

Building capacity for PO5: *Strategy Board Bulgaria - Türkiye*

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Interact



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Objectives of the workshop

- ✓ Better understanding of tasks and role of the Strategy Board (SB)
- ✓ Reflect on the first harvest of project ideas
- ✓ Strengthen the understanding of an integrated approach & building synergies across projects
- ✓ Support preparation of the next steps in this call
- ✓ Discuss options for the forthcoming call





Working agreements

- Be active, ask, contribute and share
- All your ideas are welcome!!!!
- Be open
- Be patient
- Questions/contributions: please give us a sign

Agenda

DAY ONE

13.00	13.15	16.00	17.00
Intro	Your questions, experiences & role	Work with projects; results Call 1	End

DAY TWO

10.00	11.30	12.30	14.00	15.00	16.15
Project examples in education	Work ahead: Building synergies		Revisiting the Strategy & wider role of the SB	Preparing for the next call	Conclusions, wrap up

What and why?



In your words ...

10

- What is the main added value of PO5 for the programme?
- What is your key role?



DOLOMITI Live

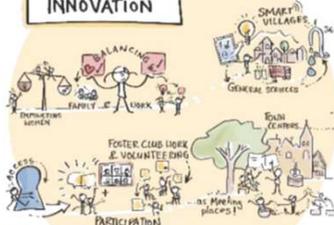
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DEMOGRAPHIC & SOCIAL CHANGE

SUPPORTING INNOVATION



FOSTERING DIVERSITY



A POSITIVE APPROACH TO DEMOGRAPHIC CHANGE



FUNCTIONAL SPACES

REGIONAL VALUE CREATION

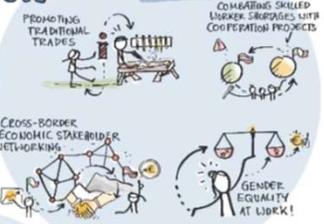
GREEN ECONOMY



INNOVATIVE SPACES

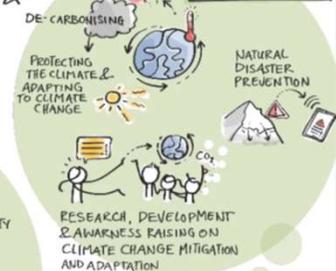


REINFORCING INFRASTRUCTURE

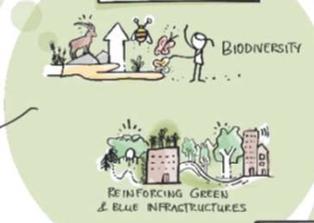


RESILIENT CLIMATE & NATURE

STRENGTHENING CLIMATE PROTECTION



PROMOTING ECOSYSTEMS



PUSHING SUSTAINABILITY



Integrated approach

Other key infrastructure:

- Waste and waste water management
- Water supply
- Energy supply – REN?
- Basic health services-accessibility
- Security

Skills & people:

- Education
- Training
- Quality labels
- Attracting young workforce

Tourism development

Nature & cultural heritage:

- Protection requirements
- Visitor guidance
- Accessibility
- Awareness, info(tainment)
- Cultural themes / stories
- Climate change impact / resilience

Tourism management:

- Fair & transparent structure with local involvement
- Work on Unique Selling Position (USP) – themes, festivals, brands, food
- Integration to larger destination marketing / management
- Labels, certificates

Transport:

- International / national accessibility
- Modal split
- Parking
- Last mile solution - services on demand
- Alternative modes (e-vehicles, e-bikes, charging stations)

Local & regional economy:

- Key services – diversity (accommodation, food)
- Ancillary services (fun activities, culture etc.)
- Local and regional brands
- Food and other products

Critical points

Create / support an implementing body (OU)

The strategy implementing body (OU) needs to have capacity, skills and room for animating, mobilizing and supporting project generation in an open participative process

MA / JS act as critical friends

Technical issues, legal requirements, compliance with EU legislation (e.g. state aid) – do it as critical friend front of pipe before the project goes to the selection decision on project (contents) by the Strategy Board (local and regional representatives)

A participative approach

The participative approach is the essence (Europe closer to citizens!): Use all methods to achieve that! Such as: Training & information offers, capacity building, work on 'enabling initiatives' in common interest, establishing thematic working groups, project clinics, encourage new approaches to project presentation in selection process etc.

Quality of projects

Project generation

Project generation as an open participative and iterative process is the key: PO5 is not about excellence in drafting applications but about projects providing meaningful contributions to the Strategy!

Stakeholders should actively shape and share

Shaping projects means to share perspectives and build in different interests and look into synergies with other projects / initiatives when developing projects (caveat: integrated projects – manageable partnerships)

Support in the field

The strategy implementing body should actively and continuously support project implementation. In work relations between implementing body and MA/JS don't forget to built in mechanism for an early alert in case a projects goes off-track!

Assessment & selection

An integrated contribution to a Strategy

The overarching objective is that the set of selected projects contributes to integrated territorial development of the cross-border area – this is different from selecting the best projects in other Specific Objectives.

Synergies make an integrated approach

The approach to selection should put emphasis on potential synergies between projects in PO5, with other projects in the programme area and other sector approaches to develop the territory.

Hence the set of projects for selection should be presented such that it fosters discussion!

The experts are part of the group ...

The role of experts assessing projects should be understood more as critical friends contributing with their (thematic) expertise to the discussion in / with the Strategy Board or (thematic) working groups.

Your questions

Questions (1/3)

Understanding the role

- Understand better the roles and responsibilities of members of strategy board
- What are the needs for improvement of current programme and for forthcoming calls, which strategies will be followed? And our roles as the members of strategy board to contribute on this aim.
- How can we be more active in other programmes?

Monitoring & evaluation of the Strategy

- How to improve monitoring and evaluating the implementation of the Strategy?
- Contributions to the upcoming strategy for BG-TR region

Questions (2/3)

Project generation

- How we can stimulate local stakeholders to make real integrated projects with a wider impact?
- Shaping project ideas according to program priorities?

Project assessment & selection

- What is the role of independent assessors in project selection process?
- What should the evaluation/assessment methodology for the final applications
- What can be done to shorten the processes after the deadline of the applications?

Questions (3/3)

Building synergies, capitalization

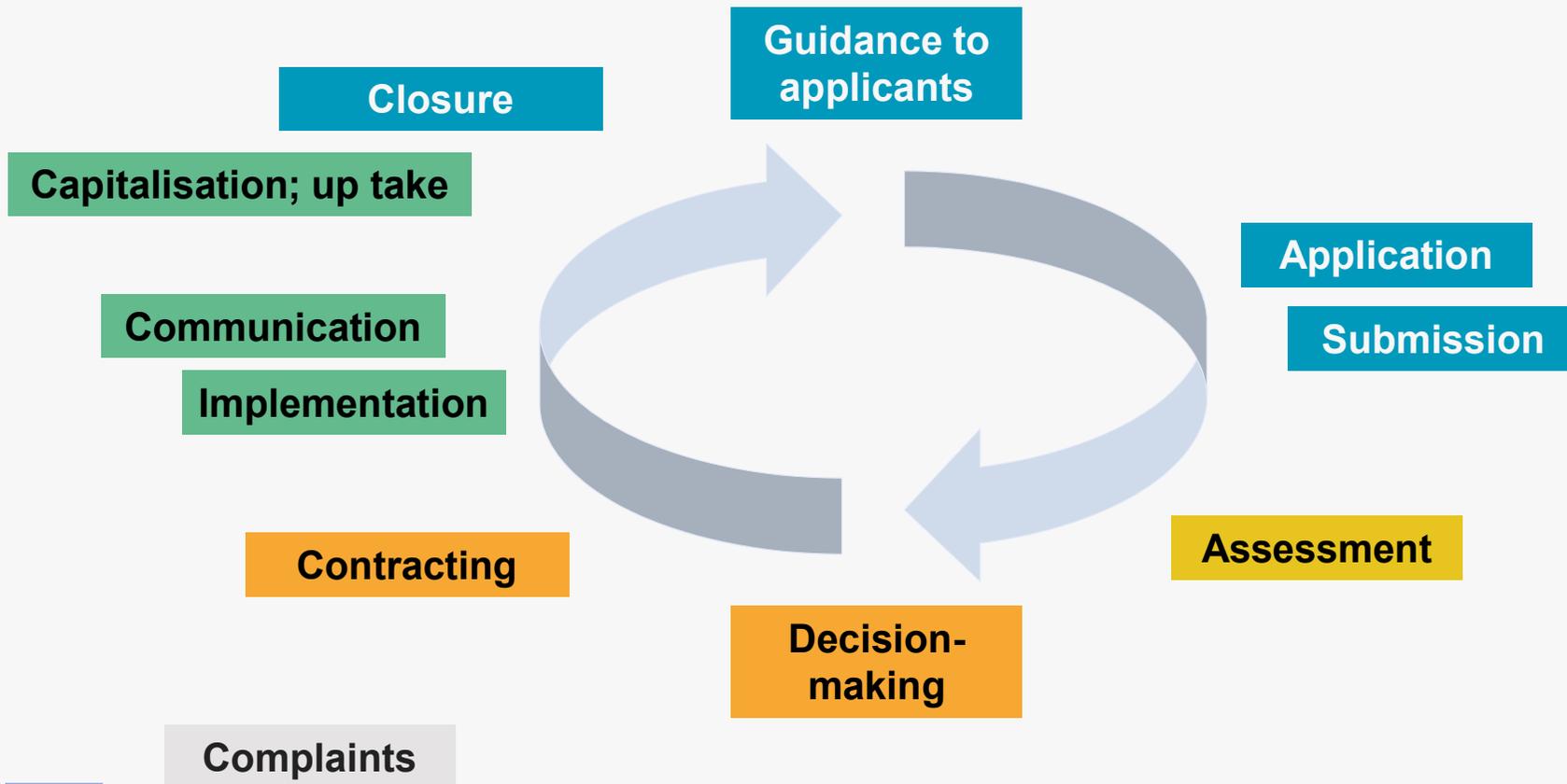
- How to improve the understanding of capitalization (transfer to other institutions and territories, improvement of public policies, etc.) in the context of PO5?
- The role and opportunities of the Strategy Board in fostering synergies across projects
- How to better identify and build synergies across projects?

Future

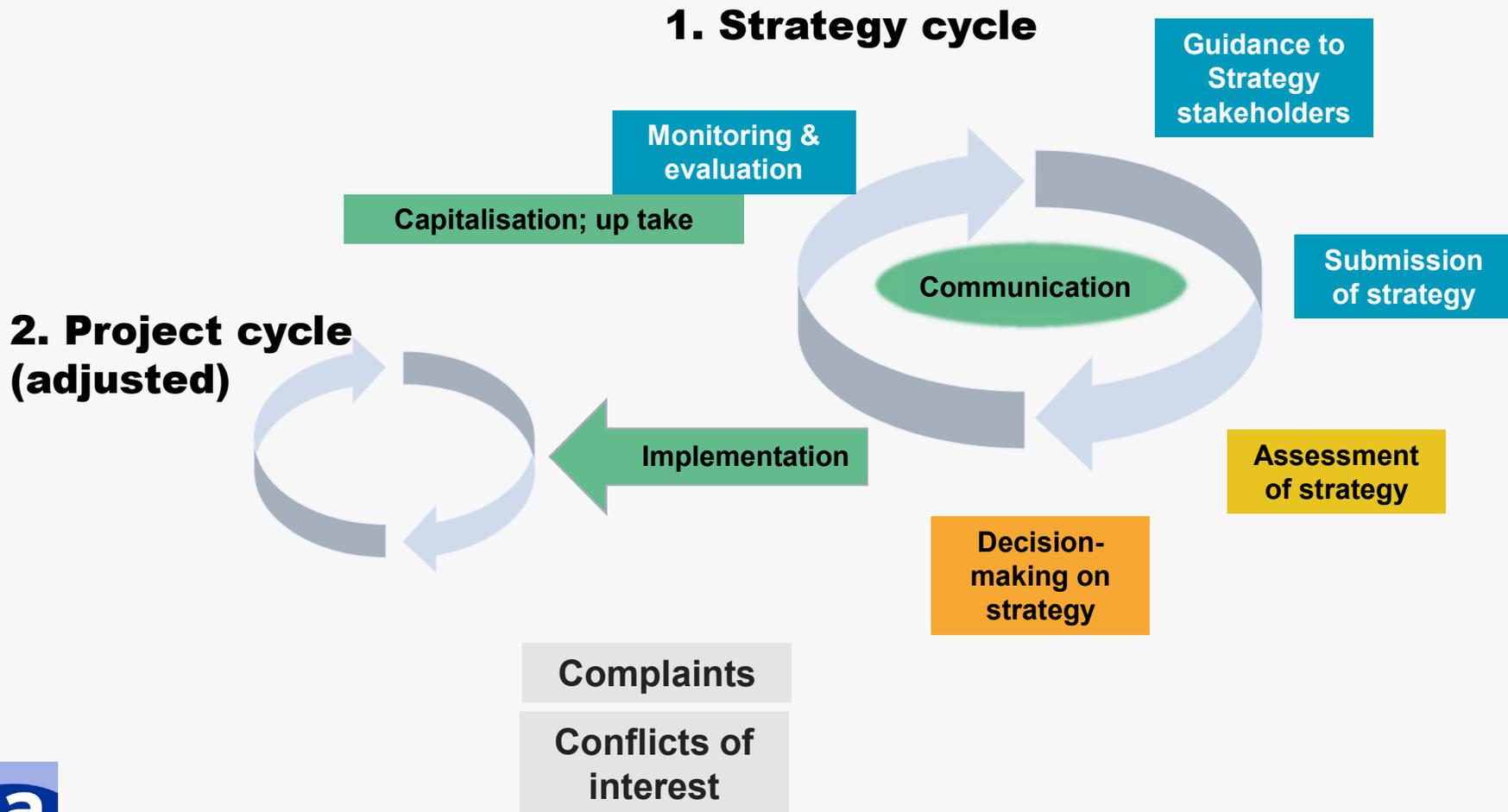
- How to improve processes in the next steps?
- What can be improved in forthcoming calls?
- Preparing for the next call, work groups, role and scope?

Who is doing what?

Standard Project Life Cycle (PLC)



Strategy LC & PLC



Result from WS in Sofia (07/2023)

1 -Guidance, ideation, prioritisation

Task	MA	NA	JS	MC	OU	SB	External experts
Guidance ideas (concept notes)	X	X	X		!	!	
Prioritisation ideas (contribution to the strategy)					X	!	X if needed
Quality assessment	X	X			X		
Final endorsement of list of ideas					X	!	

X = supportive role

! = key role

2 – Project development

Task	MA	NA	JS	MC	OU	SB	External experts
Guidance	!	!			!		
Endorsement major changes to ideas	X	X			X	!	
Compliance & completeness check	X	X			X		<i>X if needed</i>
Project optimisation (budget, WP, SA ..)	X	X			X		
Funding decision				!			
Contracting	!						
Monitoring			X		X		
Closure	X		X				

The Strategy Board at work

Key actors

Operational Unit (OU)

Executive arm of the Strategy Board (SB)
Clear communication structure with SB
Cooperation with MA/JS

Work Groups

Leading on themes:
Deciding on specific outreach and capitalisation activities
Proposing key ideas

Strategy Board (SB)

Key stakeholders representing the cross-border territorial development strategy
Supervisory board for strategy implementation – same as MC for programme
Leadership by chair and co-chair
Clear representation in the MC

Strategy Board: Tasks PLC

Task	Comment
Project Cycle	
Approval of call documents	Very technical – ample guidance of MA/JS/OU required
Assessment & prioritisation of project ideas	Perspective on contribution to Strategy
Understand and discuss recommendations to project ideas developed by & with OU	This is the essential step in a two-step procedure!!
Attend in-person meetings with project partnerships if interested	Close links to applicants / beneficiaries are again essential and a major asset of PO5 (synergies!)
Understand and discuss screening of final project applications presented by MA/JS/OU	The SB should have a final say if the projected pathway from idea to project has worked well
Major project changes	SB should have a say in it

Strategy Board: Tasks Strategy

Task	Comment
Strategy cycle	
Develop and endorse Strategy and present / represent it in the MC	Done!
Develop and approve communication plan	Good to develop specific actions fostering participation
Monitor progress in Strategy implementation	Develop reporting formats; also qualitative reporting; also regular report to MC
Provide information for evaluation purpose / endorse EP in the Strategy	As any other programme partner
Support the work of evaluators; discuss interim findings & reports, endorse final report and actions to follow up	Members of the SB are valuable stakeholders who should provide insights to implementation progress, regional & local development perspectives etc.
Initiate and approve change to Strategy if required	Follow up to mid-term evaluation?

Group work

Please share your reflections:

- a) Which tasks you feel comfortable with?
- b) How to organise the processes?
- c) Could establishing Work Groups help?
- d) How to do capacity-building and support leadership?



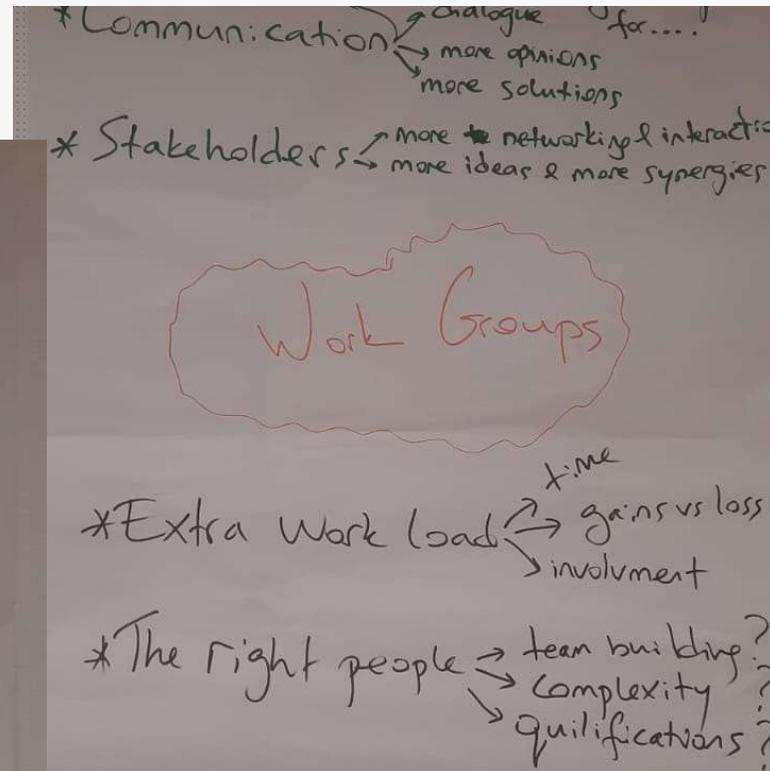
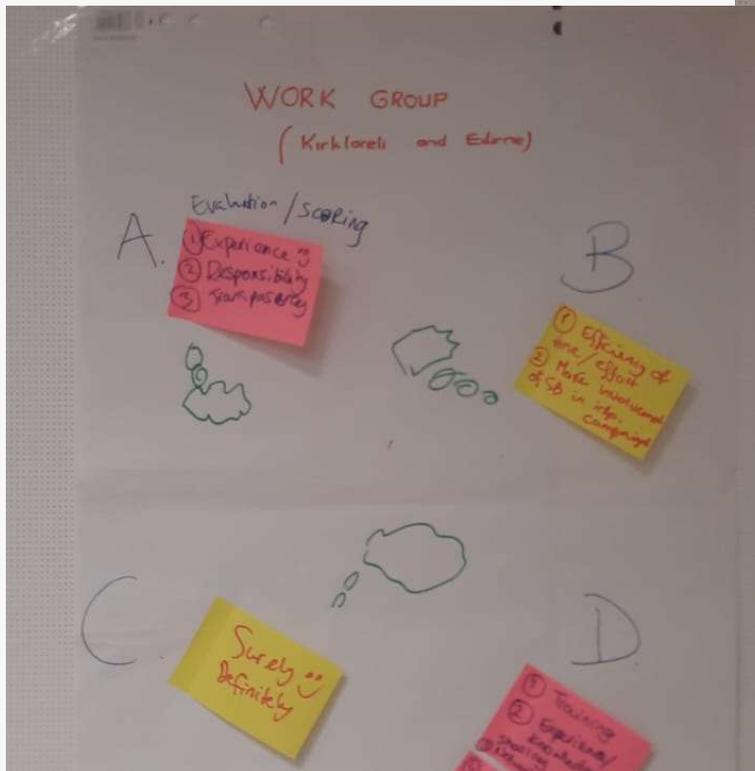
Key points touched

Key points raised:

- a) Voting process, multiple interests backfire - focus of not harming each other as potential beneficiaries
- b) Co-creation process: Role of public bodies and NGOs
- c) Work Groups: Pros and Cons
- d) Indicators



Snapshots



Work with projects

Project generation

Some ideas for animating & mobilising

- Training is required!! What are best ways to do so?
- It is o.k. inviting potential partnerships to discussions with strategy stakeholders!
- Support process to jointly define ,enabling‘ projects in common interest with potential for up-scaling
- **Promote setting up working groups on key development issues!**
- Bring in (complementary) expertise required for integrated development or for flagship projects



Assessment & selection

New angles & no blackboxes

First ...

- Common understanding of the criteria among members of the SB – What is a good project?

When selecting

- Projects could be clustered and discussed fostering a more comprehensive perspective when looking into the contribution to the strategy
- Test new ways to illustrate the discussion – using charts, maps, depicting clusters ..
- External experts: SB should have the option to raise questions on scores



Implementation

Mutual support and dedicated communication

- The implementing body should act as a support unit for beneficiaries
- There should be anchor persons in JS for PO5: Training and intense exchange during phasing in and regular exchange on state of play is key!
- The implementing body should develop a communication plan and align it with activities of the MA/JS



Call 1 – observations (1/2)

Activities

- In many cases the actual cross-border activities are weakly defined
- Training and education activities appear to be often ,add-ons‘ despite their crucial role or are not clearly defined (Education4success)
- In some cases trade-off between objectives and activities

Partnerships

- There seem to be many recurring applicants & beneficiaries – and a comparatively small number of newcomers?

Tourism

- How to link all these small initiatives (Time, Culthra, CrossTouch) and set up a destination marketing with a wider outreach (e.g. EPACT – how to reach out to enthusiasts beyond the borders of TR and BG)?

Call 1 – observations (2/2)

Tourism

- Transport solutions for sustainable development should be ideally developed at regional level (not at local level)
- Low carbon transport requires such more omprehensive solutions combining modes of transport – cycle tourism needs to be embedded (Low-carbon CBC: low carbon CBC tourism route over 260 km)

Project examples

Project examples

Ms. Martina Herzog (Directorate for Education,
City of Vienna)

Education projects in CBC programmes

- CODES
- DigiMe
- EduSTEM

Group work

Please share your reflections:

Education is one of the key assets for the future of any region. It is ever more important in border regions which are often caught in development traps

How could ideas for cross-border projects on education in PO5 in your border region look like?



Building synergies across projects

Session content

01

**Planning of
capitalisation**

02

Excercise

03

**Tools allowing for
capitalisation and
synergies**



Well-planned communication and capitalisation measures allow for synergies across projects

The integrated approach of the project planning and implementation provides the perfect conditions for the capitalisation and synergies. The context of PO5 is ideal to exercise that in practice.

Capitalisation - the rewarding path of programme implementation

Successful capitalisation approach requires both Programme management's interest and the interests of stake-holders to meet and synchronize.

Capitalisation strategy:

- Awareness-raising of key stakeholders
- Capitalisation planning
- Capitalisation in practice
- Mainstreaming monitoring

Capitalisation delivery:

- Identify potential re-users
- Target people with right competencies
- Create communities
- Ensure technical / financial resources

Shared responsibilities between programme bodies

Programme management

- Planning and coordination of cap. activities
- Collection of data and information

Strategy board

- Definition of assessment criteria
- Follow up on capitalization and synergies

Project partners

- Preparing project proposals with cap. deliverables
- Transfer of results

How to assess the project's potential for capitalisation?

We should identify which project activities and outputs have potential for capitalisation. This can be done by following key criteria:



What is the coherence of the project with territorial needs and ongoing public policies? (TS)



Is the project able to share concrete, well-defined and operational deliverables?



Are the outputs of the project available, accessible, and transferable?



What is the project's potential for clustering?

Time to exercise



What could work?

Not every capitalisation tool works in all environments. The programmes should choose, which one fits them best and test it!

Thematic analysis of projects results

Projects database / knowledge repository

Spin-offs between several stakeholders

Creation of communities of practices

Dissemination of projects results

Reuse of projects results

Peer review

Clustering of projects

Snapshots ...

1.4 Increasing the level of digitalisation, tourism development

Is the project able to share concrete, well-defined and operational deliverables?

P1 No, the project doesn't share well-defined and operational deliverables.

P2 Digital approach, eco-approach, feedback practice on public platform

Are the outputs of the project available, accessible, and transferable?

P1 There is research conducted, for tourism infrastructure.
↳ How will you conduct it?

P2 The outputs are based on digitalisation
↓
smart apps for public to use

What is the project's potential for clustering?

Ecosystems → tourism potential, agrotourism, New tourism etc.

✓ Reduce pollution & climate change
↳ Provide real-time info, routes - events

HOW TO SCREEN PROJECT IDEAS FOR POTENTIAL CAPITALISATION AND SYNERGIES

What is the coherence of the project with territorial needs and ongoing public policies? (TS)

BG TR 85: Increase capacity sustainable tourism, support econ. and environmental local development and digital development.

BG TR 103: increase tourist flows boost local economy and establish region as competitive and sustainable year-round tourism destinations.

Is the project able to share concrete, well-defined and operational deliverables?

BG TR 85: agriculture possibilities; innovative tourism element development activities; 3 tourism infrastructure.

BG TR 103: Data info system, smart tourism solutions (mobile apps), EVs and charging stations; establishment of cultural centres and joint marketing campaigns and feedback mechanism via social media.

Are the outputs of the project available, accessible, and transferable?

BG TR 85: Outputs are ~~more~~ quantifiable, and available for the region. Due to this reason the outputs could be transferable. Pilot project will be used as transferability to other regions etc.

BG TR 103: Outputs are tourism and information enhancement based. The "Culture House"; events and investments make the project accessible and transferable.

Tourism Development
Overcoming The Seasonality

Is the project able to share concrete, well-defined and operational deliverables?

No/Yes

Are the outputs of the project available, accessible, and transferable?

Collecting Data from Tourists (2. Project)
Joint Marketing (2. Project)

What is the project's potential for clustering?

Multi-Sectoral Approach

Zones of the project has 8 partners. It will be not 10 implemented and clustering

Capitalisation, synergies and clustering exercise

Coherence with territorial needs

- Project 85: Increased capacity for sustainable tourism, support of the economic and environmental local/regional development
- Project 103: Increased tourist flow, boosting the local economy and establishing the region as a competitive and sustainable touristic destination, through overcoming the seasonality and increasing the level of digitalization

Well-defined deliverables

- Project 85: agrotourism feasibility study; 3 touristic infrastructures
- Project 103: data information system; mobile app; Evs and charging stations; establishment of cultural centres; joint marketing campaign, including feedback mechanism and social media

Capitalisation and synergies

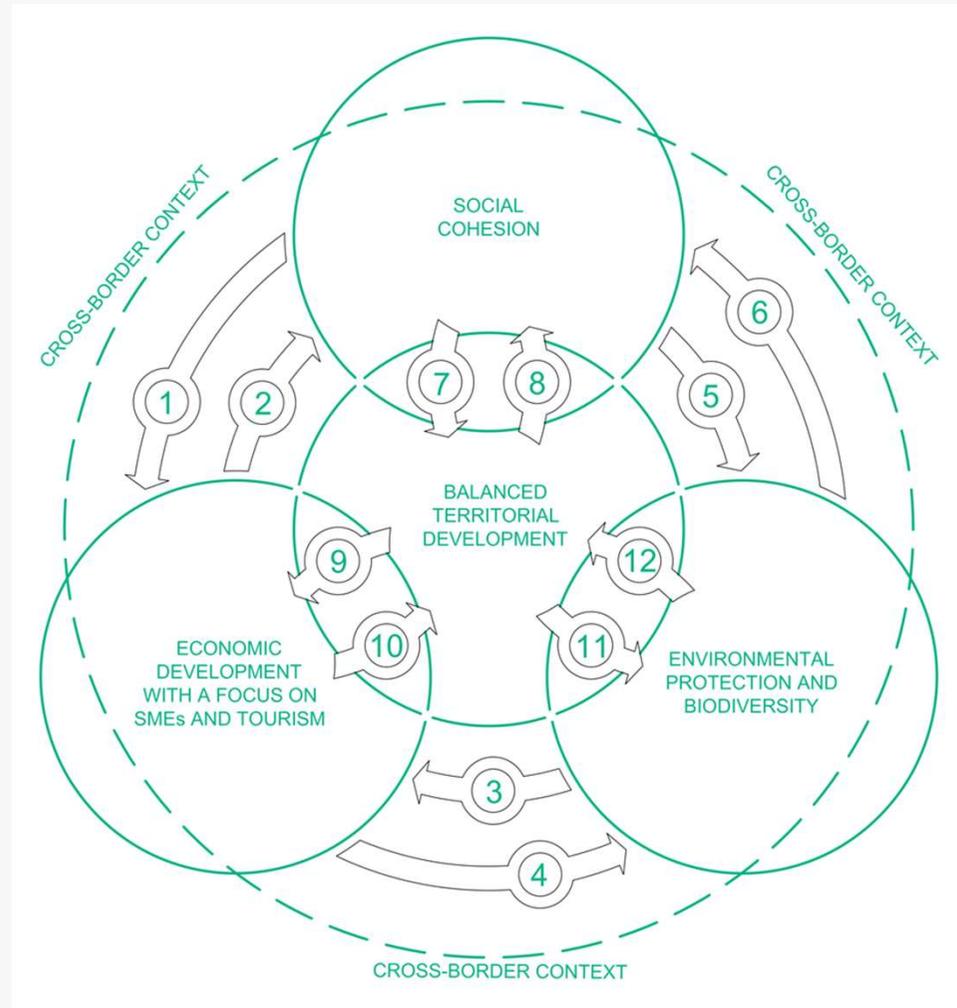
- Project 85: pilot project to be used for transferability of results
- Project 103: The Culture house, events and investments. Collecting data from tourists, joint marketing and mobile app.

Clustering potential

- Project 85: generally in the field of tourism
- Project 103: Under the aim of reducing pollution, through real time data transmission.

Revisiting the Strategy

The Strategy



The vision:

A place where cross-border cooperation is important and which contributes to the balanced territorial development of the region through a response to local needs and realisation of local potential

Strategy Board: Tasks Strategy

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Strategy cycle	
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Strategic Objective 1 (BG-TR)

Achieving sustainable & inclusive economic growth based on increased competitiveness of the local economy, digital and green transformation

Competitiveness & business environment

- Local economy & business environment
- SME development

Employability and skills development

- Qualification of local communities
- Building skills for societal change

Digitalisation and climate neutrality

- Digitalisation in SMEs
- Circular economy
- Green transition

Eco system development & management of natural assets (tourism)

- Valorisation of assets
- Joint advanced management of natural sites, visitor guidance

Tourism

- Bike lanes
- More diversified offers
- Regional value chains and internationalisation of regional tourism products

Comprehensive view on (groups of) projects fostering an integrated approach across the SO!

Strategic Objective 2 (BG-TR)

Development of better access to services of general interest (SGI)

Creating digital and green solutions for better service

- Health & e-health
- Inclusion of vulnerable persons

Reduce pollution and the negative effects of climate change

- Actions to reduce pollution and ecological footprint
- Implementation of climate change mitigation and adaptation measures

Comprehensive view on (groups of) projects fostering an integrated approach

Group work

Please share your reflections:

- **Strategic Objective 1:** Ex-post ... Which aspects are well-covered in terms of project ideas? Which ones aren't?
- **Strategic Objective 2:** Ex ante ... Which aspects are well-known among potential applicants? Which ones aren't? What can be done to support applicants on the latter ones?



Snapshots

1.4 Tourism Development
1.5 not working R
Lack of -

1.1 No projects at local economy and improve of business environment

2 Digitalisation

3 Integration & reduction

Suggestions 2nd Call

Tourism covered fully; not time projects regarding business environment, green economy and digitalization

Ursus
Staufen

Development of ecosystem practices

Tourism Development

Cultural heritage

Development of industrial zones

Digital and energy transition

Digital and energy transition

Digital and energy transition

Development Skills and Labour market

SO2: Not well-known: very specific topics such as:

Well-known: SO2: joint actions

Covered

1.1 Local economy + business improvement

1.2 Digitalisation

1.4 Tourism development notal heritage

Can be improved

Green transition

1.3 Climate neutrality

reduced pattern

the reality of climate change (conclusion)
can be disseminated among applicants

Po1

Covered >

1.4 Tourism Development
1.5 not working R
Lack of -

1.1 No projects at local economy and improve of business environment

1.2 Digitalisation

1.3 Integration & reduction

Suggestions 2nd Call

Tourism covered fully; not time or projects regarding business environment, green economy and digitalization

Po2

Not objective for all

The next call

Call 1 – analysis

Activities

- Check and clustering of activities
- Guidance at an early stage?

Partnerships

- Check which types of partners have been attracted in Call 1? Any strategic gaps?

Tourism

- Take an integrated view on tourism and decide if all key enabling factors are in place
- Develop a marketing project to step up efforts to reach out to new target groups?

Group work

With a view to the forthcoming call: Let's discuss the main building blocks of Call 1:

- What should be kept?
- What could be modified? Why?



Cornerstones Call 1

Applicants	<ul style="list-style-type: none"> • multi-sectoral partnerships between stakeholders from Bulgaria and Türkiye • local/regional bodies and authorities (incl. regional structures of central public authorities and statutory bodies); MSMEs; NGOs; academic, research, training and cultural institutions. • Lead partners need to be registered and to operate in the programme area for at least 3 years prior to the application. 	Against:1
Activities	<ul style="list-style-type: none"> • compulsory combination of investment (works and/or supply) and soft type of actions (e.g. services); 	Against:3 Pro:5
Duration	<ul style="list-style-type: none"> • Min 12, max 24 months 	Against:0
Project size	<ul style="list-style-type: none"> • min € 500 000 and max € 1 000 000 of a project idea. Grant intensity is 100%, however de minimis provisions apply to all project partners. The investment component (works only or works and supply) should be no less than 70% of the total eligible costs. 	Against:2

Cornerstones Call 1

Applicants

- multi-sectoral partnerships between stakeholders from Bulgaria and Türkiye
- local/regional bodies and authorities (incl. regional structures of central public authorities and statutory bodies); MSMEs; NGOs; academic, research, training and cultural institutions.
- Lead partners need to be registered and to operate in the programme area for at least 3 years prior to the application.

Activities

- compulsory combination of investment (works and/or supply) and soft type of actions (e.g. services);

Duration

- Min 12, max 24 months

Project size

- min € 500 000 and max € 1 000 000 of a project idea. Grant intensity is 100%, however de minimis provisions apply to all project partners. The investment component (works only or works and supply) should be no less than 70% of the total eligible costs.

Group work

Please share your reflections:

The next call might come in 2024.

- Did all work well with this Call?
- Are there any gaps when looking back to the Strategy?



Wrap up & closure

Thank's for joining, sharing, discussing!



Cooperation works

All materials will be available on: [Interact website / Library](#)

Link to the evaluation survey: