

PARTNERSHIP cross-border cooperation





PARTNERSHIP AND CROSS-BORDER COOPERATION

by definition...

partnership

['pɑ:tənəʃɪp], *noun**

**the state or condition of being a partner,
formal or informal union of persons or organizations closely
involved in some way**

Synonyms:

cooperation, union, connection, friendship

* *Cambridge Advanced Learner's Dictionary,
Cambridge University Press* ©



PARTNERSHIP AND CROSS-BORDER COOPERATION

within the Programme...

partnership

formal union of institutions created in order to implement a project, according to officially established cooperation principles and procedures for collaboration in compliance with Programme requirements

Rules concerning partnership

- **THE PARTNERSHIP** should include at least **1** partner from **each side** of the border region acting in full spirit of cooperation
- **THE PARTNERSHIP** should be constituted upon an agreement formally signed by all partners. The **Project Partnership Agreement** stipulates the rights and duties of the parties and establishes the principle of the Lead Partner
- **THE PARTNERSHIP** is officially represented by the **Lead Partner**, appointed among all project partners and entitled with certain obligations before the Managing Authority for general coordination, management and implementation of the project
- **THE PARTNERSHIP** should not consist of more than **5 partners** including the Lead Partner.
- **THE PARTNERSHIP** should comprise of partners meeting certain **eligibility** criteria

PARTNERSHIP AND CROSS-BORDER COOPERATION

Number of project proposals

max 1

Only 1 project proposal may be submitted by an organization **as a Lead Partner**

In case an organization/institution submits a proposal as a Lead Partner, it can be a partner in no more than 2 other projects

max 3

No more than 3 project proposals may be submitted by an organization **as a Partner**

In case an organization/institution does not submit a project as a Lead Partner it can participate as a partner in no more than 3 projects



If these limitations to Partnership are not observed **all project proposals** submitted by the partners will be **rejected**



ELIGIBILITY OF APPLICANTS

Who can become a project partner?

Lead Partner and Partners should be cumulatively

Legally established organizations (legal persons) according to the national legislation of the state on whose territory they are located

Registered in the eligible cross-border region between Bulgaria and Turkey

Non-profit making organizations

Directly responsible for the preparation and management of the action, not acting as an intermediary

Partners are also considered **ineligible to participate in the Call for proposals** if fall into any of the categories listed in p. 2.5.1.1, 2) of the Guidelines for applicants such as **bankruptcy, insolvency, breach of obligations related to taxes or social security**

Exceptions to Eligibility rules

- In case a subsidiary **structure** of local/regional/national authority is not and **cannot act as a legal entity** the legally established central organization, if such exists, shall be the project partner
- In case according to legal acts the **area of competence of national/regional public authorities extends to the eligible area** of the Programme, or **structures** of central public authorities located in the eligible cross border region **cannot be** registered as **legal entities** the central authority shall be the project partner





LEAD PARTNER PRINCIPLE

What means 'Lead partner'?

Lead Partner

Prior to submission of the project proposal a Lead partner is appointed among all project partners for each project.

The Lead partner is the **official representative** of the partnership and carries certain responsibilities towards the partners and the Programme. The key role of the Lead partner is formally **established and agreed upon by all project partners** in the Project Partnership Agreement

Lead Partner should be registered

within the eligible border region between Bulgaria and Turkey



at least 12 months before the deadline for submission of the project proposal

Lead Partner tasks include at least

- **signing the Subsidy contract** and any further addenda with the MA
- **laying down arrangements** with other partners that guarantee project implementation and financial management
- collecting and checking the information from project partners and **reporting**
- ensuring that **expenditures have incurred** in implementing project activities
- **transferring** budget amounts to the partners according to verified costs



PROJECT PARTNERSHIP AGREEMENT

What is Partnership agreement?

Project Partnership Agreement is a document that

- specifies the **requirements for the parties** for correct project management
- establishes the **rights and responsibilities** of all partners
- settles rules for cooperation with **bodies external for the project**
- guarantees **sound financial management** of project funds
- arranges obligations for **recovering granted subsidy** in cases of unduly paid amounts

Project Partnership Agreement is

legal

&

binding

**arrangement that should be signed
by all partners with utmost awareness**



Project Partnership Agreement template (Annex 2) is enclosed to the Guidelines for Applicants

Project Partnership Agreement template is indicating the **minimum requirements** for the content of the Project Partnership Agreement

Partners may decide to add **additional provisions and extend in more details** the agreement for their project

CROSS-BORDER IMPACT

What partnership aims?

cooperation

cross-border
impact

territorial
cohesion

Cross-border impact is ensured when

- The project provides **tangible results** in the cross-border area in both countries
- The project **delivers benefits** not only for the project partners but also for the **cross-border target groups** and the **Programme area**
- Project activities are designed for facing **specific needs and restraints** of the border region
- The project outputs gain additional **added value** for the cross-border area
- The project implementation **enhances cross-border cooperation**
- The project proposal contributes to **strengthening collaboration capacity**
- The project encourages **cross-border approach** and influences **overcoming regional divergences**
- Project objectives address **territorial cohesion** strategies at Programme/national/regional level

COOPERATION CRITERIA

How is cross-border impact measured?

Cross-border impact is respecting at least 3 of the following criteria

Joint development

common creation and design by incorporating in one project proposal the ideas, priorities and needs of stakeholders from both sides of the cross-border region

Joint implementation

connected, closely linked and coordinated by project partners from both sides of the border activities that ensure constant cross-border contact

Joint staffing

project management carried by one project team with members nominated by all project partners and responsible for actions on both sides of the border

Joint financing

common financial arrangement of project implementation - one project budget divided between partners according to activities, one bank account for the EU contribution

mandatory
clearly demonstrated

one by choice



Establishing a partnership among organizations from the two countries brings a cross-border character to the project but **is not enough only by itself** to ensure the direct cross-border impact

PARTNERSHIP DEVELOPMENT

How to choose partners?

Developing your partnership you need to consider

What are Programme's requirements for the Partnership?

Eligibility of partners

Stick strictly to the **Rules for Partnership, Eligibility of Partners** and **Eligibility of Applicants** set in the Guidelines for the Call for proposals

Partnership size

Partnership size impacts the **efficiency of project implementation**. Larger partnerships require more coordination in reporting and financial management. Small partnerships may lack capacity. Consider critically each partner's abilities

Partnership composition

Partners should have the necessary expertise and knowledge to contribute to the project. **Similar expertise** helps to ensure efficient implementation of activities in each partner country and address similar problems. Partners with **different expertise** can complement each other so that the skills of one partner match the needs of other partners



PARTNERSHIP AND PROJECT IDEA

Who is the right partner?

Mind the Rules of the Call for Proposals



Projects will be financed after competitive selection

High priority will be given to projects contributing to Programme output indicators, that have not been achieved



PA 1 Environment



Possible actions

Cooperation initiatives in the field of marine litter reduction

Supply of equipment for protecting/preserving/monitoring the ecosystems and for control of pollution

Coordinated actions aiming restoration of the natural processes in protected areas

Development of joint plans for preservation of protected areas based on innovative concepts

Joint initiatives for effective management of protected areas



Unreached' Indicators

Specific Objective 1.2

OI.1.2.4 Number of joint initiatives addressing preservation of marine and coastal environment (incl. litter reduction)

OI.1.2.5 Number of joint management plans/coordinated specific conservation activities for protected areas

PARTNERSHIP AND PROJECT IDEA

Who is the right partner?



'Unreached' Indicators

PA 2 Sustainable Tourism

Specific Objective 2.1

01.2.1.1 Total length of reconstructed or upgraded access roads to natural, cultural and historic tourism sites

01.2.1.2 Total length of newly built, reconstructed or upgraded cycling routes/walking paths

01.2.1.3 Number of newly built/reconstructed facilities in/leading to touristic sites

01.2.1.4 Number of reconstructed/restored cultural and historical touristic sites

Specific Objective 2.2

01.2.2.5 Number of people involved in training and capacity building activities in the field of sustainable tourism

Specific Objective 2.3

01.2.3.2 Number of public awareness initiatives promoting sustainable use of natural, historical and cultural heritage and resources



Possible actions



Investments for accessibility to touristic sites - access roads, cycling routes, walking paths

Upgrade of public utilities on tourism sites - electricity, water-supply, sewerage

Investments for restoration and conservation of touristic sites



Possible actions



Training and consultancy support for touristic organizations to improve their products, services, performance and staff skills

Joint public activities for promotion of common tourist destinations in the border region



PARTNER SEARCH

How to find a partner?

Support to find project partners

Partner Search Database

<http://www.ipacbc-bgtr.eu/>

PARTNER SEARCH DATABASE

Bulgaria **Turkey**

choose region

choose priority

FIND PARTNER **ADD PARTNER**

Register your organization or
check for partners

PROJECTS FUNDED



home > projects funded

Projects funded

Project call
- Any -

Type of project
☐ Investment
☐ Soft

Priority axis
- Any -

Apply

Get reference for already
created partnerships

PARTNER SEARCH

How to find a partner?



Follow us on-line

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groups/PartnerSearchInterregIPABGTR/](https://www.facebook.com/groups/PartnerSearchInterregIPABGTR/)



Join the Partner Search Group

PARTNERSHIP ASSESSMENT

How is partnership estimated?

Your Partnership will be evaluated

1

at the stage of
ADMINISTRATIVE AND ELIGIBILITY CHECK



Your project proposal will be checked for compliance with certain administrative and eligibility criteria deriving from the partnership you have created

The project proposal continues to next stage of assessment only if all criteria are met

Criteria for administrative and eligibility compliance related to partnership

Does the partnership include **at least one partner from each side** of the cross-border region is involved?

Is the requirement for the **maximum number** of participations of an organization as a Lead partner or project partner satisfied?

Is the Lead partner registered **at least 12 months** before the deadline for submission of project proposals?

Do all project partners incl. the Lead partner meet the **eligibility criteria** defined in Section 2.5.1 of the Guidelines for Applicants?

Are **at least 3 of the cooperation criteria** clearly fulfilled by the project proposal? Is the **mandatory** cooperation in joint development and in joint implementation included?

PARTNERSHIP ASSESSMENT



2

at the stage of **TECHNICAL AND QUALITY ASSESSMENT**

External assessors will rate the capacity of your partnership. The maximum points awarded can be 15 out of 100 i.e. weight of 15% in the overall score

Partnership capacity check includes

Competence of project partners to implement the project activities

Composition of the partnership **in relevance to the proposed project**

Experience of project partners in project management of public funded projects, especially in the field addressed by the project

Project partners resources – **financial status, staff, equipment**

Project content, budget and consistency with the Programme will be estimated compared to partnership's capacity considering

Focus of activities on **joint initiatives** and finding **common solutions**

Coherence with Programme objectives and contribution to territorial cooperation

Level of **involvement and participation of project partners** in activities

Compliance between **activities** and partners **competences and expertise**

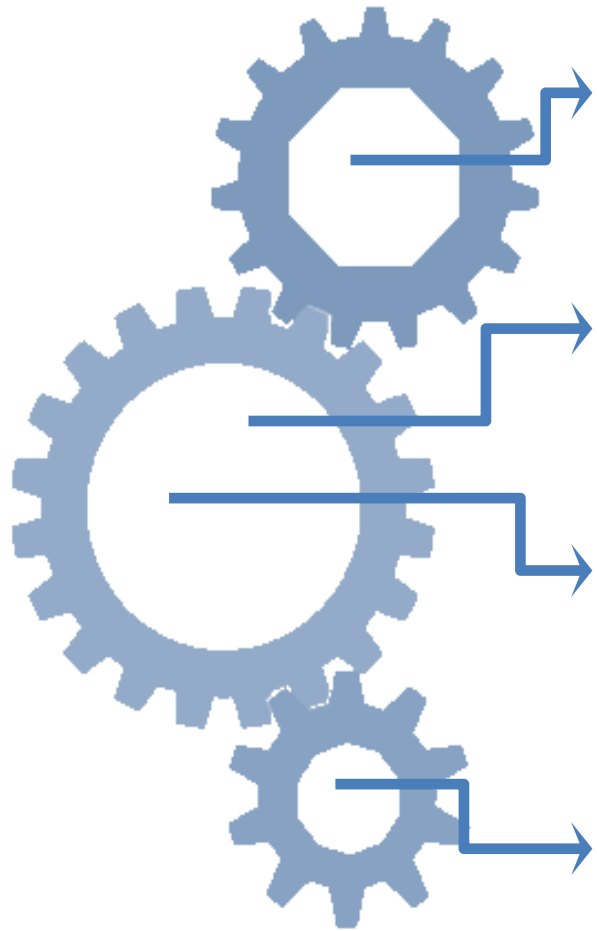
Breakdown of project **budget between partners**

Ability of project partners **to ensure** institutional and financial **sustainability** of project results

How is partnership estimated?

PARTNERSHIP AND PROJECT IMPLEMENTATION

How to develop partners cooperation?



IMPLEMENT

Project partners carry common tasks with the aim to deliver project outputs



MONITOR

Project partners report to the Lead partner who informs programme bodies for project progress



MANAGE

Project partners inform the partnership for deviations and estimate the impact of modifications. Identify and assess risks, and apply risk management actions



COMMUNICATE

Project partners regularly exchange status information and plan next activities

Project implementation depends on the **level of coordination** between partners and the **quality of partnering relationship**

PARTNERSHIP AND PROJECT IMPLEMENTATION

Challenges the partnership may face?



Working with different cultures and languages

share experiences and establish a way of working together



Working remotely

modern technologies help but do not replace face-to-face contacts in building trust



Meeting requirements

develop knowledge for the Programme requirements - reporting, control, audit



Need of own funds

financial resources to pre-finance project costs until reimbursement of expenditures



Building a partnership from the start requires more time and work but completely new partnerships can develop and successfully deliver projects



PARTNERSHIP AND PROJECT IMPLEMENTATION

Why is cooperation level so important?

Partnership modifications

Inactive partners or partners that fail to fulfil their obligations may threaten project implementation and the partnership be forced to exclude the partner

Project partner may decide to leave the partnership because he didn't have clear idea of partner's obligations at application



In any cases dropping out of a partner is a high impact risk for project implementation and leads to serious administrative implications

Is there still a viable cooperation partnership

Do any new organizations comply to programme requirements?

Is there a need the project to be reconsidered by programme authorities?

Irregularities

Partners are liable for irregularities in the declared by them expenditures. In case of suspicion of irregularity the reimbursement of project funds by the programme is terminated until final decision



PARTNERSHIP AND SUSTAINABILITY

What is sustainability of project results?

Partnership continues after project end

Project partners have to ensure sustainability of project results for

2
years

for soft measures

5
years

for investment measures

Project partners responsibilities

Availability

web-site, equipment and assets exist, services are provided

Use

assets are used as intended, strategies & plans are applied

Maintenance

gained assets are in good condition

Publicity

Programme visibility rules are respected

Archive

project records are kept for audit purposes

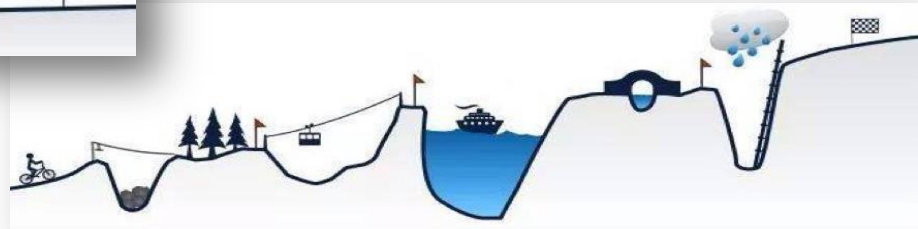
PARTNERSHIP AND CROSS-BORDER IMPACT

conclusions...

Partnership



may seem an easy undertaking ...



but may become a great challenge!

It is important who will accompany you in project implementation

Just a
friendly
reminder...

On the quality of your partnership depends the success of your project

The choice of a partner is more important than the project idea itself

Effective partnership will be your strategy to cope with problems during project implementation

Thank you for your attention



The Programme is co-financed
by the European Union