

Interreg



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Central Baltic Programme

CAPITALISATION PLAN

for the Central Baltic programme 2021 - 2027

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Introduction

This document covers the Central Baltic programme and its projects.

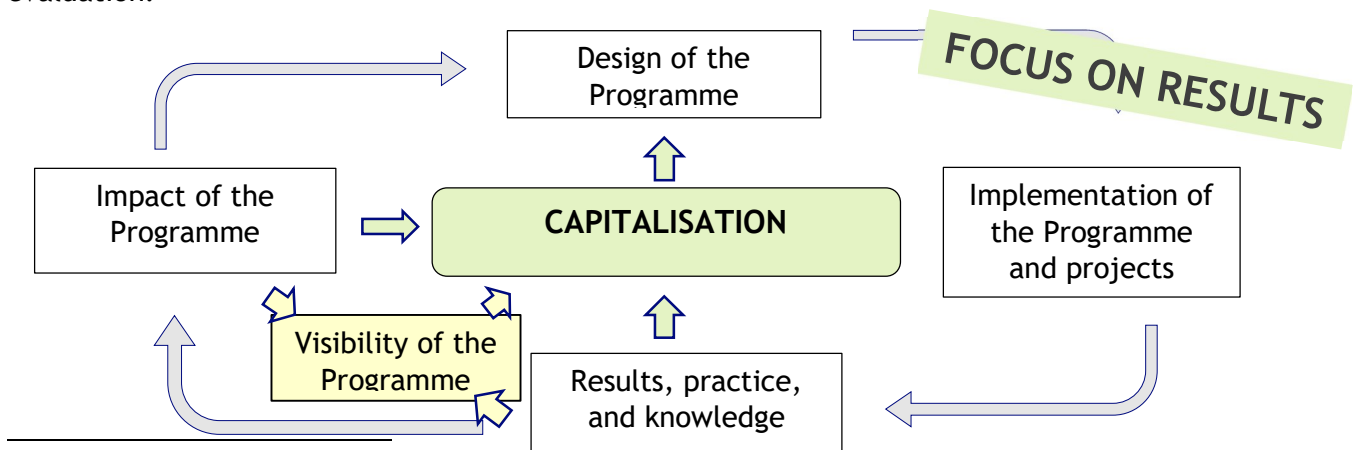
There is no common definition of the term ‘capitalisation’ in the regulation binding for European Territorial cooperation (Interreg) programmes. However, ‘capitalisation of results’ is a common practice within many Interreg programmes, including the Central Baltic programme.

Within Interreg programmes capitalisation is broadly understood as dissemination/transfer of knowledge and programme results for the purpose of increasing programme visibility and re-use of the programme’s results. Common capitalisation practices include making the knowledge and results generated by projects more accessible, obtaining additional results through benchmarking and detailed content analysis, promoting the re-use and/or transfer of knowledge and results, raising awareness and improving the communication of results. To this point, this has been the practice within the Central Baltic programme as well.

The key issue of a ‘true’ capitalisation of results according to the Interact Capitalisation Management Guide¹ is to make sure that results are not only transferred but also re-used by other specific actors and that there is, therefore, a gradual improvement in policies. Which seems in line with the core principles of the Central Baltic programme.

For the period 2021 - 2027, the Central Baltic programme, therefore, sees that an **additional layer should be introduced to make the most out of the concept of capitalisation and to support the result orientation of the Central Baltic programme - the improvement of policies** should be stressed as the main aim of what is to be achieved with the capitalisation activities within Central Baltic programme. Furthermore, capitalisation should be part of the Central Baltic programme so that all programme cycle is covered and **not only results, yet as well practice and knowledge generated are within the focus of capitalisation**.

The capitalisation plan for the Central Baltic programme 2021 - 2027 thus introduces the re-visited capitalisation concept for the programme, including a set of activities and measures to be taken to ensure that the capitalisation supports the result orientation of the Central Baltic programme and is a valuable practice supporting and adding value to other activities, namely programming, implementation of the programme and the projects, communication, and evaluation.



¹ <https://www.interact-eu.net/library#2891-publication-capitalisation-management-guide>

1. The starting point - Where are we now?

The concept of capitalisation has been first introduced in the Central Baltic programme 2014 - 2020. It was acknowledged that there are several challenges - (1) results from projects are not clustered, nor readily available for further development, (2) result sharing is lacking between projects and programmes, and (3) project results tend to get lost between programming periods - insufficiently addressed by other activities of the programme. Thus, it was agreed that capitalisation will focus on categorising, sharing, sustaining, and re-using the results.

The programme period of 2014 - 2020 has reached its final phase. A lot has been done in the field of capitalisation. To name the most important activities out of many others:

- ❖ in total 10 Result Packages have been prepared summarising different thematics addressed by the Central Baltic programme providing summaries of results and examples of good practices. Result packages are available online on [Central Baltic webpage](#) and have been actively distributed among potential applicants.
- ❖ Central Baltic programme Photo Exhibition has been held across all Central Baltic capitals (Helsinki, Finland, Riga, Latvia, Stockholm, Sweden, and Tallinn, Estonia), as well as in Mariehamn, Åland and in Turku, where the Central Baltic programme Managing Authority and Joint Secretariat is located. The aim of the Photo Exhibition was to show the general public, how have European Union funds been used in the respective regions through the eyes of Central Baltic programme-funded projects. The photo Exhibition is available on the [Central Baltic webpage](#).
- ❖ Project Database providing an all-round view of all 137 projects which were funded during the 2014-2020 period including project description, partners, visibility, stories related to a project and of course results is available [Central Baltic webpage](#).

Programme period of 2021 - 2027 has just started thus it is not yet known which of the past activities are bringing the most added value to the programme, though it has been decided that the most relevant capitalisation practice should be continued.

2. Where we want to be?

To be able to address the needs Central Baltic programme has, to address the challenges and use the opportunities concept of capitalisation brings, it is relevant to reflect on where is that we would like to be, i.e., what do we want to achieve with the capitalisation activities.

We agree within the Central Baltic programme, that the **result orientation of the programme should remain the ground foundation of the capitalisation activities.**

We acknowledge that **not only results, yet as well practice and knowledge created within the Central Baltic programme and projects are worth of sharing and re-using.** It is acknowledged as well, that **the goal for capitalisation activities should be the improvement of public policies.** First, relevant local, regional, and national policies / policy areas behind four thematic areas (priorities) of the Central Baltic programme, namely, (1) innovative business

development, (2) improved environment and resource use, (3) improved employment opportunities, and (4) improved public services in the Central Baltic programme area - in total 27 regions in 4 EU Member States (Estonia, Finland incl. Åland, Latvia, Sweden), and possibly beyond. Second, **the future Central Baltic programme(s) and its policies.**

We hope that both **quality of project applications and implementation of projects as well as of results achieved will increase as a side effect** of applying (replicating and reusing) practice and knowledge gained.

We recognize that capitalisation activities may lead to the **improvement of organisational policies** of relevant stakeholders thus leading to better awareness of the Central Baltic programme potentially resulting in higher quality and relevant project applications.

3. What is to be done? - The capitalisation objectives

To encompass the aim of capitalisation, all aspects to be capitalised (i.e., results, practice, and knowledge) and to back the result orientation of the Central Baltic programme, the following objectives are proposed for the capitalisation strategy of the Central Baltic programme 2021 - 2027:



Figure 2. Capitalisation objectives

We see that many of the capitalisation objectives will be complemented by other activities of the Central Baltic programme not focusing on capitalisation objectives:

- output and result indicators of programme objectives will be a relevant source for the initial information on what has been achieved within projects funded by the Programme.
- existing communication channels including the Programme webpage, social media channels, and newsletters are there to back the capitalisation activities.
- process and impact evaluations foreseen will gather other valuable information relevant to capitalisation on what has been achieved by projects funded by the Programme.
- existing networks of national Contact Points is a valuable mean to reach the relevant target groups of the capitalisation activities.

and others.

4. For whom, how, when and by whom? - The capitalisation strategy

We acknowledge that there might be different needs, challenges and opportunities at different levels, namely Managing Authority / Joint Secretariat may see things from a broader perspective while the national Contact Points / programme Member States and regions may see things from a more local or regional perspective. This should be reflected in the approach to the capitalisation activities when, we decide, for example, on target groups, tools, scope or focus of the activities.

In the following table, different target groups in relation to capitalisation objectives are described, i.e., we define why the target group is relevant and why by setting the focus of capitalisation activities for the particular target group.

Table 1. Target groups of capitalisation activities

<i>Target group</i>	<i>Capitalisation focus</i>
<i>Internal target group</i>	
<i>Central Baltic programme (staff, members of Programming and Monitoring Committees)</i>	<i>Programme achievements (results, practice, and knowledge) relevant to thematic areas (priorities) and programme objectives</i>
<i>External target groups</i>	
<i>European Commission</i>	<i>Programme achievements (results, practice, and knowledge) relevant to thematic areas (priorities)</i>
<i>Policy makers and practitioners at local, regional, and national level from Central Baltic programme area</i>	<i>Programme achievements (results, practice, and knowledge) relevant to thematic areas (priorities)</i> <i>Achieved benefits (for local area, region, member state, and beyond) and success stories</i>
<i>Potential applicants</i>	<i>Examples of results and best practices relevant to thematic areas (priorities) and programme objectives</i> <i>Knowledge achieved on how to successfully manage and implement the project and to reach the results (experience of other funded projects)</i> <i>Success stories and good examples of cross-border cooperation</i>
<i>Project partners</i>	<i>Examples of results and best practices relevant to thematic areas (priorities) and programme objectives</i> <i>Knowledge achieved on how to successfully manage and implement the project and to reach the results (experience of other funded projects)</i>

<p>Other Interreg programmes, Interact community, EUSBSR</p>	<p><i>Knowledge achieved on how to successfully manage and implement the project and to reach the results (experience of other funded projects)</i></p> <p><i>Success stories and good examples of cross-border cooperation</i></p>
<p>Relevant segments of the general public (Groups of people interested in the Programme or its Objectives)</p>	<p><i>The benefits of Interreg and how Interreg funding impacts everyday life of citizens (and businesses?)</i></p>

Different target groups may need different tools and methods / approaches to be used. In the following table (Table 2. The capitalisation matrix) we list activities relevant to the Central Baltic programme. The list is based on previous programme capitalisation experience, Interact materials (guidance and evaluation report) and capitalisation objectives defined above.

Activities listed in the matrix gives an overview of what is expected to be done related in terms of capitalisation. In other words, it sets the framework for capitalisation activities. Programme Work plan is where capitalisation activities will be specified for each calendar year.

We understand that for several capitalisation activities it is important to think out of the box and look for innovative approaches and methods to reach target groups, make the results and practice visible and to get it used (capitalised). This is especially relevant for activities aimed at contributing to development of public policies.

Capitalisation budget

We acknowledge as well that capitalisation activities are a part of the Central Baltic programme and thus are to be covered with existing capacities and funding bearing in mind that sufficient time and resources should be devoted not only to the capitalisation activities, but to all other activities as well. Clear focus thus should be put on reaching the capitalisation objectives by respecting the value-for-money (the added value the capitalisation activities could bring) and cost efficiency principles within the overall programme budget.

The matrix below lists the capitalisation activities for the Central Baltic programme 2021 -2027.

Table 2. Capitalisation matrix - schedule of activities for the Central Baltic programme 2021 - 2027

Capitalisation objective	Capitalisation activity	Target group	Involved CB bodies and tasks	Timing	Outcome to be reached	Specifics of the outcome	
Cap01. (Encouraging and promoting) Transfer and re-use of results, practice, and knowledge	Pework (CapA1): Awareness rising of the Central Baltic result-orientation approach	<ul style="list-style-type: none"> • Projects • Potential applicants 	JS / MA / nCPs introduction of the result-orientation to projects and potential applicants in relevant events as part of general Programme presentation	Ongoing throughout 2021 - 2027 period	CapRi1.1. Projects are “on board” of the CB capitalisation journey	<ul style="list-style-type: none"> • Target groups are aware of and do understand the CB result-orientation concept 	
	Cap02. (Fostering) Contributing to development of public policies	CapA2 Preparation of “result packages” (results to be capitalised) [source: Jems, projects, evaluation reports]	<ul style="list-style-type: none"> • CB Policy makers and practitioners (Member States / National, Regional and Local Stakeholders) • CB staff 	PMs (programme level): <ul style="list-style-type: none"> • identification of project results worth to capitalise • preparation of programme level “result packages” nCPs (regional level) <ul style="list-style-type: none"> • identification of project results worth to capitalise • preparation of national and/or regional level “result packages” 	Throughout 2021 - 2027 period and possibly beyond, starting soonest 1 year after projects has finished [continuously starting 1 st call projects]	CapRi2.1. “Result packages” prepared: - by PO / priority <u>Usage:</u> - Central Baltic website, sections “Programme results / by PO / priority” - input for other capitalisation and communication activities	<ul style="list-style-type: none"> • Both interactive and .pdf • Focus on results (not result indicators) at beneficiary level • Stories / project examples included • Infographics and other elements to be “attractive” • usage of national languages for regional level packages
			<ul style="list-style-type: none"> • Potential applicants 				
	CapA3 Organisation of networking events (PO-specific, thematic, regional) for “capitalisation” to share practice and results	<ul style="list-style-type: none"> • On-going projects • New projects 	JS (PMs), nCPs <ul style="list-style-type: none"> • organisation of events 	Throughout 2021 - 2027 period	CapRi3.1. PO thematic networking ensured CapRi3.2. Regional networking ensured	<ul style="list-style-type: none"> • PO specific • On a regular basis, at least 2 network meetings per call 	

	<p>CapA4 Usage of information and promotion materials and day-to-day communication</p> <p>(Website, SoMe channels, brochures, info graphics, videos, etc.)</p>	<ul style="list-style-type: none"> all target groups 	<p>JS (PMs and communication manager)</p> <ul style="list-style-type: none"> use of “result packages” in info and promo materials at the programme level inclusion of “result orientation” into day-to-day communication <p>nCPs</p> <ul style="list-style-type: none"> use of “result packages” in info and promo materials at local and regional level inclusion of “result orientation” into day-to-day communication 	<p>Throughout 2021 - 2027 period and beyond</p>	<p>CapRi4.1. Result-orientation approach used information and promotion of the Programme</p>	<ul style="list-style-type: none"> Noting on top of what is in use already (i.e., same channels, same materials) Target group specific info and promo materials Target group specific day-to-day communication ensured “think out of box” approach
	<p>CapA5 Ensuring result-orientation within Project WebSpace</p>	<ul style="list-style-type: none"> On-going projects New projects Project beneficiaries 	<p>JS (PMs and communication manager) and nCPs</p> <ul style="list-style-type: none"> guidance to projects writing of stories <p>Projects</p> <ul style="list-style-type: none"> preparation of relevant information 	<p>Throughout 2021 - 2027 period, starting 1st call projects</p>	<p>CapRi5.1. Project WebSpace easy to use to find CB results and practices</p>	<ul style="list-style-type: none"> Results linking to result indicators Stories / project examples included Infographics and other elements to be “attractive”
	<p>CapA 6 Preparation of Policy recommendations / Policy briefs*</p> <p>[source: Regional Analysis, Evaluation Reports]</p>	<ul style="list-style-type: none"> CB Policy makers and practitioners (Member States / National, Regional and Local Stakeholders) 	<p>JS / MA / nCPs</p> <ul style="list-style-type: none"> preparation of policy recommendations / policy briefs 	<p>Mid-term for future programming purposes and 2021 - 2027 closure for policy level events</p>	<p>CapRi6.1. Policy recommendations / policy briefs prepared and distributed</p>	<ul style="list-style-type: none"> priority level national and regional perspective included
[continued]	<p>CapA7. Organisation of policy level thematic “capitalisation” events incl. High level importance event organised by projects of strategical importance</p>	<ul style="list-style-type: none"> CB Policy makers and practitioners (Member States / National, Regional and Local Stakeholders) European Commission / other Interreg programmes / other national and regional programmes, EUSBSR 	<p>JS / MA / nCPs</p> <ul style="list-style-type: none"> organisation of events <p>Projects of strategic importance</p> <p>contribution to organisation</p>	<p>2021 - 2027 closure</p>	<p>CapRi7.1. Policy level events organised</p>	<ul style="list-style-type: none"> policy level and policy field decided jointly for each event national and regional perspective included “Think out of box” approach presenting “result packages” in events not organised by CB included
	<p>CapA8. Organisation of dedicated thematic calls</p>	<ul style="list-style-type: none"> Potential applicants 	<p>JS / MA / MC</p> <ul style="list-style-type: none"> tasks according to Programme Manual 	<p>upon decision</p>	<p>CapRi8.1. Dedicated thematic project calls carried out</p>	<ul style="list-style-type: none"> Focus on results in specific thematic fields / priorities / programme objectives

5. How will we know that we are on track? - Results expected and assessment of those

We once again would like to emphasize that **capitalisation for Central Baltic programme is there to back the result orientation of the programme**. Simple logic should be followed when we think about what is that the programme would like to see as results of capitalisation: capitalisation activities lead to achievement of capitalisation objectives and capitalisation objectives foster reaching the programme objectives.

Simply speaking we will know that we are on track reaching capitalisation objectives when we will see that programme's results, practices and knowledge are recognised among stakeholders in the field and are being replicated, reused and / or taken up contributing to public policies in the Central Baltic programme area, possibly beyond, as well as to the Central Baltic programme itself. We expect as well that both quality of project applications and implementation as well as quality of results projects achieve will be improved as side effect by applying (replicating or reusing) practice and knowledge gained.

Capitalisation result

Programme's results, practices, and knowledge are recognised among stakeholders within Central Baltic programme area as well as by other Interreg programmes and the Commission contributing to development of public policies.

We will use regular surveys backed by internal analysis and external evaluations to assess whether capitalisation efforts of the Programme are on track and if some adjustments to the capitalisation activities should take place:

- ❖ surveys among project partners will allow us to see whether practices and knowledge gained at Central Baltic is being replicated, reused and / or taken up [JS/MA];
- ❖ surveys of local, regional, and local level stakeholders in the Central Baltic programme will show whether programme's results are recognised among stakeholders and are feeding public policies within thematic fields of the Programme [nCPs];
- ❖ external evaluations will provide evidence on whether programme's results improve public policies within the Central Baltic programme area as well as who and how is benefitting from the improvements in those public policies [JS/MA];
- ❖ internal analysis based on survey results will allow to follow the evidence-based policy to adjust both the capitalisation efforts and the Programme itself, if needed.