

2017.11.12

FOURTH DRAFT

HA Capacity - work programme

1 June 2018 - 30 August 2020

The Baltic Sea NGO Network, the Union of the Baltic Cities and the Swedish Institute are assigned as Horizontal Action Coordinators (HAC) for HA Capacity. The Baltic Sea NGO Network has appointed the Norden Association in Sweden, and the Union of Baltic Cities has appointed the Centrum Balticum Foundation, to fulfil on their behalf obligations as HAC. The presented work programme describes how these organisations plan to fulfil the assignment in the period June, 1st 2018 until August, 30th, 2020.

Horizontal Action Capacity and Involvement (HA Capacity) was established in 2015 as part of the second revision of the Action Plan accompanying the EU Strategy for the Baltic Sea Region (EUSBSR). The overarching aim is to build capacity among existing and potential stakeholders that can contribute to the realisation of the goals inherent in the EUSBSR.

The work programme is divided into three areas of activities;

- capacity building,
 - promotion of involvement and participation and
 - coordination and communication
- within total 9 Actions.

A. CAPACITY BUILDING

A core function of HA Capacity is to help implementing stakeholders to develop skills and competencies to succeed in their respective roles in the implementation of the Action Plan. This programme focusses on organizing and funding of development processes (flagships) (A1) and the role of Policy Area Focal Points (PAFP) / members of steering groups in aligning policymaking on national level with the EUSBSR (A2). The annual spring meetings with NC's, PAC's and HAC's will be continued (A3). The meetings will both offer structured dialogues on key issues and a possibility for status reports and information.

B. PROMOTION OF INVOLVEMENT AND PARTICIPATION

The EUSBSR has created a coherent and structured framework for joint actions to address common challenges and mobilize regional resources in the Baltic Sea Region; many are those who have been given formal roles and responsibilities in accordance with the Action Plan. The long-term viability of the strategy is nevertheless dependent upon continued efforts to secure the engagement and active involvement also of actors that are not formally charged with "duties" in accordance with the EUSBSR and its Action Plan, e.g. local and regional authorities, business, academia and civil society organisations. One venue well suited to achieve this aim is the annual Strategy Forums (B1) with the Participation Day (B2) organised back-to-back. Another strategic approach is structured dialogues targeting business, civil society, academia and local/regional authorities (B3).

C. COORDINATION AND COMMUNICATION

The third building block of activities includes the general coordination and anchoring of the activities of HA Capacity (C1) as well as other horizontal activities. Yet an action of HA Capacity relates to the implementation of the communication plan (C2). The final action is related to learning between the four MRS where HAC's are working closely with other similar functions in the other MRS but also with Interact and DG Regio (C3).

Each of the actions is presented in detail in the tables below, including budgets.

Action A1	Organising and funding of development processes (flagships)
Objectives	To develop and test a programme for capacity building of Managing Authorities (ERDF, ESF, EARDF and EMFF) and Policy Area Coordinators/flagship leaders. The programme is designed to meet the needs of coordination between the funding programmes, with their BSR networks and the implementing stakeholders in EUSBSR.
Activities	A programme with four workshops for MA's and Policy Area Coordinators/Flagships leaders.
Deliverables	4 workshops implemented.
Results	Better performance of the macro-regional development processes. Better alignment of funding to the macro-regional development processes.
Timetable	4 workshops in this work programme, two per year.

Action A2	Alignment of policymaking on national level with EUSBSR
Objectives	To develop and test a programme for capacity building of Policy Area Focal Points (PAFP) and members of steering groups.
Activities	A programme with four workshops.
Deliverables	4 workshops implemented.
Results	Defining the role as PAFP/members of steering groups. Better alignment of policymaking on national level with the EUSBSR.
Timetable	4 workshops in this work programme, two per year.

Action A3	Annual spring meetings with NC's, PAC's and HAC's
Objectives	Structure dialogues on the implementation of the EUSBSR.
Activities	Preparation, implementing and follow-up the meetings.
Deliverables	Annual meetings for NC's, PAC's and HAC's.
Results	Deepened cooperation and coordination among NC's, PAC's and HAC's.
Timetable	Organize and implement one meeting with NCs/PACs/HACs in respective spring 2019 and spring 2020.

Action B1	Co-organize Strategy Forums (Network Village + Speaker's Corner)
Objectives	Provide a meeting place where stakeholders that are not formally charged with "duties" in accordance with the EUSBSR and its Action Plan, e.g. local and regional authorities, business, academia and civil society organisations can meet with implementing stakeholders. Furthermore, to bring up current topics in the political landscape of the BSR, linking them to the Strategy in the framework of a Speaker's Corner.
Activities	Organize a Networking Village with a Speakers' Corner.
Deliverables	Meeting place with easy access to information on the PAs and HAs and possibilities for participants in the Strategy Forum to meet PACs and HACs. A Speakers Corner with vibrant discussions on current political questions.
Results	Broadened participation in EUSBSR among non-core stakeholders.
Timetable	Co-organize the Strategy Forums in Tallinn 2018 and in Gdansk 2019.

Action B2	Participation Day (prior to the Strategy Forums)
Objectives	Strong bottom-up participation and sense of "ownership" by various stakeholders - both in policy shaping and practical implementation - can significantly contribute to the success of the Strategy. The macro-regional strategies, and their emphasis on participatory multi-level governance can also be of special importance now, when the European Union is striving to reconnect better with its citizens and to chart its way forward.
Activities	Organize Participation Day's prior to the Strategy Forums 2018 and 2019.
Deliverables	Two half-day's Participation Day's with approximately 60 participants in each. Three PA's introduced in each of the two Participation Day's.
Results	Broadened participation in EUSBSR among local- and regional authorities and civil society organisations.
Timetable	Organize the Participation Day prior to the Strategy Forums in Tallinn 2018 and in Gdansk 2019.

Action B3	Promotion of involvement and participation
Objectives	<p>Pan-Baltic organisations are well established and in some policy areas with agendas similar to the EUSBSR ones. Synergies of joint actions and cooperation continue to be explored.</p> <p>Local and regional authorities, business, academia and civil society organisations are important target groups for developing a wider ownership of the EUSBSR.</p>
Activities	<p>Structured dialogues with Pan-Baltic organisations in order to explore possibilities of joint actions and cooperation between EUSBSR actors and them.</p> <p>Structured dialogues with local and regional authorities, business, academia and civil society involving them in the implementation of the EUSBSR.</p>
Deliverables	Providing structures for dialogues with Pan-Baltic organisations, local and regional authorities, business, academia and civil society involvement for them to be involved in the implementation of the Strategy.
Results	Adaptive structures for the involvement of Pan-Baltic organisations, local and regional authorities, business, academia and civil society.
Timetable	Ongoing throughout the duration of this work programme.

Action C1	Internal and external coordination
Objectives	To fulfil the obligations as Horizontal Action Coordinators for HA Capacity regarding coordination and governance, internally within the HAC partnership/coordination group and externally within EUSBSR in general.
Activities	<p>Internal coordination within the partnership; planning meetings with the HAC team, meetings with the core group, meetings with the ad-hoc group and the coordinating committee in the Baltic Sea NGO Network (BSNGON).</p> <p>External coordination: Participate in Strategy Forums and working meetings organised by DG Regio and/or by the rotating chair of NC's.</p> <p>Reporting to DG Regio and when applicable to Member States.</p>
Deliverables	Yearly reports, minutes or memo notes from meetings.
Results	A well-functioning coordination of HA Capacity, providing well-targeted support to the implementation of EUSBSR.
Timetable	<p>Two yearly planning meetings with the HAC, two yearly meetings with the core group, one yearly meetings with the ad-hoc group (BSNGON) and one yearly meeting with the coordinating committee (BSNGON).</p> <p>Prepare yearly reports to Interreg Baltic Sea Region Programme.</p>

Action C2	Implementation of the communication plan
Objectives	To implement the communication plan and to explore and support information drives through websites, social media and film.
Activities	<p>Communication plan: general</p> <ul style="list-style-type: none"> • Website (maintain and update) • Communication in connection with the Strategy Forums in Tallinn and Copenhagen. • Provide regular updates with information of relevance for HA Capacity
Deliverables	<p>Website, updated and maintained.</p> <p>Communication in connection with the Strategy Forums in Tallinn and Gdansk, linked to the Networking Village and the Speaker's Corner.</p>
Results	<p>An external communication stimulating new stakeholders to engage in the work with the EUSBSR, involving actors in a MLG-perspective including civil society and business.</p> <p>Through a well-functioning and regularly updated website make it easy to engage, find information and contacts.</p>
Timetable	Regular updates of website.

Action C3	Learning on capacity building between the four macro-regional strategies
Objectives	To learn from each other's on capacity building, also in relation to Interact and DG Regio.
Activities	Participate in relevant meetings organized by other MRS and/or Interact/DG Regio.
Deliverables	<p>Increased knowledge on implementation of MRS'.</p> <p>Closer cooperation between implementing stakeholders in MRS charged with responsibilities for capacity building.</p>
Results	<p>Charing experiences and best practice of capacity building programmes.</p> <p>Developing joint programmes /curriculum.</p>
Timetable	Approximately participate 18 meetings (six by each of the members of the HAC team).