

# Capitalisation Plan

Transnational Cooperation Programme Interreg  
Balkan-Mediterranean 2014-2020

Adopted by the 5th Monitoring Committee in Skopje, on 3<sup>rd</sup> May 2019

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## INTRODUCTION

The Transnational Cooperation programme Interreg V-B- “Balkan-Mediterranean 2014-2020” is a multi-country, multi-faceted initiative that brings together beneficiaries, managing authorities and experts to cooperate across countries and disciplines towards a common aim. The results and outcomes of the programme will be shared, publicized and communicated to all of the relevant stakeholders, in order to facilitate and encourage replication, development and capitalization for the benefit of the people of the regions.

Although this is the first time that the "Balkan-Mediterranean" programme is implemented, it is strongly believed that the experience gained through it, and the tools developed by it must be capitalized on, in order to not only avoid mistakes in the future, but also to develop and build on the results and good practices. Therefore, a common understanding and agreement on a methodology for capitalising the results of the programme is crucial. This document analyses this methodology by outlining the objectives, the activities to be implemented and the tools to be used by the programme's target groups. In addition, it includes a description of the current situation and a SWOT analysis of the present state of play of the BalkanMed programme, with the aim to take advantage of the opportunities and addressing the threats.

This Capitalisation Plan can be used as a measure of shared knowledge and as an indicator providing a comparison between the activities of the projects, in order to highlight and disseminate the best practices. Capitalisation is a process of the programme complementary to Communication and Dissemination, Monitoring and Evaluation. Disseminating the data of the aforementioned processes will provide support and knowledge to more people, which will in turn contribute to the successful delivery of the funded activities.

The information provided in this document is a reflection of the current status of the programme and plans for the future. It will be further developed and updated during programme implementation whenever required.

## AIM

The aim of the Capitalisation Plan is to improve policy and institutional frameworks for comparing and scaling up good practices in Balkan-Mediterranean region-based management with a focus on Entrepreneurship & Innovation and Environment. The Plan's methodology places the beneficiaries at its centre, with regional cooperation activities forming the basis for shared learning. Its focus is on shared development which can be sustained by beneficiaries and enhanced by others, both within the programme implementation period and after the funding period has closed.

In this regard, the methods, results, best practices and tools will form the basis of the BalkanMed programme and will contribute to the aims and objectives of the Cohesion Policy in the upcoming funding period.

## OBJECTIVES

The overall objective of the Capitalisation Plan is to provide added value to the Cohesion Policy, by improving the capacity of the BalkanMed programme to collate and communicate programme and project results. This will provide ways for stakeholders to improve their own practice and build on the successes of the current projects. In order to attain this objective, a series of activities has been planned to increase visibility of Interreg.

Specific Objectives :

- 
- Identify, gather and collate results
  - Improve accessibility to knowledge and results of the projects by stakeholders and the public improving the transfer of knowledge
  - Promote knowledge in order to support future policies and programme development
  - Contribute to the shaping of the post 2020 period and the future cohesion policy
  - Enhance the visibility of results and achievements
  - Promote integrated territorial development and cooperation for a more competitive and sustainable Balkan-Mediterranean area

## SWOT ANALYSIS

In view of the aforementioned challenges, objectives and activities, a SWOT analysis is displayed in order to understand the Strengths and Weaknesses, and for identifying both the Opportunities open and the Threats the programme faces.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• High quality potential on natural and cultural assets</li> <li>• 40 registrations in the World Heritage Lists</li> <li>• High skill levels able to contribute to competitiveness and innovation</li> <li>• High quality of education and training offer</li> </ul>	<ul style="list-style-type: none"> <li>• Strong economic regional disparities</li> <li>• Weak culture of clustering</li> <li>• Limited Green employment</li> <li>• Ability to use of social media and new technologies</li> <li>• Regional disparities in the capacity to adapt to climate change</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• SMEs hold an important role to address on competitiveness policy gaps and contribute to quality growth perspectives</li> <li>• Employment mobility within and between countries</li> <li>• Potential to develop on farm energy production systems from renewable energy sources</li> <li>• EU initiatives to promote sustainable transport and multimedia systems</li> </ul>	<ul style="list-style-type: none"> <li>• Young and skilled population loss due to poverty and “brain drain”</li> <li>• High urbanization trends progressively leave mountainous regions</li> <li>• Early school leaving, lack of vocational education, inability of the labour markets to create new and sustainable jobs</li> <li>• Extreme weather phenomena</li> <li>• New MIS system</li> <li>• Programme area among the least endowed on transport facilities in the EU</li> <li>• Due to economic crisis Investments in clean energy are less attractive</li> </ul>

## TARGET GROUPS

The transnational nature of the BalkanMed programme means that it is addressed to a wide variety of audiences in five different countries. Within this broad region, a diversity of languages and cultures are present, as well as a wide differentiation of familiarity with the EU funding systems. The region is further characterized by diversity and differences in terms of national and local economic, social, political and technological profiles, all of which have a bearing on stakeholders' capacities to engage fully with the programme and are factors that may affect at the capitalization results of the programme.

The main target audiences of the capitalisation plan of the BalkanMed programme for the 2014-2020 period are the following :

- Managing Authority, JS, National Authorities: a) Monitoring and Evaluation of the Capitalisation Plan, b) Dissemination of the results in european, national and regional level
- Final Beneficiaries and Lead Partners of approved actions : disseminate project's activities, provide data to the JS/MA, conduct studies and participate in international conferences.
- Representatives of all the local, regional, and municipal authorities in the eligible areas: participate in programme and/or project events and exchange ideas on next steps contributing to the development of the BalkanMed programme in the framework of next programming period.
- Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas : visibility of the programme's activities
- Potential partners in the framework of the programme's actions
- The general public : get informed on the contribution of the programme, Interreg and European funding



## ACTIVITIES

1. Organise thematic exchange events, workshops and meetings for the stakeholders/beneficiaries
  - Capitalization Seminar for the beneficiaries
  - 1 International Conference on the environmental issues connected to the Interreg projects, with specific thematic workshops : Biodiversity, Environmental legal framework
2. Close cooperation with other programmes in order to exchange ideas, experience, and knowledge.
  - Participation in meetings of the Transnational Network, Interact events etc.
  - Cooperation and Participation in exhibitions i.e. organised in the context of the European Week of Regions and Cities
3. Disseminate the results of programmes and projects through a wide variety of media and means, in order to reach as broad a section of the population as possible
  - Websites
  - Social Media
  - Conference presentations
  - Display the results in seminars, exhibitions etc both those dedicated to interreg and also by cooperating with local municipalities to participate in any of their planned events within other EU / local / national frameworks
  - Reports published within the context of the programme and publicized regionally, nationally and locally, through contact with journalists, arranging for articles, interviews and broadcasts new items with key project figures and sustained social media interaction.
4. Disseminate studies and research conducted in the context of the projects/programmes
  - Websites
  - Social Media
  - Reports to the Monitoring Committee, European Commission
  - Conference presentations
  - Display the results in seminars, exhibitions etc
  - Outreach work with universities, research institutions, municipalities, business leaders and non-profit groups in discussing the studies and research – not simply being the passive recipients of a report – and encouraging further work, cooperation and interaction.



ACTIVITIES	TARGET GROUP	
<p>1. Data collection from the projects' implementation</p> <p>Collecting information, numbers and results from the beneficiaries / municipalities etc</p>	<ul style="list-style-type: none"> <li>Stakeholders : Managing Authority, JS, National Authorities</li> <li>Potential partners in the framework of the programme's actions</li> <li>Final Beneficiaries and Lead Partners of approved actions</li> <li>Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas</li> <li>The general public</li> </ul>	
	Date	Ongoing process
<p>2. Panorama Magazine</p> <p>Utilising the data gathered in activity 1 the BalkanMed programme will contribute to the highlight of best practices of Interreg transnational programmes.</p>	<ul style="list-style-type: none"> <li>Stakeholders : Managing Authority, JS, National Authorities</li> <li>Potential partners in the framework of the programme's actions</li> <li>Final Beneficiaries and Lead Partners of approved actions</li> <li>Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas</li> <li>The general public</li> </ul>	
	Date	March – July 2019

<p>3. ECDAY events.</p> <p>The BalkanMed programme is going to celebrate the European Cooperation Day in the Republic of North Macedonia, the president of the Monitoring Committee in 2019.</p>	<ul style="list-style-type: none"> <li>• Stakeholders : Managing Authority, JS, National Authorities</li> <li>• Potential partners in the framework of the programme's actions</li> <li>• Final Beneficiaries and Lead Partners of approved actions</li> <li>• Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>• Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas</li> <li>• The general public</li> </ul>		
	<table border="1"> <tr> <td>Date</td><td>September 2019</td></tr> </table>	Date	September 2019
Date	September 2019		
<p>4. Organisation of an event in the context of the EU Regio week – open days in cooperation with other Interreg Transnational programmes</p>	<ul style="list-style-type: none"> <li>• Stakeholders : Managing Authority, JS, National Authorities</li> <li>• Potential partners in the framework of the programme's actions</li> <li>• Final Beneficiaries and Lead Partners of approved actions</li> <li>• Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>• Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas</li> <li>• Representatives of the EU / DGREGIO</li> <li>• EU citizens</li> <li>• The general public</li> </ul>		
	<table border="1"> <tr> <td>Date</td><td>October 2019</td></tr> </table>	Date	October 2019
Date	October 2019		

<p>5. International Conference on Projects' results</p> <p>Bringing together the overall aims and objectives of the programme, together with examples of the projects' capitalization, the conference aims to not just be a sharing of knowledge, but also a forum for planning the next stages of the programme, resolving issues and disseminating the projects to the general public. The conference will be accompanied by international, national and local press work to ensure the highest levels of coverage.</p>	<ul style="list-style-type: none"> <li>• Stakeholders : Managing Authority, JS, National Authorities</li> <li>• Final Beneficiaries of approved actions</li> <li>• Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>• Representatives of the EU / DGREGIO</li> </ul>	
	Date	February 2020
<p>6. Closing Event</p>	<ul style="list-style-type: none"> <li>• Stakeholders : Managing Authority, JS, National Authorities</li> <li>• Potential partners in the framework of the programme's actions</li> <li>• Final Beneficiaries and Lead Partners of approved actions</li> <li>• Representatives of all the local, regional, and municipal authorities in the eligible areas.</li> <li>• Local, regional, national, European and also specialized mass-media which contribute to the promotion of the programme in the eligible areas The general public</li> </ul>	
	Date	September 2020

## TOOLS

- Communication plan : already produced by all projects. Definition of the activities per beneficiary, the budget, the means to implement the activities
- Websites
- Social Media
- Studies conducted and disseminated
- Local seminars and events
- International events
- Encourage the creation of Networks between projects

## CURRENT STATUS

### EVENTS

The programme has been steadily and consistently laying the groundwork for capitalisation, by testing out ideas through the implementation of the projects, collecting data, monitoring the activities, evaluating the results and then disseminating these and learning from the experience to build on good practice. Furthermore, each event targeted at particular beneficiaries has included data collection and feedback from the participants, in the form of a short written survey, to assist in overall evaluation and to ensure that events are improved on, each time they are held.

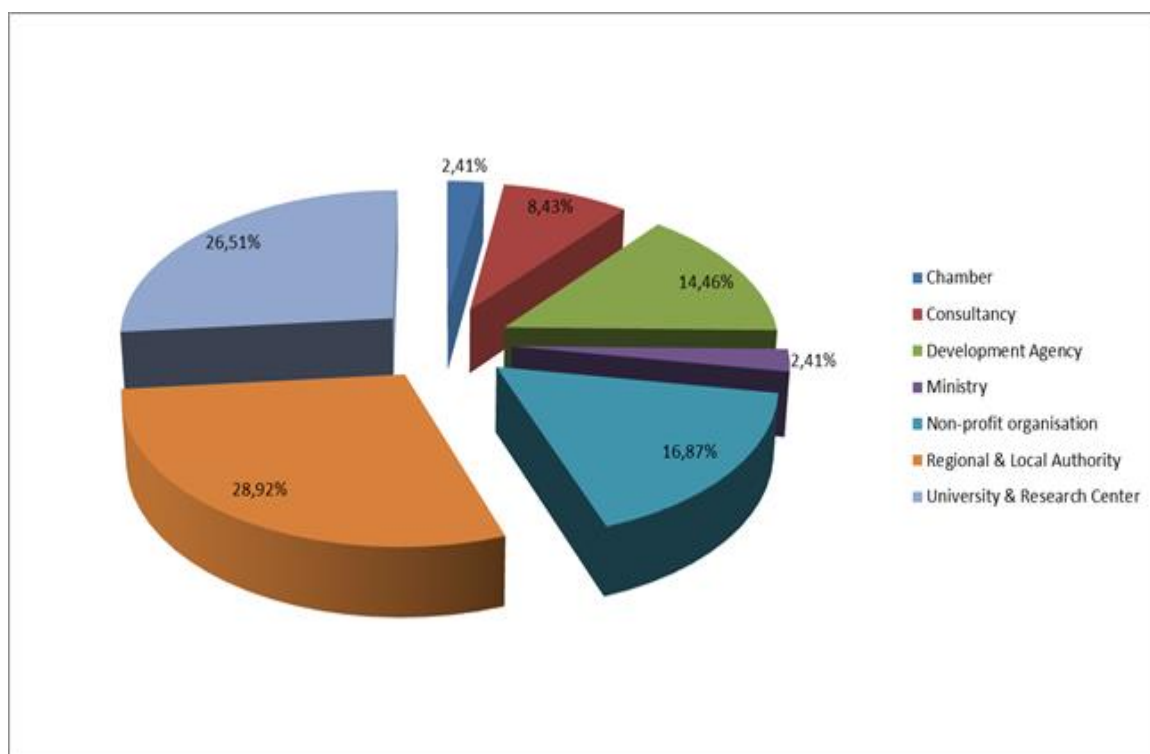
#### **1. Launch Event**

The Programme's Launch Event was organised in Thessaloniki on 22-23 June 2015. The Managing Authority organized the "2nd European Territorial Cooperation Conference: Launching the Programming Period 2014-2020 – The Challenge of Synergies". The Conference was massively attended by 1,000 participants, representing more than 700 stakeholder entities (the conference was also the Launching Event of all Programmes managed by the Hellenic Managing Authority of European territorial Cooperation Programmes, so not all of the participants were exclusively interested in the BalkanMed Programme).

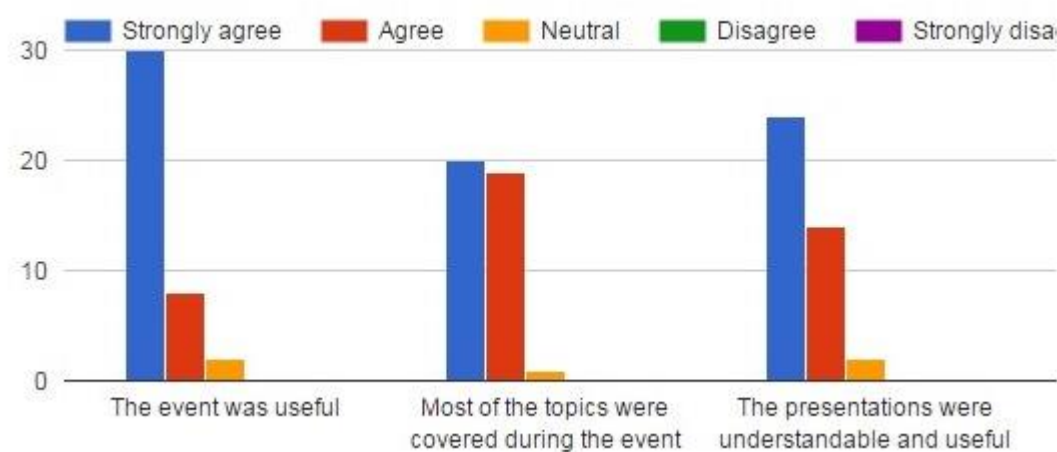
## 2. Info-Days on the 1st Call for Project Proposals

Upon the publication of the 1st Call for Project Proposals Info-Days and partner search forums were organised in all participating countries to help potential applicants to develop their projects and to search for partners. Overall, six (6) Info-days were organised in co-operation with the National Authorities. More than 1,000 participants attended these events, which created spaces in which to discuss project ideas, management and implementation issues, to meet potential applicants and to facilitate partner search.

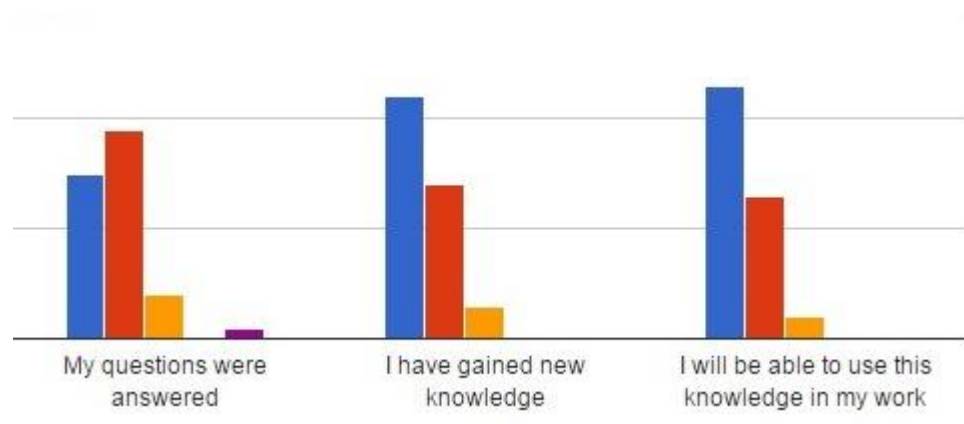
The majority of the participants represented local and regional authorities, universities and research institutes, as well as NGOs, as presented below:



The huge majority of the participants -in a percentage that exceeded 98% (Strongly agree/ Agree)- declared that the events were useful and met all their needs, questions and queries. This took place in an easy to understand and comprehensive manner.



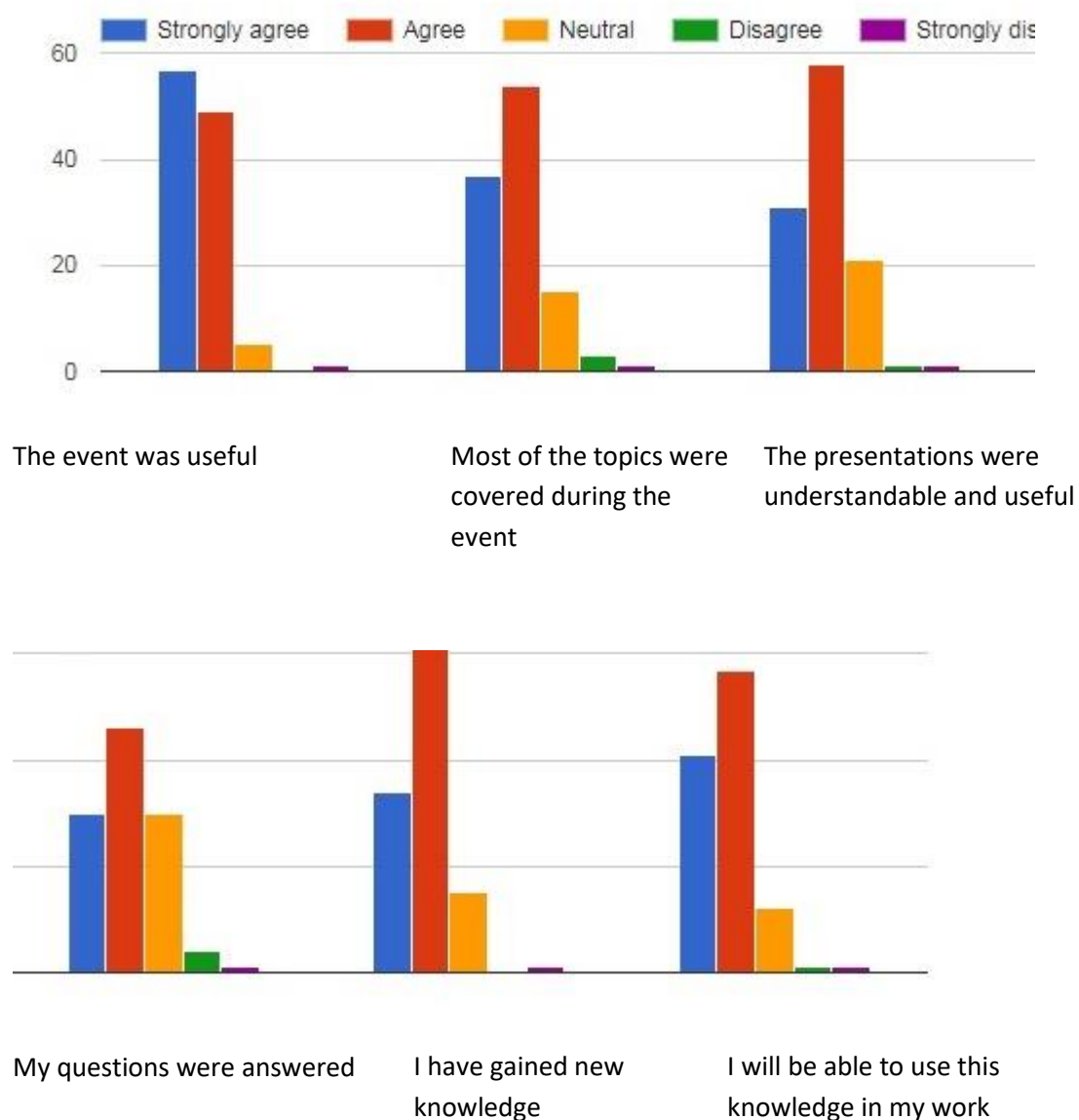
The most important finding of the feedback is that 95% (Strongly agree/ Agree) declared that they had gained new knowledge regarding the Programme, its procedures and the Call, and that they would be able to use this information and knowledge in their work. This element underlines the necessity of the events, as well as the quality of the information provided by the MA.



### 3. Info-Days on Project Implementation

In autumn 2017 the MA/ SA, in co-operation with the National Authorities, organized five (5) Info-Days on Project Implementation in all participating countries, in order to present the Programmes' requirements on Project implementation, including the First Level Control system and national co-financing, and provide assistance to all beneficiaries.

The Info-Days were attended by 94% of all BalkanMed beneficiaries, who, in a percentage that exceeded 85% (Strongly agree/ Agree), declared that the events were useful and that they gained new, comprehensive and ready-to-use knowledge.

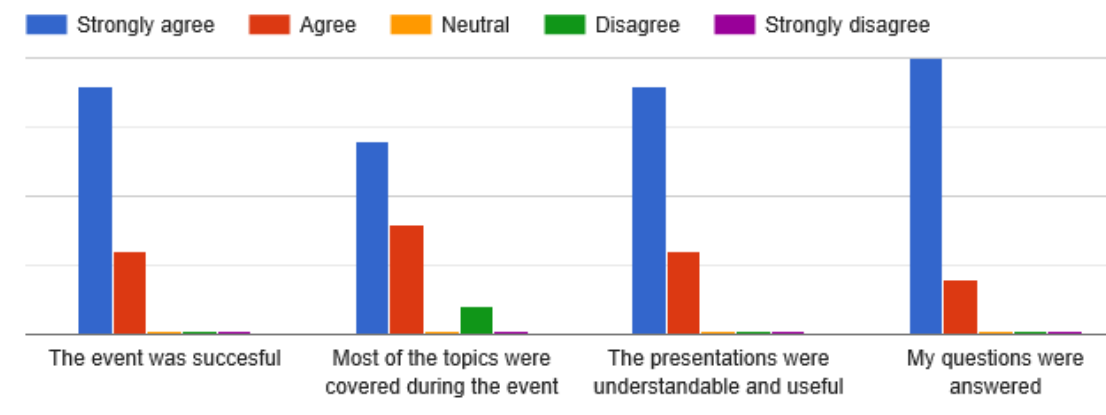


#### 4. Communication Seminar

On June 2018 the BalkanMed programme organised an event on communication tools dedicated to project beneficiaries, with the aim of providing them with the knowledge and the tools to develop an effective communication strategy and properly disseminate properly the activities and results of the project to a wide audience. More specifically, main tasks of the seminar were the following:

- BalkanMed Communication & Dissemination Rules
- The New Media Environment
- BalkanMed Communication Strategy (Objectives, Indicators, Different Practices etc
- Content Management

- Main Thematic Areas (multiple, multimedia, visual post, gif, video, reports, articles, slideshare, user generated content etc)
- Storytelling



A satisfactory number of the beneficiaries from all five countries participated in the event. The great majority found the event really interesting and most of them agreed that an additional seminar with more topics would be really helpful.

#### SOCIAL MEDIA – WEBSITE

The vast majority of the beneficiaries uses the social media (Facebook, Twitter and LinkedIn) and provides information about their events in order to be uploaded on the website of the programme. It is worth mentioning that the communication activities of the 87% of our projects have been successfully uploaded on the programme's website.

### HUMAN RESOURCES

For the smooth and successful implementation of the Capitalisation Plan, all members of the JS are expected to cooperate and exchange data and information depending on their role/responsibilities. The programme is requested to gather the following team of people together to work on it :

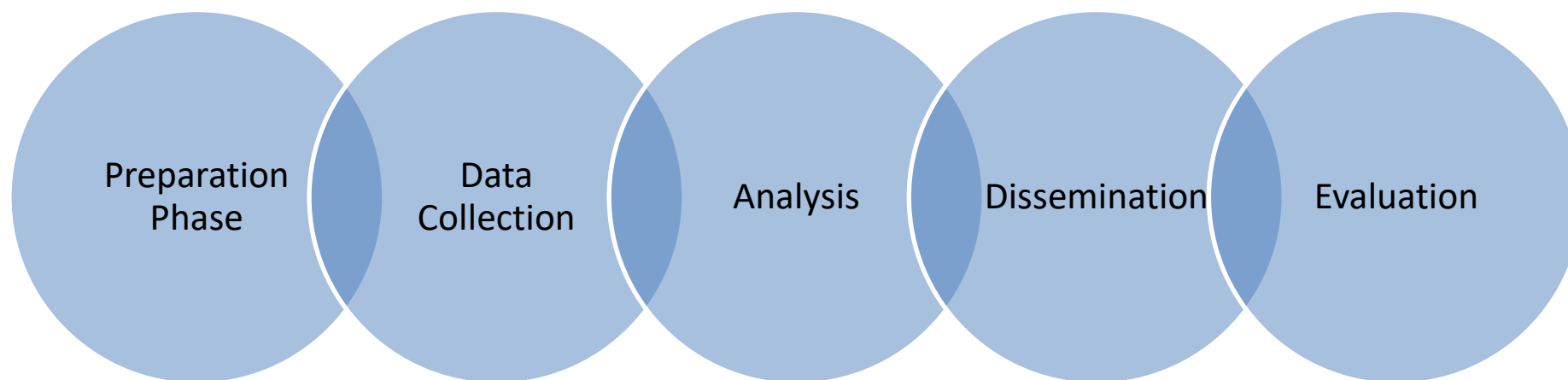
**Coordinator**

**Communicatio Officer**

**Project Officers**



ACTION PLAN



## TIMETABLE

	2018												2019											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Act.1																								
Act.2																								
Act.3																								
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Act.5																								
Act.6																								

2020												2021												2022												2023											
1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12