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БУГАРСКА-СРБИЈА**

**ПРОГРАМА ЗА ТРАНСГРАНИЧНО
СЪТРУДНИЧЕСТВО ПО ИПП
БЪЛГАРИЯ-СЪРБИЯ**

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**Bulgaria – Serbia
IPA Cross-border Programme**



**PROGRAMME FOR REJUVENATING OF THREATENED WITH
EXTINCTION LOCAL VARIETIES AND CREATING OF TWO FRUIT
NURSERY IN GENE BANKS AND NURSERIES IN THE TREKLYANO,
BULGARIA AND BOSILEGRAD IN SERBIA.**

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1. APPLICANT:

MUNICIPALITY OF BOSILEGRAD AND MUNICIPALITY OF TREKLYANO

2. DURATION:

24 MONTHS

3. CALL FOR PROPOSALS:

Available EU Funds - PROGRESS, EIDHR, RSED, Cross Border Cooperation Programs, etc.

4. PROJECT SUMMARY:

The programme objectives, the planned activities for their achievement, as well as the project results will be achieved by reinforcing the partnerships in CBR Kraishte; improving capacity for joint use the of regional resources by setting up a sustainable eco-network, development and research in the field of organic agriculture – preservation and reproduction of the specific varieties of fruit crops in the area.

The overall aim of this Action is: *to enhance the CBC in the research and development of more sustainable innovations linking income generation, employment and adult education towards social cohesion.*

The objective is:

To improve in the CB area the practice of greenhouse model and technology as income generation, employment and capacity building tool increasing the quality of life and social inclusion of vulnerable groups. The lead partner's experience in linking socio-cultural and economic objectives in "greenhouses" practices / gene banks and fruit greenhouses is to be upgraded through education and research mechanisms fostering more effective and impact-oriented social enterprises/entrepreneurs, innovation and development for CB environmental sustainability.

Partnership building and networking with diverse stakeholders such as LSGs, local NGOs, scientific Institutions, Universities, direct beneficiaries will be employed as CBC tools while achieving the objective and reaching the main target groups: most vulnerable individuals in the municipalities of Bosilegrad and Traekliano (rural women, single mothers and unemployed persons). During a period of **24 months**, four groups of activities will be implemented to realize the relative **expected results**:

1. Establishment of two income-generating greenhouses/ gene banks for fruit nurseries;
2. Capacity and skill building of 60 vulnerable individuals;
3. Exchange of best practices and promotion of fruit production to enhance CB experience on RDI.

The CB impact will emerge from: joint development and implementation and establishment of RDI mechanisms for the championing of SE innovations.

Programme implementation for rejuvenating of threatened with extinction local varieties and creating of two fruit nursery in gene banks and nurseries in the Treklyano, Bulgaria and Bosilegrad, Serbia, will include: developing of advanced technologies for conservation, preservation and reproduction of local varieties of fruit crops for people and businesses.

5. TARGET GROUPS

Direct beneficiaries:

Project team of CB partners will coordinate, manage and implement activities Bosilegrad, and Treklyano local self-government and civil society organizations

60 vulnerable individuals (fruit producers and unemployed persons) will be engaged in greenhouses/gene banks development and will participate in skill and capacity building through trainings and vocational courses.

Local NGOs/CSOs in the CB municipalities will participate in the identification and selection of beneficiaries and will contribute to the work of greenhouses

Scientific institutions' and university members on both sides of the border will be part of the research teams and will actively support the upgrading of the business and social model of greenhouses.gene banks as well as the concrete work of the 60 employees in the greenhouses

LSG representatives on both sides of the border will guarantee the future sustainability of the project and will fundraise for further resources' allocation

Indirect beneficiaries:

Public institutions in the municipalities of the CB partners: National Employment Services, Centers of Social Work, LSGs. These stakeholders will offer their expertise and will be consulted on the work of the direct beneficiaries and on SE models for employment and social security.

Local communities in both CB municipalities: they will indirectly benefit through the strengthening of social cohesion and the designing of innovative employment models

Members of disadvantaged groups in both CB municipalities: the experience, skills and capacities of the 60 trained individuals and engaged in innovative SE models will be spread to other disadvantaged individuals who will become potential participants in the replication of such employment/entrepreneurship models

CB municipalities will benefit from RDI mechanisms producing employment and will be “incubators” of best practices

The EU will benefit through CBC experience, the replicability of the SE models and multiplier effects.

6. OBJECTIVES OF THE PROJECT

The overall objective of this action is:

to enhance the CBC in the research and development of more sustainable innovations linking income generation, employment and adult education towards social cohesion of vulnerable groups.

In this CB area, disadvantaged groups are mostly above 40 yrs fruit producers, unemployed and socially excluded because of their social, cultural and economic situation.

They are hardly employable since the requirements of newer more liberal economies do not match their skills, capacities and experience – strongly influenced by their stereotyped culture, ethnicity and living environment. Their high unemployment is affected and in turn affecting the socio-economic conditions of the CB area, hindering local development. RDI mechanisms such as the proposed multi-stakeholder Research teams are supposed to design and upgrade more sustainable SE models generating income, employment opportunities and social inclusion in the CB area.

The specific objective is:

To improve in the CB area the practice of greenhouse/gene banks model and technology as income generation, employment and lifelong learning tool increasing the quality of life.

To improve this practice it is necessary to: strengthen the skills of fruit producers; build networking systems; increase the effectiveness of the business model focusing on social objectives; test social entrepreneurship in greenhouses.

These priorities can be addressed through:

1. transfer of best practice of greenhouse model partners;
2. establishment of RDI mechanisms to upscale technology, business plan, social entrepreneurship model, skills and capacities and; thus promoting the replication of SE innovations and increasing their effectiveness and impact.

7. EXPECTED OUTPUTS, RESULTS AND DURABILITY OF RESULTS

Expected results and outputs

1. established 6 new income generating and motivating innovations-greenhouses\
2. Improved management, producing, marketing and sailing skills, entrepreneurship, IT competence of 60 vulnerable individuals especially fruit producers and unemployed people in the CBC area



3. 2 multi-stakeholder research teams (academic, scientific, government and non-government, greenhouses beneficiaries) and 2 pilot social enterprises in both countries established
4. increased CB experience in RDI through: experience and knowledge exchange, especially between the Research teams to master adequate business plans, best practice exchange and increased visibility of the action

Outputs according to results:

1. increased income generation at the household level; increased number and type of contacts with other local stakeholders and CB exchanges; increased awareness of local communities in the CB municipalities regarding diversity groups
2. improved employability of the vulnerable individuals engaged in this action; enhanced lifelong and adult education models targeting the needs and potentials of most vulnerable categories in the CB area; improved cooperation and exchange of practices between CB fruit producers, researchers and experts.
3. increased awareness of academic and scientific stakeholders in the CB area in terms of the benefit of experience and models exchanges; enhanced CB cooperation on a multi-stakeholder level
4. strengthened partnership in the CB area between multi-stakeholders promoting socio-economic development through joint actions

8. BENEFITS FO THE PROJECT

Benefits of the project for the target groups: This project targets the establishment of CB mechanisms based on RDI that champion and upscale socio-economic innovations to generate more sustainable and inclusive employment and fruit production.

The promotion of participation, partnership building, best-practices transfer, lifelong learning as methodologies increases opportunities of interaction, exchange and capacity building of the target groups.

The producers engaged in greenhouses, the multi-stakeholder members of the Research teams and CSOs will directly benefit from the project through: acquiring of soft and hard skills enhancing employability; creation of employment/entrepreneurship opportunities more suited to the situation of direct beneficiaries; recognition of alternative economy and diversity and their positive influence on local development.

The general public (civil society, entire local communities, LSGs) will benefit from the project especially in terms of the effects of alternative economy and SE innovations on mainstream local economies.

The positive effects of entrepreneurship (skills and practice) in the labor market of the CB area will encourage and support the spreading and the adaptation of innovative enterprises that will constitute significant income generation. On the other hand, alternative and innovative fruit production and establishment of gene banks/greenhouses through enterprises and employment models fostered through RDI will also have the chance to affect labor market measures in order to strengthen policy support of SMEs and rural development. The positive influence of lifelong learning will also open new opportunities to mainstream some non-

formal education criteria into formal education and thus reach more effective and efficacious results in this field and further reach an increased number of beneficiaries.

9. METHODOLOGICAL APPROACH

The methodology for this action is based on an integrated approach presupposing that in order for each initiative to be successful and goal oriented, it needs to:

- engage key stakeholders from all relevant sectors: multi-stakeholder cooperation through participative approaches
- combine practical, theoretical, capacity building and promotional activities: the inter-sectorial and interconnected approach through joining the expertise of partners in education and training; strengthening of existing production initiatives and resources; networking and exchange of experiences
- be of demonstrated feasibility in practice and in implementation: piloting social innovation initiatives through capacity building of local stakeholders and creation of multi-sectorial synergies
- be built on strong potential for overall post project sustainability: activating all local resources and support systems through visibility, promotion and partnership building.

Methods to be employed throughout the implementation of activities

- Involvement of relevant stakeholders throughout the phases/activities of the project: joining private, public and CS sectors
- Learning by doing, lifelong learning, experience exchange and knowledge transfer: transfer of lessons learned and best practices between partners, lifelong learning and on-the-job training of direct beneficiaries in greenhouses

- Capacity and skill building by provision of technical trainings to be applied in practice

The project partners will be represented in the structure of the two implementation teams (one on each side of the border) in order to reflect the expertise and management of the partner organizations. The two main partners on both sides of the border will manage and coordinate overall project implementation, will be responsible for budget management, expenditures and reporting.

10. CROSS-BORDER IMPACT:

The CB impact of this project will be partly shaped by the CB structure of the partnership, based on joint development and joint implementation, by the relevance on and competence of LA, CB partner and domestic partner in the core activities of this CB Action. Grounded on the same CB values, the partners will achieve impact on both sides of the border in terms of affirmation of the CB partnership, exchange of experience and knowledge between research teams, piloting of RDI mechanisms and models in social economy, mostly in production of fruit corps and gene banks.

The visibility of mutual exchanges and transfer of knowledge, achieved project's results in terms of establishment of innovative social enterprises (maximizing on sustainable diversity and opening new market opportunities) will, on both sides of the border trigger and create stronger incentives for joint ventures, replication of similar initiatives and business plans, stimulate social entrepreneurs to take action and LSGs to become more involved in the promotion of SE, motivate increasing numbers of disadvantaged individuals to engage in lifelong learning and increasing numbers of diverse stakeholders to cooperate and network in supporting new social and economic innovations, targeting directly production of fruit with the using of the resources on the both sides of the border.

These local actions through CB partnership and structure will also gain more relevance and leverage at the policy level. In demonstrating the economic and social benefits SE innovations recognizing social objectives and functioning according to profitable business plans, this CB action will concur in leveraging policy impact at LSG levels and in creating impact at the level of knowledge production and replication.

11. CONTRIBUTION TO PROGRAMME STRATEGY AND HORIZONTAL OBJECTIVES:

In the realization of the specific objective and the overall aim this project promotes social economy innovations through strengthening the ties between production, social and business objectives, education and research; through building multi-stakeholder partnership and promoting cultural differences for sustainable diversity and inclusion. In so doing, this Action contributes to the creation of more environmentally sustainable and safe border zones, more production capacities and competences, triggering job opportunities and decreasing social exclusion and isolation in the CB area.

This Project contributes to these horizontal objectives of the Programme:

1. Creating joint structures by maximizing cross-border impact: project activities will be parallel on both sides of the border, including partnership building with government, NGOs, academic institutions. The project will spread on different villages of the partner municipalities. Best practices and research will be disseminated to both Serbia and Bulgaria after the end of the project
2. Strengthening Serbian bilingualism: cultural heritage and differences are values promoted through the project to ensure diversity and inclusion. Promotional material and research will be promoted in both Serbian and Bulgarian in order to better facilitate exchange of experience and transfer of best practices
3. Ensuring equal opportunities: this project links activities for the education, lifelong learning, skill and capacity building, entrepreneurship and diversity

inclusion of the most disadvantaged groups such as rural women, single mothers and the Roma. In promoting economic innovations through greenhouses, unconventional for these categories, the project also fights stereotypes afflicting these underprivileged categories.

4. Creating sustainability: the methodology and the activities are geared towards both sustainable diversity (profitable, relevant engine of change) and social sustainability in the creation of (self-)employment and entrepreneurs.

12. CONSISTENCY WITH EU HORIZONTAL POLICY ON SUSTAINABLE DEVELOPMENT

This project contributes to sustainable development through linking social, economic and environmental perspectives and circumstances in the CB area covered by project implementation.

Rural development is an important priority and guiding principle in this action taking into consideration the structure of rural areas, agriculture, methods of production, diversified economic activities, methodologies and relations, social structure of rural areas and households, traditional practices and demographic data.

All of these elements have been assessed in the planning and design of this project that also attempts to diversify rural economic activities while respecting and emphasizing cultural habits and up-scaling traditional practices and methodologies.

The methodology promoted during the planning process and in implementation strongly supports sustainable development principles.

Participatory methods are mainstreamed through multi-stakeholder contribution, non-formal learning methodologies adapting to diversity needs, starting from the design phase.

During the latter, besides CB partner and other actors, institutions in both countries will actively contributed and supported the development of the concept idea and its strong social inclusion stamp. The above leads to strengthen the potential impact of the project on social sustainability, sought through the upgrading of durable, flexible and innovative SE models creating employment and fostering the growth of entrepreneurship as an attitude and practice.

Promoted in such a fashion, entrepreneurship, in broader cultural terms, becomes a symbol and an internalized value materializing in assumption of responsibility, initiative, creativity and funneling self and diversity empowerment.

13. SYNERGIES WITH OTHER PROGRAMMES, PROJECTS AND POLICIES

This CB project is directly linked to the EU 2020 – Innovation Union that strongly promotes social inclusion and social innovation as grounds on which to build competitiveness in the EU. This CB action is to be contextualized within the Social Inclusion and Poverty Reduction strategy implemented by the SIPRU, Office of the Deputy Prime Minister of the Government of the Republic of Serbia.

In addition, this CB action is also coherent with the advocacy and policy of the Coalition for the development of Social Entrepreneurship SE, Balkan Fund for Local initiatives (BCIF), European Movement that endorsed a bottom-up and experiential learning approach to contribute to both an enabling environment (policy, entrepreneurship) and best practices in social enterprises.

At the local level, this CB action is directly linked to the challenges and the measures identified in sustainable development strategies, in data from employment services and in social protection.

14. SUSTAINABILITY AND CAPITALIZATION OF PROJECT'S RESULTS

Financial-professional sustainability

Cross-sectorial support mechanisms will facilitate the continuation of activities.

- Partnership between scientific, profit, non-profit, public and CS actors will contribute to the strengthening of the greenhouses/social enterprises through networking, marketing, fundraising
- The *monitoring and mentoring* of SE will be provided by the research teams SE business plans will be projected in a medium to long term period as to better address self-sustainability of SE
- *Linkages with private sector* will be sought through marketing and networking mechanisms in the CB area,
- The strengthened capacities of producers will increase their employability.
- The application of their sales, marketing, IT, PR and entrepreneurship skills will contribute to the acquisition of the greenhouses' sustainability

Institutional sustainability:

- *Ownership of the CB partners* is evident through their partnership and investment for the realization of the project. The establishment of social dialogue and of networking mechanisms will increase the concrete involvement of the CB partners and of local different local stakeholders on both sides of the border.
- This action will facilitate employment and income generation measures while increasing SE's competitiveness on the market. Besides its positive bottom-up impact on SE policy development, this action will enhance social inclusion policies: strategies for increasing the sustainability of diversity, rendering underprivileged groups more relevant, profitable and profit-making; mechanism protecting SE in the liberal economic market. The concrete inputs of this action will help to set priorities of SE in the CB area.

15. MULTIPLIER EFFECT

1. Best practice model and transfer of production and economy: the social cooperative joins social and entrepreneurial objectives.

Innovations in SE are promoted in Europe 2020 and in policy documents on national and international levels.

Replicable patterns of the social cooperative will be: strong partnerships; mobilization disadvantaged groups (60 individuals especially amongst rural and private fruit producers) as producers/entrepreneurs; up-scaled business models to serve social objectives; support network for the promotion of private sector's engagement.

2. Transfer of knowledge: this greenhouse and gene banks CB project builds on existing knowledge/practice in Serbia and Bulgaria.

3. Research teams on both sides of the border will concretely contribute to the upgrading of a business model shaped on the conditions/needs and objectives of the SE greenhouses. These up scaled business models will be able to be taken into consideration and to become of example to be adapted and replicated in different settings of the CB area

4. Disadvantaged groups' capacities and skills strengthened in terms of business development, marketing, IT, PR through lifelong learning, mentorship and more-formal education in cooperation with Universities and training experts. This flexible and adaptable education packet can be can be easily replicated throughout the CB area and beyond

16. RISK MANAGEMENT

- a) *Political risks:* elections and the changing of referents in local administration/LSGs is a possibility. In order to mitigate the risks, efforts in this action will be geared towards the establishment of diverse contacts in the LSG and of a multiple stakeholder social dialogue

- b) *Social risks:* contacts between CB partners and final beneficiaries may be difficult. Social resources and priorities may not be fully recognized. In order to mitigate this risk, the lead applicant will put in place different available resources already planned in this action and outside the scope of this action, ranging from partners organizations and municipalities.

- c) *Economic risks:* the business plans for the establishment/strengthening of SE may not result fully effective and or geared towards final sustainability. The mentoring and follow-up mechanisms to be established during the course of the action as TA and support to the work of the research teams will double check the soundness of the business equations. In so doing, these processes will reduce the impact of such risks and will help research teams and greenhouses to revise their business plans and marketing, communication, branding strategies to be tested in social enterprises.

- d) *Cultural risks:* cultural diversity may be challenging in communication and perception/interpretation mechanisms. Cultural awareness and competence in the CB area in terms of bilingualism and recognition of diverse systems of meanings between the final beneficiaries and all stakeholders involved in the CB action will help to attenuate the risk of miscommunication.

- e) *Organizational risks:* CB project teams may undergo unforeseen changes in human resources; communication difficulties may hinder the implementation of activities. To minimize the impact of this potential risks, management measures and skills will be maximized, roles and duties will be clearly defined, written and oral communication standards will be agreed upon.

Activities	Risk	Mitigation
1.Greenhouses	<ol style="list-style-type: none"> 1. Time management of the representatives of local self-government 2. Low interest for the project among the citizens 	<ol style="list-style-type: none"> 1.1. Good planning and time management 1.2. Good preparation, involving local self-government and CSO-s in planning stage 2.1. Well performed local media campaigns
2.Capacity building	<ol style="list-style-type: none"> 1. Time management of the representatives of local self-government 2. Time management of the representatives of local CSO-s 	<ol style="list-style-type: none"> 1.1 Good planning and time management of the representatives of local self-government 2.1. 1 Good planning and time management of the representatives of local CSO-s
3. Best practices and experiences exchange and promotion	other events organizing at the same time	Well prepared and organized event, using social and professional contacts and credibility and its experts, partners and associates, engaging experienced facilitators and moderators of the conference
4. Project monitoring		
5. Project evaluation	no external evaluators	using of the resources of experts
6. Final project report		

17. INNOVATION DIMENSION

The action is linked to the concept and the model of alternative economy and social innovation as they are employed in theory and practice in the EU. The EU defines social innovations as “...*new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations*”.

In addition, the strategic document “Europe 2020 Flagship Initiative Innovation Union” contextualizes social innovation as “*tapping into the ingenuity of charities, associations and social entrepreneurs to find new ways of meeting social needs which are not adequately met by the market or the public sector...*” The EU conceives social innovation as a tool to encourage the competitiveness of European enterprises.

The active participation of civic society in the socio-economic development is sought through alternative economy models that are based in the switching of the traditional social welfare system.

The focus is on moving away from passive welfare benefits that recreate dependency of beneficiaries on the system itself to the activation of the potentials of vulnerable individuals. Social entrepreneurship is thus to be conceived also as a self-empowerment tool that allows the disadvantaged to achieve higher levels of social inclusion (employment, education, health, access to resources and services) that is also one of the basis of sustainable development in local socio-economic strategies. Thus, this CB action is geared to enhance SE innovations practices as inclusion mechanisms enabling the growth of sustainable diversity.

The latter has become a compelling priority and a means to gradually restore the productivity and profitability of local, CB, EU and ultimately global labor markets. The innovation of this CB project consists in attempting to build stronger links between business equations and social objectives

18. DETAILED DESCRIPTION OF THE PROPOSED ACTIVITIES:

The proposed activities and their effectiveness

Key project activities are described for each of the expected results and in logical and time sequence.

For Result 1:

Established 6 new income generating and motivating innovations-greenhouses

Activity 1.1: Founding project team members and mechanisms for its functioning – Platform and plans.

The aim of the activity: to ensure existence and work of operational body for empowering fruit corps production and establishment of gene banks and greenhouses.

Detailed activities:

- Selection of membership of Project team - representatives of local self-governments and representatives of all partners and parties involved, and its formal foundation through participative dialogue. This dialogue should ensure

Project team to be recognized as operational body in the area of production development.

- Developing and adopting working plan.
- Developing and adopting program document – Platform containing system measures at CB level for improving fruit production and employment.
- Developing dialog with relevant national bodies about realization of the Platform.
- Organizing communication and exchange of information with all partners and stakeholders

Responsible for undertaken this activity:

Municipalities of Bosilegrad in Serbia and Treklyano in Bulgaria in cooperation with the associates.

All associates will participate in selection of Project team membership, giving comments and suggestions on working plan and Platform. Local administration will ensure technical and logistic support for developing dialog with relevant stakeholders.

Identifiable outputs:

- Founded Project Team members with Terms of References
- Developed and adopted working plan;
- Developed and adopted comprehensive program document – Platform
- At least 2 meetings held about realization of the Platform with relevant representatives of each of key actors:

- Established regular weekly e-mail communication with partners for exchanging all relevant information.
- Realized at least 4 meetings with all representatives about regional action plans and CSOs representatives' participation in local government bodies for local economic development in two municipalities.

Justification:

Fruit production and employment opportunities to realize economic rights can't be improved without one operational body at CB level the work of which will be focused on this area of production development.

Activity 1.2: Founding 3 Greenhouses and gene banks for fruit production development in CB region.

The aim of the activity: to insure existence and work of local greenhouses and gene banks

Detailed activities:

- identification and selection of beneficiaries in close cooperation with NES: most vulnerable individuals because of their low employability and
- procurement of greenhouses
- agreements between the local self-governments and the selected beneficiaries for the use, property of greenhouses
- procurement of equipment
- baseline study assessing and identifying the production, communication, sale and business strategy for the successful functioning of the greenhouse system

- establishment of an online sale platform and procurement of IT equipment
- coordination of partnership between the school, municipalities, the Institutes, NES, Chamber of Commerce and associations of entrepreneurs to maximize the expertise and impact
- organization of fairs to sell the products of the greenhouses and promote CSR

Identifiable outputs:

- increased income generation at the household level; increased number and type of contacts with other local stakeholders and CB exchanges;
- increased awareness of local communities in the CB municipalities regarding diversity groups
- improved employability of the vulnerable individuals engaged in this action; enhanced lifelong and adult education models targeting the needs and potentials of most vulnerable categories in the CB area;
- improved cooperation and exchange of practices between CB fruit producers, researchers and experts.

Justification:

In targeted two regions with small and poor municipalities it is not very realistic to expect that each of municipalities will by its own to start some comprehensive program for improving produc

tion capacities. It is more effective and more feasible to organize regional approach to the issue, which implies inter-sectoral cooperation, participation of CSOs representatives and united resources, as well as, regular coordination with stakeholders, etc..

For Result 2. Improved management, producing, marketing and sailing skills, entrepreneurship, IT competence of 60 vulnerable individuals especially fruit producers and unemployed people in the CBC area

Activity 2.1: Establishing procedures and ways for organization and forming of local association of fruit producers and capacity building programme development for interested candidates

The aim of the activity: to ensure direct participation and capacity building development of local fruit producers.

Detailed activities:

- Gathering information on local producers interested in Project implementation
- Preparation of capacity building programme
- Implementation of training programs in accordance to participants needs
- Organizing local fruit producers
- Supporting new producers association representatives in their efficient acting in local government bodies relevant for realization of economic rights.

Identifiable outputs:

- Decision made by local authorities in each of municipalities (major, municipal council or municipal assembly) about required representatives participation, implementation and monitoring development plans targeting local economy.
- At least 60 fruit producers representative included in capacity building programme

- Afforded regular support to representatives in local government bodies relevant for realization of economic rights in formulating relevant suggestions and requests.

For Result 3.

2 multi-stakeholder research teams (academic, scientific, government and non-government, greenhouses beneficiaries) and 2 pilot social enterprises in both countries established

Activity 3.1: Developing of scientific research teams for the support to social enterpreunerhisps, greenhouses in CB region

Detailed activities:

- *partnership building between the scientific Institutes, development offices at the level of the municipalities, NGOs, greenhouses participants*
- *selection of members from the government, nono-governemnt, scientific institutions and greenhouses to participate in research teams on both sides of the CB area*
- *setting of objectives and work-plan of the research teams*
- *holding of formal and informal meetings according to the working plan and the objectives (objectives: maximizing in scientific terms the expereinces of the greenhouses to enhance sustainability, entrepreneurship, and increase revenues and job opportunities; devising adequate social enterprise model adaptable to the specific situation)*

- *continuous and ongoing information transfer and sharing between the 2 sides of the CB area through visits, meetings using IT (skype, social media etc)*
- *.Consultations with similar practices on both sides of the CB area through visits, contacts through IT etc.*
- *Development of a social enterprise model for greenhouses on both sides of the CB area*

Responsible for undertaking this activity:

listed associates will support developing of regional action plans through organizing mentoring of the planning process, public discussions on the drafts and public advocacy activities for adopting the plans and establishing the preconditions. Stakeholders are expected to take part in creating plans.

Identifiable outputs:

- Realized 5 days of mentor's work at least for each municipality
- Created 2 comprehensive regional teams for production development and new employment – one for Serbia and other for Bulgaria.
- Realized at least 1 meeting in each municipality with representatives of municipal council in order to gain their support for allocating starting fund for its realization.

For Result 4.

increased CB experience in RDI through: experience and knowledge exchange, especially between the Research teams to master adequate business plans, best practice exchange and increased visibility of the action

Activity 4.1: Developing framework draft for establishing social associations or enterprises

The aim of the activity: to approve the actual possibility for establishing and functioning of this kind of fund.

Detailed activities:

- Developing by-law draft.
- Developing financial resources plan.
- Drafting beneficiary selection criteria.

Responsible for undertaking this activity:

listed associates will organize technical expert assistance for developing and drafting all necessary documents, give starting suggestions and suggestions on the drafted documents. New-formed will give additional inter-sectoral view of the activities, as well as, about drafted documents.

Identifiable outputs:

- Developed by-law draft targeting all relevant issues on foundation.
- Developed comprehensive plan of financial resources and mechanisms for its collecting for the future.
- Drafted beneficiary selection criteria for evaluation grid.

Justification:

Already acquired experiences from some other sectors and areas, shows that fund for specific purpose is very convenient and practical mechanism for supporting some urgent and relevant problems solution.

In similar way it is desirable to develop the all necessary preconditions, because of the urgent need for efficient and effective solutions in economic rights area and employment as realization of the right to work is recognized as one of the moving agent of their social inclusion.

For Result 5.

increased CB experience in RDI

- *building and/or enhancing of cooperation and partnership between the public, private and academic (scientific) sectors int his specific socio-economic innovation (municipality, school for adult education, Institute of medical plants, greenhouse operators, NGOs)*
- *establishment of forums facilitating the ongoing communication between all of the sectors involved and the beneficiaries*
- *organization of study visits and exchanges in the CB area between experts from all sectors, especially the academia and potential private sector members interested*
- *production of different publications (on both sides of the CB border) for both scientific and academic audiences and for the wider publics for the dissemination of acquired knowledge and best practices/lessons learned*
- *visibility actions, campaigns and fairs focusing on the partnership between the academic/scientific institutions and the public/private sectors producing new knowledge to be applied in the further upgrading of the model of greenhouses and environmental friendly use of resources*
- *Organization of public events-fairs to promote the visibility of the engagement of beneficiraies in greenhouses and adutl education*

- *Development of informative and media campaign using social media, online social forums on the benefits of this socio-economic innovative model at the level of household and society*
- *Organization of 2 Press Conferences*

The aim of the activity: to create opportunities for promotion of project activities, dissemination of gained experiences and developed models, as well as, for replication of model in other regions and municipalities.

Detailed activities:

- Press conferences at national and regional levels supporting project key events and achievements.
- Promotion of active participation in those bodies through regional and local media.
- Round tables on national and regional levels on empowering economic rights through active participation and partnership of CSOs and public sector.
- Round tables for political, business, donors and expert community on economic rights and opportunities (national level) and on economic development
- Creation and promotion of the “good-practices” manual and its distribution to national governmental bodies, all districts and interested municipalities in CB.

Identifiable outputs:

- Realized at least 2 press conferences at I level (one about establishment, the other about Platform for improving production and economic rights) and at

least 4 at regional level (about establishment of RERC in each of two regions).

- Realized at least 10 media announcements and reports in total, for informing general public on participation in, implementation and monitoring of local economic plans.
- Realized at least 2 round tables at national and 2 at regional level on empowering economic rights, including different stakeholders.
- Created one comprehensive “good-practices” manual containing the key experiences and developed models for CSOs active participation in realizing economic rights.
- “Good-practices” manual in e-form
- “Good-practices” manual promoted through web-site of at least one of the associates at national level

Justification:

The overall project action is aimed at development of appropriate models for establishing active participation in realizing production and economic rights. During the project, these models are piloted in targeted regions and municipalities. Developing and promoting “good practices” in the form of public media promotion and “good practices” manual are the most important for dissemination of the models and offering the opportunities for its replication in other regions.

All project activities are interrelated because they are designed to support each other and to create the comprehensive project action. For example, it is incorporated in the project that establishment of greenhouses is interrelated with establishment of associations or enterprises and that they have mutual coordination.

19. MONITORING AND EVALUATION

The procedures for follow up and internal/external evaluation

Model for monitoring and evaluation is based on two principles:

- (1) rights-based approach – emphasized equality and non-discrimination and
- (2) participatory approach.

Monitoring will be conducted to generate feedback on ongoing activities in order to assess progress and to take corrective action if required. Monitoring also will help to develop the managerial capacity of the PRODUCERS AND CSOs and develop other target groups' capacities.

Monthly monitoring meetings will be conducted with the representatives of the target groups. Reviews of overall progress towards the project objectives, as defined by the indicators of success,. The process of reflection on the monitoring system will form also part of the periodic and final reviews, as this provides an opportunity to assess all that has been done and learned over the year.

Indicators will be for:

- a) *Evaluation of the process* (output)
- b) *Evaluation of the product* (outcome).

a) *Evaluation of the process* will be for: activity (done); inputs (money, materials, human resources used); outputs (services done, materials produced and

activities performed) based on indicators as following: Process evaluation will be for activities, services, printed materials, and actions.

b) *Evaluation of the product* will be done based on the listed results and activities in the logframe matrix. Every 6 months will undertake the internal (staff members) and external (actors) result measurement.

At the end of the project, a final result measurement will be done. Indicators measuring outcomes for evaluation of the product will be for each activity by using the matrix with all associates representatives.

The role and participation in the action of the various actors and stakeholders and the reasons for which these roles have been assigned to them

- All governmental structures at national and local level which are seen in this project as target groups will also have supportive role, providing providing human resources to represent them in bodies and structures formed by the project action.
- Entrepreneurs' associations and entrepreneurs, including fruit producers and LS representatives will participate in creating working plans and platforms for the fruit producing development or establishment of the new producers association but also in capacity building programme.
- They will strengthen the planning process with real and practical experiences on job creation and employment opportunities.

All the stakeholders will participate in all overview meetings organized during the project, giving their input for the solution of the problems and making an effective collaboration.

The organisational structure and the team proposed for the implementation of the action

Project Coordinator – 1 person, full-time, will be responsible for ensuring the implementation of the project in accordance with the requirements of the EU grant award. S/he will provide supervision and support to the associates, ensure concrete project activities are undertaken and ensure that results workplan is implemented according to the project logframe.

Project Coordinator's Assistant – 1 person, full-time, will be responsible for regular communication with all associates and stakeholders, preparing all project materials (like training materials), providing logistic services support to the project when required, including travel arrangements and procurement of equipment and materials.

Project Financial Assistant - 1 person, full-time, will be responsible for preparing monthly, quarterly and annual financial reports against activities, taking care of liquidity management within the project, ensuring that all financial transactions are in accordance with the financial requirements of the EU grant award.

Training and Participatory Planning Expert – 1 person, full-time, will be outsourced and responsible for overall process of participatory planning of training plans for, creating comprehensive training programme and mentor's

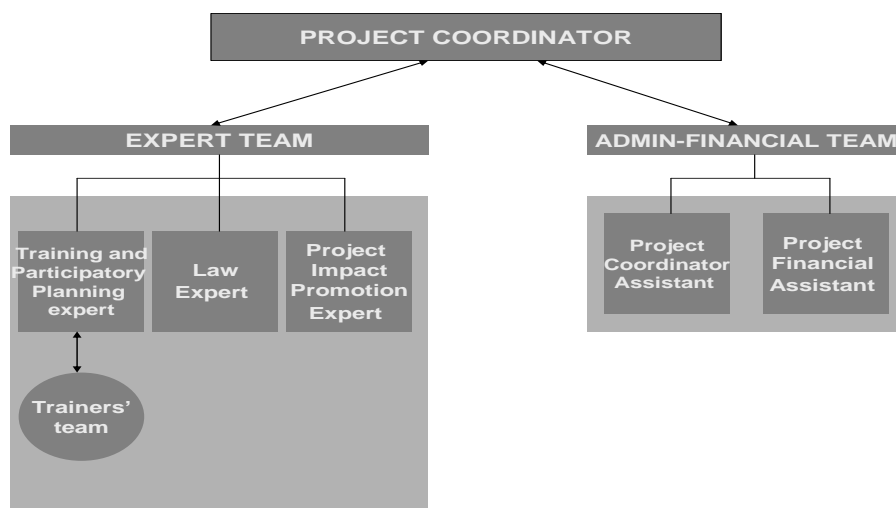
support to planning process. S/he will also give support to in developing its Platform.

Law expert – 1 person, part-time, will be outsourced and responsible for developing draft of all legal and financial mechanisms for future

Project Impact Promotion Expert – 1 person, full-time, will be if necessary, outsourced, will be responsible for preparing and realizing all promotive activities, at all levels (national, regional and local), drafting „good-practices“ manual, its electronic distribution, press-clipping and other evidence on PR activities.

Trainers' team – between 4 and 6 persons, temporary engaged local experts for different training topics, which selection will be realized after preparing comprehensive training programme.

Organizational structure of the project team



The main means proposed for the implementation of the action

For implementation of the action, the following means are required:

- (1) human resources in the form of advisory, technical, logistic and administrative support;
- (2) equipment and supplies including: desktop computer with adequate performances for preparing different promotion materials, laptop (notebook) computer, projector, projecting background, flip-chart;
- (3) working office for coordination, administrative and financial project activities;
- (4) materials including the communication media for public promotion and dissemination of project activities;
- (5) travel costs for different project activities at national, regional and local levels.

The implementation methodology will provide a framework that will help all stakeholders involved in the project to carry out planned activities and achieve rapid measurable successes and it's based on years of experience in providing support to communities, civil associations, local self-government and other stakeholders in the same areas of activities as those proposed herein.

Furthermore, improved phases and procedures will increase predictability of the outcome of all activities and allow all partner and associates to know what exactly to expect during implementation. That will certainly circumvent many problems and enable all partners to complete implementation on time and budget.

In addition to the latter, great emphasis is placed on motivation of local stakeholders, as their level of compromise and enthusiasm will determine our success in pursuing the ultimate objectives of the project. With this regard, it's assumed that if an adequate response is given to the existing demands, the motivation of interested individuals will be ensured to a great extent. Nevertheless, a comprehensive selection process will be undertaken in order to reach out individuals with appropriate profiles adjusted to the nature of the activities.

The methodology is designed in a way that permits adequate coordination among all stakeholders, ensures harmonious overlap of compatible activities, provides certainty over the outcome of activities and facilitates the identification and evaluation of qualitative and quantitative indicators. As a result of the latter, the amount of time dedicated to the front-end phase of the project will be well worth it, offering an important measure of protection against future problems related to the execution of activities.

The methods of implementation reflect a comprehensive number of procedures and reporting requirements aimed at maximizing the human and material resources assigned to the project, in order to ensure that they are used in the optimum way. With regard to flexibility, if there is a mismatch between planned resources and those available, resources will be either reallocated or smoothed by manipulating start and finish times but not changing activities around.

LOGICAL FRAMEWORK FOR THE PROJECT				
	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective	<i>To improve in the CB area the practice of greenhouse model and technology as income generation, employment and capacity building tool increasing the quality of life and social inclusion of vulnerable groups.</i>	<i>increased number of projects in this field; increased number of stakeholders and organizations involved in this field; increased number of research models in this area in the CB area</i>		<i>Sustainable political support of the employment programs of vulnerable groups</i>
Specific objective	<i>To improve in the CB area the practice of greenhouse/gene banks model and technology as income generation, employment and lifelong learning tool increasing the quality of life.</i>	On both sides of the CB area: models of income generating greenhouses enhanced, established and expanded; number of beneficiaries and pilot projects in greenhouse models increased; production, marketing, sales of greenhouses models increased; models of greenhouses as socila enterprises piloted	SOURCES: Media, local organizations reports, reports and documents of cultural organizations and institutions, reports and documents, international and national organizations, etc. METHODS: Document analysis, field assessments, interview	1. Governments positively excepted the project message, 2. Government institutions understand that developed participation mechanisms bring them closer to the EU.

	1. established 6 new income generating and motivating innovations-greenhouses	6 greenhouses settled; at least 60 beneficiaries included in the innovations; agreements signed; quantity of produced fruit corps	SOURCES: MoUs documents, list of organizations involved, Media (TV, radio, internet, newspapers), local organizations reports , self governments reports and official documents, internal project report video&photo documentation, lists of participants and contacts, invoices, tickets...	The interest of local communities to cooperate,
	2. Improved management, marketing and saling skills, entrepreneurship, IT competence of 60 individulas especially fruit producers in the CBC area	number and type of courses; number of beneficiaries; number of diplomas; level of employability of beneficiaries increased; number of employed vulnerable individuals; type of skills acquired;	METHODS: Document analysis, questioners, informal contacts	

Expected results	3. 2 multi-stakeholder research teams (academic, scientific, government and non-government, greenhouses beneficiaries) and 2 pilot social enterprises in both CB municipalities established	<p>number of members in each research team;</p> <p>academic background of the members;</p> <p>number and type of institutions represented through members in the research teams;</p> <p>reports on the work of the teams;</p> <p>number of meetings;</p> <p>number of produced documents.</p> <p>Number of founding members of the 2 pilot social enterprises;</p> <p>number and type of agreements/statute signed by the social enterprises;</p> <p>number and type of measures implemented by the SE from the guidelines (business model) of the research teams</p>		
	4. increased CB experience in RDI through best practice exchange and increased visibility of the action	<p>number of institutions interested in RDI in the CB area;</p> <p>number of research projects in the CB area in his field;</p> <p>number of joint actions in RDI in the CB area;</p> <p>number of best practices through brochures shared</p>		

Activities	<p>Result 1. Greenhouses 1.1 <i>identification and selection of beneficiaries in close cooperation with NES: most vulnerable individuals because of their low employability and diversity</i></p> <p>1.2. procurement of greenhouses</p> <p>1.3. agreements between the selected beneficiaries for the use, property of greenhouses</p> <p>1.4. procurement of equipment</p> <p>1.5. baseline study assessing and identifying the production, communication, sale and business strategy for the successful functioning of the greenhouse system</p> <p>1.6. establishment of an online sale platform and procurement of IT equipment</p> <p>1.7. coordination of partnership between the school, municipalities, the Institute, NES, Chamber of Commerce and associations of entrepreneurs to maximize the expertise and impact</p> <p>1.6. organization of fairs to sell the products/gene banks of the greenhouses and promote CSR</p>	Means:		
		<p>(1) human resources in the form of advisory, technical, logistic and administrative support;</p> <p>(2) equipment and supplies including: desktop computer with adequate performances for preparing different promotion materials, laptop (notebook) computer, projector, projecting background, flip-chart;</p> <p>(3) working office for coordination, administrative and financial project activities;</p> <p>(4) materials including the communication media for public promotion and dissemination of project activities;</p> <p>(5) travel costs for different project activities at national, regional and local levels.</p>		Timely provided funds

	<p>Result 2. skills, employability and entrepreneurship.</p> <p>2.1. tailoring of trainings for the identified beneficiaries</p> <p>2.2. skills and capacity building trainings in marketing management and online/offline sales of greenhouses product</p> <p>2.3. IT trainings for the development of online sale sites through existing platforms (CMS) and for the management and maintainance of sites</p> <p>2.4. PR and promotion/branding of products; networking with relevant market stakeholders; networking with market segments and linking with marketing networks</p> <p>2.5. on-the job training of beneficiaries in managing greenhouses, marketing products and branding + sales; networking and IT</p> <p>2.6. Mentorship support and follow-up related to all activities of the greenhouse, production, marketing of products, branding, sales, networking and IT</p> <p>2.7. Use of information gathered through on the job-training, mentorship for reserach purposes led by the Institute to increase the effectiveness of this innovation model + use of solar pannels for enhanced production</p>			
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	<p>Result 3. Establishment of research teams</p> <p>3.1. partnership building between the scientific Institutes, development offices at the level of the municipalities, NGOs, greenhouses participants</p> <p>3.2. selection of members from the government, non-government, scientific institutions and greenhouses to participate in research teams on both sides of the CB area</p> <p>3.3 setting of objectives and work-plan of the research teams</p> <p>3.4 holding of formal and informal meetings according to the working plan and the objectives (objectives: maximizing in scientific terms the experiences of the greenhouses to enhance sustainability, entrepreneurship, and increase revenues and job opportunities; devising adequate social enterprise model adaptable to the specific situation)</p> <p>3.5. continuous and ongoing information transfer and sharing between the 2 sides of the CB area through visits, meetings using IT (skype, social media etc)</p> <p>3.6. Consultations with similar practices on both sides of the CB area through visits, contacts through IT etc.</p>		<p><i>All material and human resources provided</i></p>	
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	<p>Result 3: 2 pilot social enterprises in the CB area</p> <p>3.1 selection of greenhouses on both sides of the CB area to become social enterprises</p> <p>3.2 application of the social enterprise action plan devised by the research teams</p>			
	<p>Result 4.: Experience in RDI</p> <p>4.1. building and/or enhancing of cooperation and partnership between the public, private and academic (scientific) sectors in their specific socio-economic innovation</p> <p>4.2. establishment of forums facilitating the ongoing communication between all of the sectors involved and the beneficiaries</p> <p>4.3. organization of study visits and exchanges in the CB area between experts from all sectors, especially the academia and potential private sector members interested</p> <p>4.4. production of different publications (on both sides of the CB border) for both scientific and academic audiences and for the wider public for the dissemination of acquired knowledge and best practices/lessons learned</p> <p>4.5. visibility actions, campaigns and fairs focusing on the partnership between the academic/scientific institutions and the public/private sectors producing new knowledge to be applied in the further upgrading of the model of</p>			

	<i>greenhouses and environmental friendly use of resources</i> 4.6. Organization of public events-fairs to promote the visibility of the engagement of beneficiaies in greenhouses and adutl education 4.7. Development of informative and media campaign using social media, online social forums on the benefits of this socio-economic innovative model at the level of household and society 4.8. Organization of 2 Press Conferencs			
	5. Project reporting	project reports, project documents, reports of implemented trainings, conferences and public events, photo and audio documentation, press clipping;	Costs:	

Indicators							
Programme level indicators							
Category	Type (Output/result)	Name of the indicator	Unit	Base value	Target value	Source(s) of verification (max. 20 characters)	
General	Output	Number of cross-border contacts realised in joint research project		0	25 contacts	docs, reports	
	Result	Number of researchers involved in the project		0	10	time sheets	
Horizontal	Output	Number of actions/events/documents serving the creation of joint structures by maximizing cross-border impact	pcs	0	9	report and docs	
	Output	Number of actions/events/documents strengthening Hungarian-Serbian bilingualism in the Programme area	pcs	0	6	photo, print mat.	
	Output	Number of actions serving sustainable development	pcs	0	6	Greenhouses	
	Output	Number of actions supporting equal opportunities	pcs	0	15	trainings, GH	
	Result	Functions/processes facilitating and/or promoting equal opportunities	pcs	0	2	social enterp.	
	Result	Functions/processes facilitating and/or promoting sustainable development	pcs	0	1	docs, reports	

Action specific indicators								
Type (Output/Result - automatic)		Name of the indicator (Please choose from the scroll down menu at least one result)		Unit	Base value	Target value	Source(s) of verification (max. 20 characters)	Serial number(s) of Activity(ies) that contribute to the
Output		Development of equipment			0	4	Greenhouses	1
Output		Development of equipment			0	2	Greenhouses	1
Result		Cooperation and knowledge transfer between scientific institutions and economy actors			0	2	curricula, research	2,3
Result		Cooperation and knowledge transfer between scientific institutions and economy actors			0	2	curricula, research	2,3
Output		Publications, information materials, presentations			0	5	web, media	4
Result		Creation/implementation of joint framework research programme(s)			0	1	research	2
Result		Creation/implementation of joint framework research programme(s)			0	1	research	2

Project specific indicators								
Type (Output/Result)		Name of the indicator (max. 60 characters)		Unit (max. 10 characters)	Base value	Target value	Source(s) of verification (max. 20 characters)	Serial number(s) of Activity(ies) that contribute to the output/result
Result		Increased employability fruit producers		persons	10	60	contracts	1
		Number of new social economy models in underdeveloped region		pcs	0	1	bussines plan	1,2
Output		Transfer and exchange of best practices in RDI		pcs	0	5	study vst, research	3,4
		Developed cooperation among researchers in CBC region		pcs	0	10	mtng minutes	3,4
Output		Visibility actions, campaigns and fairs		pcs	0	4	media, press	4