

The background of the slide features a light blue gradient. On the left side, there are stylized blue and white human figures in various poses, some appearing to be climbing or reaching. Scattered around these figures are several yellow five-pointed stars of varying sizes, reminiscent of the European Union flag.

# Capitalisation network: Connecting programme outputs to policy goals and impacts

9<sup>th</sup> Regional CBC Consultative Forum

11 May 2023, Struga



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1. Introduction – Concept & purpose of capitalisation
2. Capitalisation activities under CBIB+ & lessons learned
3. Capitalisation network
4. Current priorities towards IPA III CfPs.



- **Capitalisation ‘strategies’** and ‘activities’ are widespread in EU CBC programmes. They have been introduced in CBIB+ since 2019 covering the policy areas of environment and tourism.
- **CBIB+ capitalisation reports** have been produced on environment and tourism projects, with an extensive involvement of stakeholders (questionnaires, workshops, etc). Updated and extended as new relevant evidence becomes available.
- **Current focus:** Capitalisation of IPA I & II results contributing to better CfPs and projects under IPA III.



# Capitalisation concept and purpose



- ‘**Capitalisation**’ is understood as the process of using the results/knowledge of programmes/projects to generate new knowledge (**‘capital’**), to support the development of future policies, programmes and projects.
- It is a **‘building’ process** that gathers valuable programme and project results within a specific policy field and enables identifying and sharing knowledge.
- Capitalisation efforts take place at **different levels**: project level; programme level; inter-programme (regional or European) level.



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# Capitalisation process



As a building process, capitalisation is aimed at consolidating the capital built by projects and programmes, with a view to:

- **Making the knowledge** and results generated by projects **more accessible.**
- **Obtaining additional results** through the benchmarking and detailed content analysis, building on existing knowledge and experience.
- Promoting the **re-use and / or transfer of this knowledge** and these results, in order to boost performance and delivery.



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# Capitalisation activities under CBIB+



- The capitalisation of results/knowledge of **IPA I & II CBC** started in 2019:
  - questionnaire survey of stakeholders' needs and priorities
  - review of the relevant experience of Interreg and other CBC programmes
  - discussion of report on 'Capitalisation Networks: Concept and Action Plan' at the 7<sup>th</sup> CBC Regional Consultative Forum in Sarajevo.
- This established a **capitalisation approach** which relies on networking between stakeholders using a range of activities and tools, with the support of the CBIB+ team.
- Implemented, with some adaptations during the COVID-19 pandemic period, to projects in two policy fields: **environment** and **tourism**.



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# 1<sup>st</sup> capitalisation - environment projects

- The first capitalisation exercise on the topic of the **environment** was launched at the start of 2020 and was substantially concluded by the end of 2020.
- It covered some 100 environment projects funded under the IPA I and IPA II CBC programmes of which 38 were assessed in greater depth.
- Projects were assessed and lessons drawn with extensive contributions from stakeholders and were included in successive draft reports.
- A major review was carried out at a capitalisation workshop held online on 10 March 2022.



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# 2nd capitalisation – tourism projects



- A second capitalisation exercise covering **tourism** projects was conducted during 2021.
- It covered 100 projects and assessed in greater depth 57 ones, funded under the IPA I and IPA II CBC programmes.
- Projects were assessed and lessons drawn with extensive contributions from stakeholders and were included in successive draft reports.
- A major review was carried out at a capitalisation workshop held online on 2 March 2022.



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# Capitalisation outputs



The capitalisation reports covered the following aspects:

1. Introduction
2. Project database, documentation and selection
3. Categorisation and clustering
4. Analysis by cluster
5. Assessment: intervention logic, success factors, good practice examples
6. Summary of conclusions and lessons learned

**They are treated as 'draft reports', revised and updated to take account of new evidence from recent projects.**



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# Capitalisation outputs - Environment



- 38 projects were categorised, clustered and assessed in depth.
- These projects form **four clusters**, reflecting different combinations of:
  - main **types of activities** (action- or knowledge-focused projects), and
  - principal **aims regarding environmental outcomes** (remedial-amelioratory or managerial-systemic).
- Their assessment allowed a general pattern to emerge for each cluster regarding:
  - **‘how’** the projects are designed and conducted (their activities and method of working)
  - **‘what’** they achieve or seek to achieve (objectives and outcomes) to protect and/or enhance the environment
  - the **‘intervention logic’** of the projects, the **success factors**, and elements of **good practice** with transferability potential.



# Capitalisation outputs - Environment



- **Lesson 1: Action-focused projects**, pursuing ‘hard’ activities, need to combine them with capacity development, mobilisation and engagement of relevant stakeholders, for best outcomes and sustainability.
- **Lesson 2: Knowledge-focused projects**, relying mainly on ‘soft’ activities, need to include the creation of durable ‘tools’ and conditions for managing better and in a more sustainable way the environment.
- **Lesson 3:** In all cases the above need to be underpinned by ownership, **inclusion of all relevant partners**, especially local authorities, and good partnership working, and actions in line with the real needs of the cross-border area.
- **Lesson 4:** A longer-term perspective is embedded in the design of a broad category of projects (focused on managerial-systemic outcomes), but **sustainability** of impacts is generally difficult to validate across all clusters.
- **Lesson 5:** A series of measures should be implemented to ensure and verify the achievement of results at three different stages: pre-application period, during implementation, post-implementation.



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# Capitalisation outputs - Tourism



- 57 projects were categorised, clustered and assessed in depth.
- These projects form **five clusters**, reflecting different combinations of:
  - **objectives** (direct/indirect contribution to tourism),
  - **approach** (thematically or territorially targeted/untargeted), and
  - **outcome focus** (tourism offer or conditions (infrastructure or capacities).
- Their assessment allowed a general pattern to emerge for each cluster regarding:
  - **‘how’** the projects are designed and conducted (their activities and method of working)
  - **‘what’** they achieve or seek to achieve (objectives and outcomes) to develop tourism
  - the **‘intervention logic’** of the projects, the **success factors**, and elements of **good practice** with transferability potential.



# Capitalisation outputs - Tourism



- **Lesson 1:** Projects focusing on **tourism offer** are seen as generating economic activity, jobs and income for the people and businesses in the eligible cross-border area and tend to be regarded in most cases as “the preferred approach”.
- **Lessons 2:** Projects focusing on **tourism conditions** tend to lack direct links to tourism outcomes and are best suited to preparatory or remedial actions in addressing local infrastructure or capacities deficiencies or enhancing local assets.
- **Lesson 3:** Successful projects have a good **balance of ‘soft’ and ‘hard’ actions**, and a strong cross-border dimension.
- **Lesson 4:** Efficiency and effectiveness are key to translating a good project design to results, and they largely depend on the **engagement and commitment of all relevant actors** (tourism operators, local people, businesses, public authorities).
- **Lesson 5:** **Sustainability and impact should be accorded much higher priority** to ensure that benefits continue to accrue in the long term.



# Capitalisation - Towards IPA III



- The **capitalisation workshops** on 2 and 10 March 2022:
  - **assessed the process and outcomes** of the two capitalisation exercises
  - discussed **the future capitalisation strategy of CBIB+** with the help also of two **questionnaires**.
- This review concluded that the capitalisation process of IPA CBC should be based on a **‘permanent’ capitalisation network** using various tools and activities.
- These conclusions:
  - were validated in an event co-organised with Interact on 18 May 2022 on synergies between Interreg-IPA and IPA-IPA programmes, and
  - are supported by the findings of the ‘strategic orientation of CBIB+4’ questionnaire survey in the Autumn of 2022.



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# Capitalisation network: key features (i)

- **One permanent network** should cover various topics and capitalisation activities, with **small groups**.
- **Tourism** and **environment** are the two policy areas to be accorded priority.
- **Meetings for all network participants** should be held at least every year and preferably every 6 months.
- A large majority of stakeholders have indicated their willingness to participate in the activities of the **network**, including **small groups**, and to contribute to capitalisation.



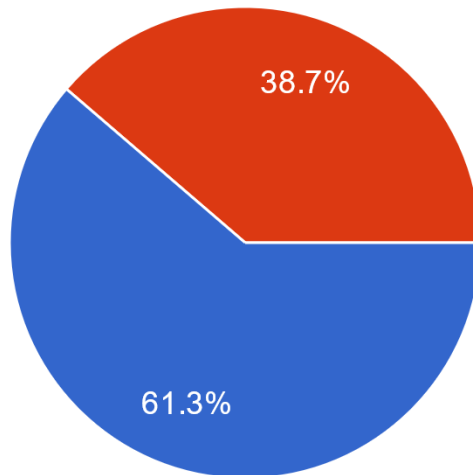


# (Stakeholders' feedback)



## 1. What should be the scope of a permanent capitalisation network?

31 responses



- One network should cover projects on all topics supported under IPA CBC programmes, with smaller topic-specific working groups
- Separate mini-networks should be set up from time to time for different topics supported under IPA CBC programmes



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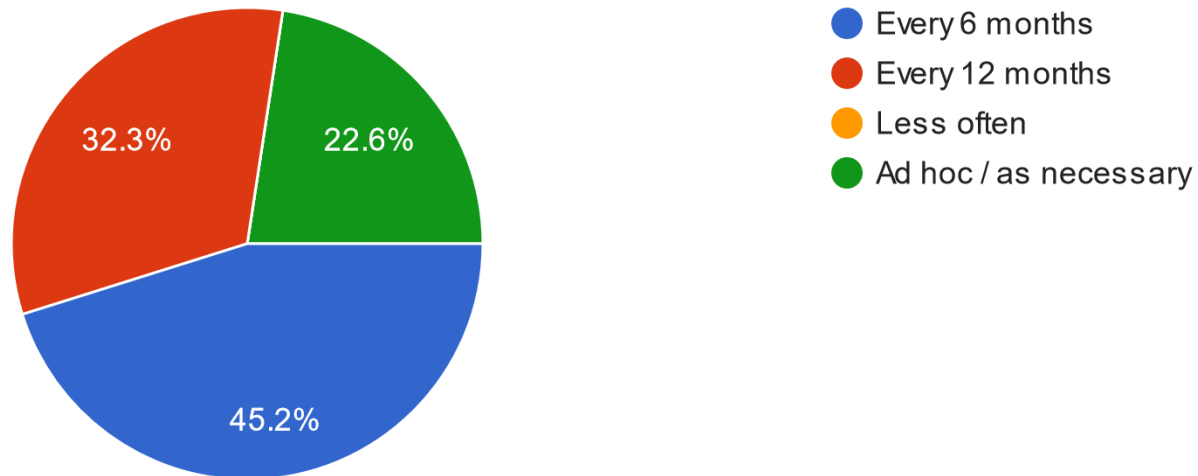
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# (Stakeholders' feedback)



## 2. How often should there be meetings/workshops for all network participants?

31 responses



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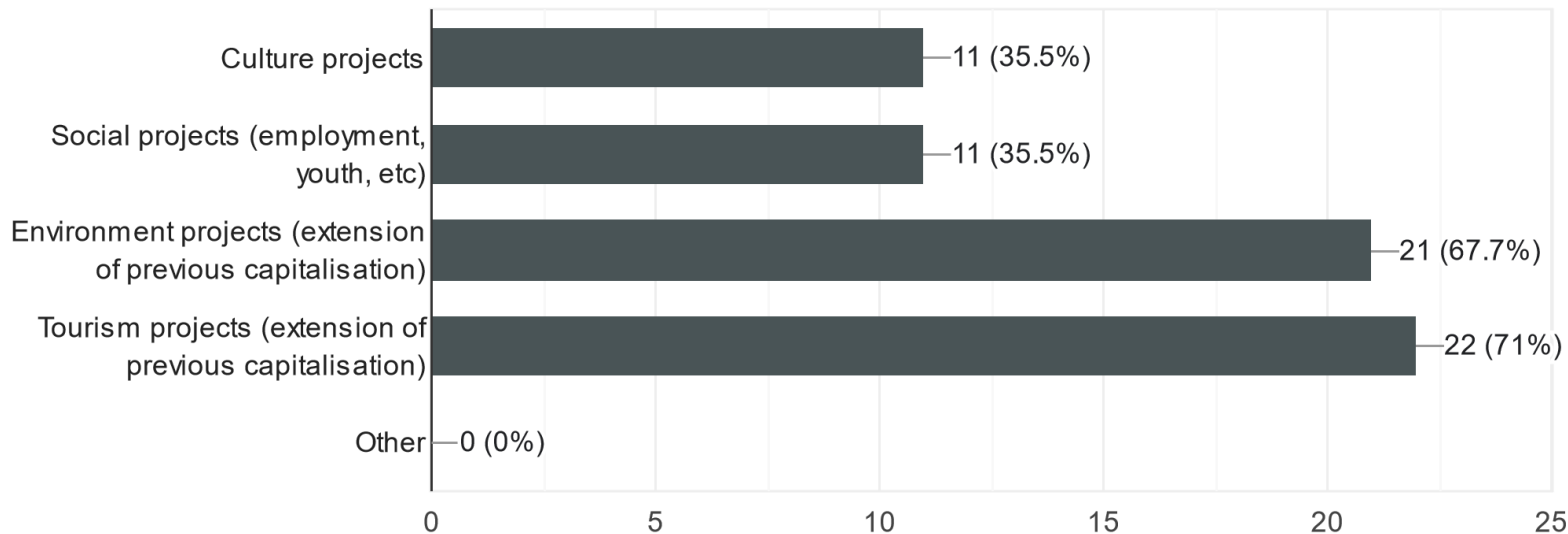
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# (Stakeholders' feedback)



3. Capitalisation exercises were carried out in CBIB+3 on environment and tourism projects. Which topics should be given priorities in a future capitalisation network(s)?

31 responses



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# Capitalisation network: key features (ii)



- **Experiences from beyond the IPA-IPA CBC programmes**, especially Interreg, should be included in the capitalisation activities of the network.
- **People with direct experience** from the implementation of successful projects should be invited to participate in the network meetings.
- The **CBIB+ online database** should be the regional repository of experiences and knowledge.



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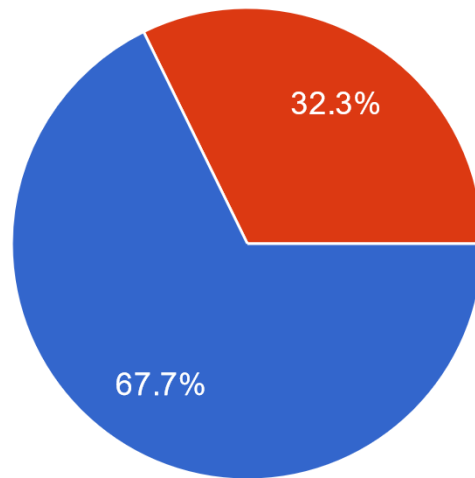
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# (Stakeholders' feedback)



## 4. How important is it to include experiences from outside IPA-IPA CBC programmes?

31 responses



- Very important
- Of some interest
- Not important



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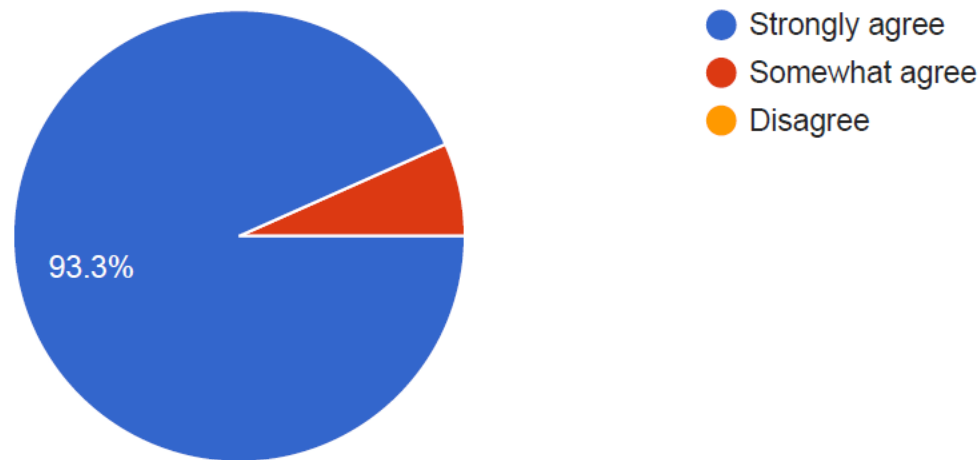
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# (Stakeholders' feedback)



4. The CBIB+ online database should be the regional repository of experience and knowledge (with an easy online access and updating).

30 responses



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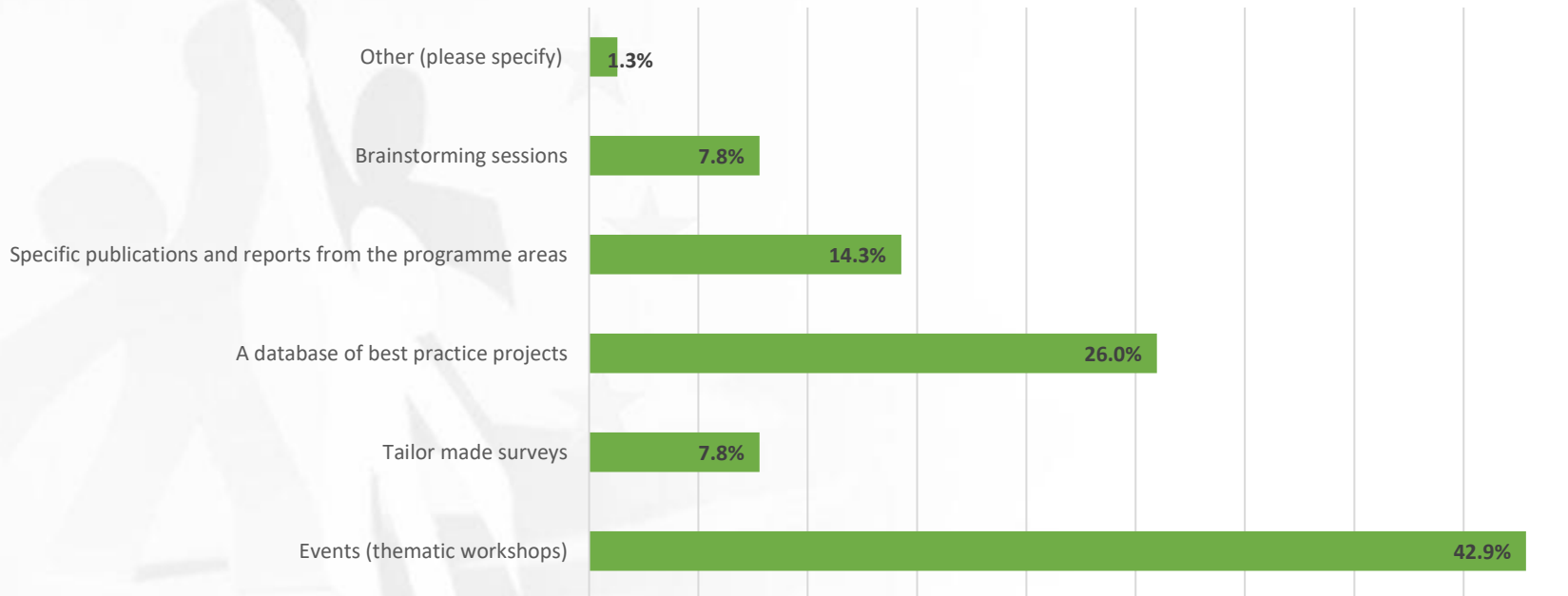
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# (Stakeholders' feedback)



Supported by the findings of the 'strategic orientation of CBIB+4' questionnaire survey in the Autumn of 2022

What are the most appropriate capitalisation tools?



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# Permanent network advantages (i)



- Ensuring continuity
- Consolidating knowledge from different sources: IPA-IPA, Interreg, etc.
- Going deeper
- Making ongoing inputs & targeted contributions as needs in CfPs arise
- Allowing more systematic interaction with Interact/Interreg
- Assisting CBC programmes towards contributing to larger policy goals e.g Green Agenda.



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# Permanent network advantages (ii)



- Responds to IPA-IPA CBC needs and improvements by **providing content to complement procedural improvements** in the management of evaluations for IPA III CBC calls, such as:
  - Dissemination of examples of good practice both in project design and implementation.
  - Various capacity building activities (project applicants and beneficiaries, assessors, et al).



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# Capitalisation priorities (i)



- **Overarching priority:** To feed the results of the capitalisation activities and lessons from IPA I and II to the **upcoming calls of the IPA-IPA CBC programmes under IPA III.**
- **Priority in terms of process:**
  - To obtain feedback at the CBC Regional Consultative Forum in Struga on **ensuring the effectiveness** of the work of the capitalisation network.
  - To obtain **nominations** and ensure the **active involvement** of stakeholders from across all programmes in the **capitalisation network and smaller topic-focused groups**



# Capitalisation priorities (ii)



- **Priority in terms of content** to supplementing the main topics of environment and tourism with new evidence arising from more recently implemented projects under IPA II.
  - **New evidence in the field of environment** has been gathered and examined by the CBIB+ project team with contributions from stakeholders. It covers 20 projects from IPA II CBC programmes which were not mature enough to be considered when the first assessment was carried out.
  - A **Draft Supplementary Capitalisation Report on Environment** will be shared shortly with stakeholders in the capitalisation network for further inputs and for drawing lessons.



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# Thank you for your attention!



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# 1. Would you like to participate in the permanent capitalisation network?

30 responses

