of a capitalisation section in the projects proposals Application Form and Project Progress Report

The Programme will integrate the Application Form specifically designed for the Standard projects with a section dedicated to capitalisation, starting from the first call. The application form will be used for the Standard project proposal throughout the 2021-2027 programming period. The Programme will also integrate the project progress report with sections dedicated to capitalisation in order to collect quality information.

Capitalisation Objective: Support 'givers' in producing outputs good for capitalisation

Capitalisation Phase:	1.1
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Potential beneficiaries and project beneficiaries
Main deliverables:	Integrated Application Form and Project Progress Report
Outcome:	Production of capitalisation tools and practices
Types of projects to be involved:	Standard and small-scale 2021-2027

Operational action 6

Revision of methodological paper for the production of quality outputs

Based on the experience gained with Cluster projects and following the participation in national capitalisation communities and in inter-programme cooperation, the Programme will update the methodological document containing the basic concepts of the capitalisation process and the key contents for the production of outputs 'good to be capitalised'. The paper will be made available to all the projects financed in 2021-2027 period, as well as to potential beneficiaries of the Programme.

Capitalisation Objective: Support 'givers' in producing outputs good for capitalisation

Capitalisation Phase:	1.2
Main responsible:	Joint Secretariat
Target groups:	Project beneficiaries and potential beneficiaries
Main deliverables:	Updating the Methodological Paper on capitalisation (guidance for beneficiaries)

Outcome:	Increase the awareness of 'givers' on the methodology of producing quality output to be re-used
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 7

Revision of the specific criteria for selection of outputs based on the principle of reuse and transfer

The output assessment tool, developed in activity 1 and tested with the projects funded in the 2014-2020 period, will be revised, and updated by the Programme based on the experience gained with the Cluster projects.
The grid will therefore be made available to all projects funded in the period 2021-2027 in order to foster the capitalisation process to the maximum extent.

Capitalisation Objective: Support 'givers' in producing outputs good for capitalisation

Capitalisation Phase:	1.2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries
Main deliverables:	Updated Grid with specific criteria for selection of outputs (Tool for beneficiaries)
Outcome:	Production of light and hands-on capitalisation tools
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 8

Integration of a capitalisation session into Lead Partner seminars

The Programme will organize a specific guidance session integrated in the Lead partner seminars, with the aim of transferring to the projects funded during the period 2021-2027, the fundamental principles on capitalisation.

Capitalisation Objective: Enable 'givers' to capitalise their outputs

Capitalisation Phase:	1.2 and 2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries

Main deliverables:	Capitalisation workshop integrated in the LP seminar
Outcome:	Raising awareness among beneficiaries and during seminars organised
Types of projects to be involved:	Standard, Small-scale and Strategic (OSI) 2021-2027

Operational action 9

Integration of a capitalisation requirement in the OSI Application Form (set up their own capitalisation plan) and Project Progress Report

The Programme will require the OSI to produce their own capitalisation plan aligned with Programme's one, with the aim of fostering the 'appropriation' of the capitalisation process from projects. The Programme will also integrate the project progress report with sections dedicated to capitalisation in order to collect quality information.

Capitalisation Objective: Enable 'givers' to capitalise their outputs

Capitalisation Phase:	1.2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Potential beneficiaries and project beneficiaries
Main deliverables:	Integrated Application Form and Project Progress Report with the capitalisation plan requirements
Outcome:	Production of capitalisation tools and practices
Types of projects to be involved:	Strategic (OSI) 2021-2027

Operational action 10

Embedding (and updating) the digital library/catalogue into the Programme website

The Programme, based on the outputs and deliverables taxonomy previously produced, will design a digital library / catalogue that will collect the project outputs and documents. All the projects funded in the 2021-2027 period will be involved in the collection and updating of this on line library / catalogue.

Capitalisation Objective: Create / integrate an existing catalogue/library of outputs.

Capitalisation Phase:	1.2 and 2

Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project beneficiaries and potential beneficiaries
Main deliverables:	Programme library/catalogue
Outcome:	Make the generated knowledge more accessible and usable
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 11
Ad hoc Programme support to Associated Partners in capitalisation (reuse of outputs)

The Programme will provide specific guidance and support to Associated partners on the capitalisation issues, also through thematic activities, with the aim of fostering the creation of an Associated partner community in which to generate and promote capitalisation inputs to be transferred and exploited by the projects.

Capitalisation Objective: Identify potential 'Takers', match givers and takers

Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners
Main deliverables:	Community of Associated partners
Outcome:	Knowledge and awareness raising of potential 'Takers' about the Programme's 'capital'
Types of projects to be involved:	Standard and Strategic (OSI) 2021-2027

Operational action 12
Identification/Mapping of 'Takers'/network leaders

The Programme intends to create a mapping of the networks' leaders (that could play the role of "relay" in the identification of potential re-users) and potential "takers" starting from a classification of the beneficiaries of all the projects financed in the period 2021-2027.

Capitalisation Objective: Identify potential 'Takers', match givers and takers

Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners and external relevant actors
Main deliverables:	'Takers' / Network leaders map
Outcome:	Knowledge and awareness raising of potential 'Takers' about the Programme's 'capital'
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 13

Involvement of Monitoring Committee (MC) members in the identification of 'Takers'

The Programme Monitoring Committee will play a crucial role in the support of the capitalisation strategy of the Programme and will be essential in the 'Takers' mapping process also guaranteeing connection with other National authorities and useful experiences done by other Programmes.

Capitalisation Objective: Identify potential 'Takers', match givers and takers

Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	MC members
Main deliverables:	Meetings of capitalisation Working Group
Outcome:	Knowledge and awareness raising of potential 'Takers' about the Programme's 'capital'
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 14

Set up the communication strategy towards the 'Takers'

The Programme will specifically include potential capitalisation 'Takers' as targets of its communication strategy from the early stages of the implementation.

Capitalisation Objective: Identify potential 'Takers', match givers and takers	
Capitalisation Phase:	1.1
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners, potential partners and external relevant actors
Main deliverables:	Communication strategy focussing on capitalisation objectives
Outcome:	Visibility raising of the Programme and projects achievements
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 15

Have a targeted communication strategy towards 'Takers'

The Programme intends to carry out specific communication activities on capitalisation and expressly aimed at potential 'Takers'.

Capitalisation Objective: Identify potential 'Takers', match givers and takers	
Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners, potential partners, and external relevant actors
Main deliverables:	Implementation of the communication strategy
Outcome:	Visibility raising of the Programme and projects achievements
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 16

Definition of the capitalisation calls timetable

The Programme intends to define and approve, from the earliest programming stages, the timing of future capitalisation calls in its 2021-2027 calls timeline. The capitalisation call might involve all the projects typologies.

Capitalisation Objective: Issue capitalisation calls

Capitalisation Phase:	1.1 and 2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Potential partners, and external relevant actors
Main deliverables:	Timetable of the capitalisation calls approved by MC and published
Outcome:	Enhance the realization of transferable outputs and boost their reuse
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 17

Preparation and publishing capitalisation calls

The Programme will launch capitalisation calls, based on the approved calls' timeline, and will prepare the related documents including specific capitalisation criteria for the evaluation of the submitted project proposals. The capitalisation call might involve all the projects typologies.

Capitalisation Objective: Issue capitalisation calls

Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners, potential partners, and external relevant actors
Main deliverables:	Capitalisation Call for proposal Application package
Outcome:	Enhance the realization of transferable outputs and boost their reuse
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 18

Join the Pilot Multi-programme Coordination Mechanism in the Mediterranean Sea Basin on sustainable tourism

The Programme will participate in this capitalisation initiative by contributing with the experience gained by the Programme and by the projects specifically financed on these themes.

Capitalisation Objective: Join existing thematic communities of practice

Capitalisation Phase:	1.2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Monitoring Committee / Managing Authority / Joint Secretariat
Main deliverables:	Meetings of the Coordination Mechanism
Outcome:	Enhance the realization of transferable outputs and boost their reuse
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 19

Drafting a 'Transfer plan' to be implemented through the capitalisation call

The Programme will develop and publish a 'Transfer plan' which will identify the results to be transferred and to be used by projects participating in the capitalisation call for proposals.

Capitalisation Objective: Transfer and mainstreaming of outputs good to be capitalised

Capitalisation Phase:	2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners, potential partners, and external relevant actors
Main deliverables:	Transfer plan
Outcome:	Enhance the realization of transferable outputs and boost their reuse
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

Operational action 20

Participation in initiatives/events for benchmarking and alignment of capitalisation plan with other programmes/at national and/or EU level as well as with EUSAIR

The Programme will participate in the initiatives promoted at the national and / or EU level, also through the organisation of joint events with other Managing Authorities of mainstream programmes of the same area, EMFAF and EUSAIR and will contribute with the experience gained by the Programme and financed projects.

Capitalisation Objective: Inter-programme coordination about capitalisation

Capitalisation Phase:	1.1, 1.2 and 2
Main responsible:	Managing Authority / Joint Secretariat
Target groups:	Project partners, potential partners, and external relevant actors
Main deliverables:	Depending on proposed activities of Interact and National Delegations etc.
Outcome:	Enhance the realization of transferable outputs and boost their reuse
Types of projects to be involved:	Standard and Small-scale, Strategic (OSI) 2021-2027

3.2   Available resources

The Programme aims at embedding the capitalisation process into its life-cycle, and therefore plans to devote a specific staff resource of the Joint Secretariat to the coordination of the implementation of the capitalisation activities since the beginning of the programming period. In this perspective, percentages of working time of further personnel resources, both of the Managing Authority and the Joint Secretariat, will be dedicated to communication, management and supervision activities in the context of the Programme capitalisation process.

With reference to the Technical Assistance budget, the Programme will commit around 10% of its communication budget to cover the costs related to the organization of capitalisation events, specific communication campaigns, external expertise and communication materials.

Finally, the Programme plans to allocate approximately 4 million Euro ERDF to the launch of capitalisation calls for proposals in order to implement the planned capitalisation strategy and achieve the indicated results.

3.3 Provisional timetable of capitalisation actions

OPERATIONAL ACTION		2022	2023				2024				2025				2026				2027			
		Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec
PHASES		**1.1**	**1.2**				**2**															
1	Establishment of specific criteria for selection of outputs based on the principle of reuse and transfer	x																				
2	Drafting methodological paper for the production of quality outputs	x																				
3	Organization of capitalisation workshops	x																				
4	Guiding LPs in the publication of content in the digital library according to the type of outputs/deliverables				x																	
5	IIntegration of a capitalisation section in the projects proposals Application Form and Project Progress Report	x				x																
6	Revision of methodological paper for the production of quality outputs						x															
7	Revision of the specific criteria for selection of outputs based on the principle of reuse and transfer						x															
8	Integration of a capitalisation session into Lead Partner seminars				x		x		x		x		x			x						
9	Integration of a capitalisation requirement in the OSI Application Form (set up their own capitalisation plan) and Project Progress Report					x		x														
10	Embedding (and updating) the digital library/catalogue into the Programme website					x				x		x		x		x		x		x			
11	Ad hoc Programme support to Associated Partners in capitalisation (reuse of outputs)						x		x		x		x		x		x					
12	Identification/Mapping of 'Takers'/network leaders						x															
13	Involvement of MC members in the identification of 'Takers'						x						x			x						
14	Set up the communication strategy towards the 'Takers'		x																			
15	Have a targeted communication strategy towards 'Takers'										x		x		x			x				
16	Definition of the capitalisation calls timetable	x																				
17	Preparation and publishing capitalisation calls											x										
18	Join the Pilot Multi-programme Coordination Mechanism in the Mediterranean Sea Basin on sustainable tourism																					
19	Drafting a transfer plan to be implemented through the capitalisation call												x									
20	Participation in initiatives/events for benchmarking and alignment of capitalisation plan with other programmes/at national and/or EU level																					