



Local Action Plan

Partner organisation	Sofia Municipality
Other partner organisations involved (LIAG)	Representatives of Sofia Development Association , LIAG members, internal department of Sofia Municipality
Country	BULGARIA
NUTS2 region	Yugozapaden (Southwestern) Code BG41
City/Municipality	SOFIA
Contact person	Mrs. Veselka Antonova
email address	v.antonova@sofia.bg
phone number	+359 2 904 13 78

15 of June, 2019

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Contents

Local Action Plan	1
I. Policy context.....	4
II. Details of actions envisaged.....	17
1. Action 1	17
a. Action	17
b. Players involved	19
c. Timeframe.....	19
d. Costs.....	19
e. Funding sources	19
2. Action 2	19
a. Action	19
b. Players involved	21
c. Timeframe.....	22
d. Costs.....	22
e. Funding sources	22

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



3. Action 3	22
a. Action	22
b. Players involved	40
c. Timeframe	40
d. Costs	40
f. Funding sources	40
III. Local Action Plan Assessment and Indicators	41
1. Sustainability	44
2. Risk assessment	42
3. Risk mitigation measures	42
4. Post-implementation operations and maintenance	43
IV. Local Action Plan Assessment and Indicators	43
V. Signature	44
Appendix 1	44



I. Policy context

Sofia is the biggest city in Bulgaria in terms of population and the strongest and fastest developing economic, educational, scientific and cultural city in Bulgaria. Its territory is 1 311 sq.km, of which 245.5 sq.km are urbanized territories.

The main part of the national scientific infrastructure is concentrated in the Capital. There are 23 universities, 100 000+ students, 63 development centres and independent software schools in Sofia and more than 20 private software academies offer training programs (between 6 and 30 months). Courses are created in cooperation with IT companies in view of their needs as skills.

A number of start-up accelerators have been successfully developing in Sofia, including:

- **Startup Sofia Accelerator** - at the initiative of Sofia Municipality 'Startup Sofia Accelerator' starts its activity in support of innovative, start-up and social entrepreneurs on the territory of Sofia Municipality. Its goal is to support entrepreneurs or startups for a period of 3 to 5 months in their process of preparing for application for funding from banks and investors. The initiative will be implemented with the participation of the Municipal Guarantee Fund for Small and Medium Enterprises (MGFSME), the Europe Program and Sofia Investment Agency.
- **Start it Smart** - a 10-week pre-accelerator offering a mentoring program with over 40 exercises and a shared workspace. Start It Smart has worked with more than 300 starters.
- **Founder Institute Sofia** - a 3.5-month pre-seed accelerator that helped start-ups earn initial funding.
- **Climate-KIC Accelerator Bulgaria** - the largest green technology accelerator in Europe. The focus is on developing climate innovations through education, acceleration and innovation projects and creating a structured dialogue with national, regional and local authorities. So far, the program has invested in 24 teams.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Sofia is developing its entrepreneurial ecosystem, hosting events such as the European Business Angels Network's Annual Congress 2018, as well as the Central European Startup Awards 2017.

Besides events for knowledge sharing and highly specialized conferences, Sofia hosts two significant annual events for start-ups in Southeast Europe - **DigitalK** and **WEBIT**. In June 2018, the city met the Digital Assembly, an event co-organized by the European Commission and the Bulgarian Presidency of the Council of the EU. The first Bulgarian exhibition of start-up innovative Sofia and Startup Expo companies was also held in 2018. Other important events for innovations and startups include Innovation Explorer, JPrime, HackConf and others.

Between 2013 and 2018 there were about 2000 startups in the country, half of the companies that have received funding still exist, according to the Ministry of Economy of the Republic of Bulgaria. Most of the startups were created in Sofia.

Sofia Municipality became the first municipality in Bulgaria with its own strategy for intelligent specialization - Innovation strategy for intelligent specialization of Sofia, which again highlights the importance for the development of Sofia. Two out of the four areas identified in the Innovation Strategy for Intelligent Specialization of the Republic of Bulgaria 2014-2020 - Informatics and ICT and new technologies in the creative and recreational industries fall within the priority axes of the Youth Innovation Program, developed within the NewGenerationSkills project.

Sofia Local Action Plan (LAP) was prepared and developed in accordance to:

- Sofia case study on the local innovation ecosystem with a special focus on topics of innovation management and youth support.
- The transnational exchange of experience on the NewGenerationSkills project.

In addition, the following Sofia Municipality strategic documents were taken into consideration:

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- Sofia Strategy for the Young People (2017 – 2027);
- Sofia Education Strategy (2016 – 2023);
- Sofia Cultural Strategy (2016 – 2020);
- Sofia Strategy for the Development of Physical Culture and Sports (2012 – 2020);
- Sofia Innovation Strategy for Smart Specialization.

The leadership and innovation needs of the twenty-first century require strong systems leaders and innovators who can grasp, embrace and navigate complexity with courage, empathy and creativity. However, to date, many of these efforts have occurred in isolation.

The level of youth unemployment in Bulgaria is 11.8%, which is below the EU average, which is a youth unemployment rate of 14.9%. Although the level of youth unemployment in Bulgaria is decreasing, a significant number of young people are not interested in starting their own business, as one in five would like, but thinks it's too difficult.



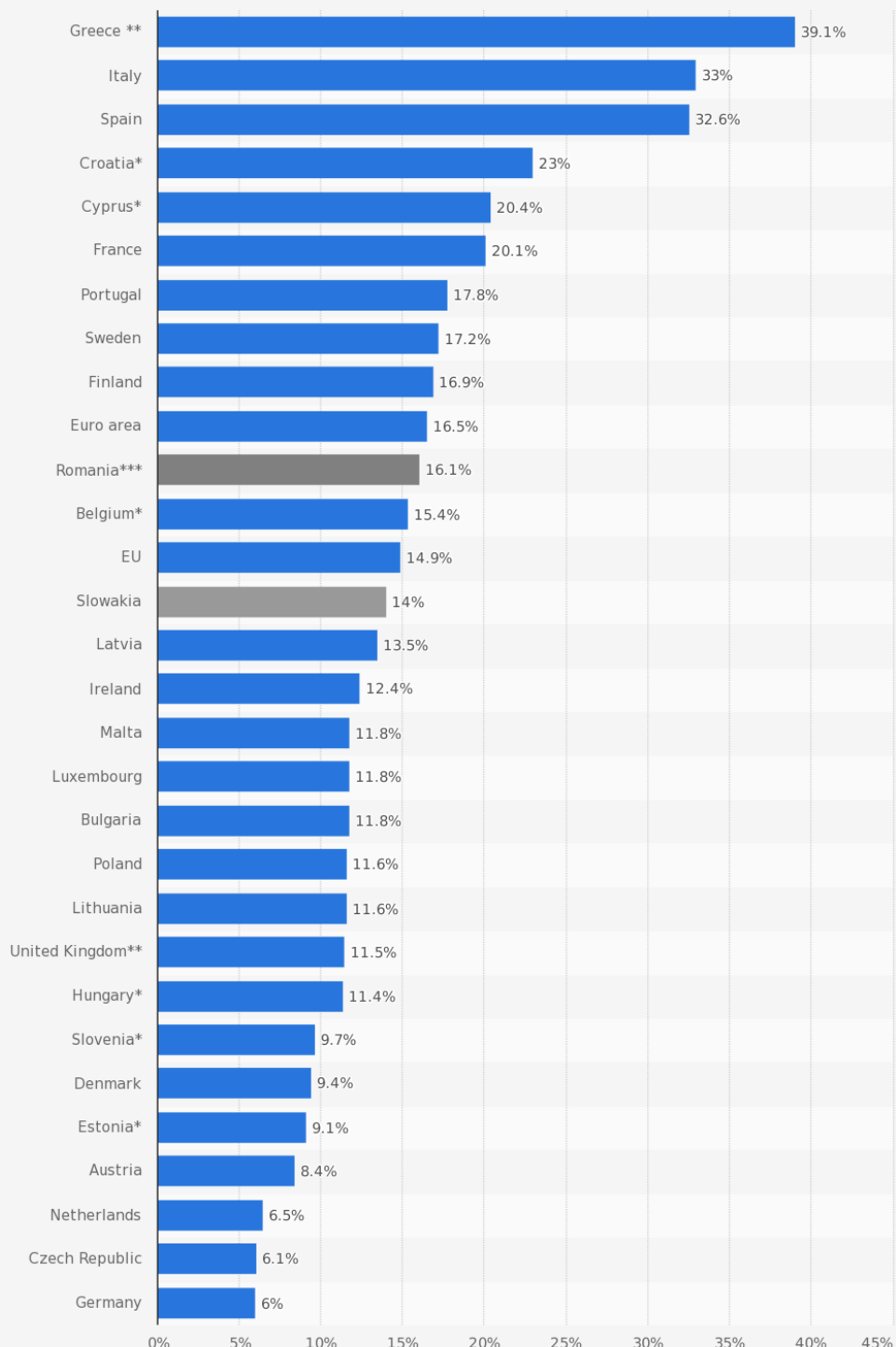
SOURCE: TRADINGECONOMICS.COM | EUROSTAT

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



**Youth unemployment rate in EU member states as of January 2019
(seasonally adjusted)**





Although youth entrepreneurship increases its popularity and this is a potential source of youth unemployment reduction, we have identified a number of difficulties:

- Poor entrepreneurial culture and lack of capacity to generate and manage innovative ideas;
- Low degree of institutional coordination and systematic approach to supporting young people and their transition to the labor market. It is obvious that institutions, non-governmental organizations, and businesses run their own programs and initiatives. It is difficult to influence the built-in model for individual work, it is necessary to improve synergy and to work together with young people for the realisation of innovative activities and programs;
- Young people are not familiar with the activities of the institutions which could help/support them. The lack of experience among young people further complicates their successful realization.
- Low degree of connectivity between educational institutions and the business sector.
- Insufficient training, knowledge, workshops on entrepreneurship. Successful entrepreneurship among young people can be stimulated by raising awareness and providing appropriate mentors and consultants with professional experience.
- Difficult access to financial resources. To start up an entrepreneurial initiative, young people often need minimal resources. The options for its provision include access to credit (extremely difficult) and / or application under various financial programs with small resources and increased competition.
- There are also associated obstacles such as inadequate self-confidence, other obligations that do not allow to follow the career, other financial problems (repayment of student loans or other loans that require regular and predictable income) or family problems.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



The Local Action Plan aims to foster the cooperation and partnership between its key target group of actors (young people aged 15-29 in transition from education to the labor market, facing important career decisions but not sufficiently qualified to generate new ideas and take the first steps towards social and responsible entrepreneurship) and the quadruple helix approach involving municipalities, together with local youth organizations, educational institutions and the business sector. During the working process is ultimately expected to result in better economic performance, less brain drain and finally to have a positive impact on the quality of the local environment.

SWOT analysis:

STRENGTHS

- Young population, high percentage of citizens below 29 years old;
- 23 universities, 100 000+ students - available infrastructure;
- Well-developed network of educational institutions - over 240 schools, 176 municipals;
- Innovative strategy for intelligent specialization of Sofia;
- Access to venture capital; Favorable environment (tax policy);
- A large number of institutions and civil organizations;

WEAKNESSES

- Legal and law enforcement issues (efficiency of the judicial system, protection of intellectual property and patent protection);
- Member State with the lowest income, therefore less competitive than others;
- Lack of a culture entrepreneurship (the market economy is only 20 years old);
- Poor flexibility of institutions and organizations.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- Not enough synergy between education and labor market demand;
- Very few programs for youth development and youth entrepreneurship;
- Poor financial support for startups;
- Lack of studies identifying the needs of young people aged 15-29;
- There are no developed mechanisms and methods for developing the entrepreneurial environment and behavior;

OPPORTUNITIES

- Decentralization;
- Cooperation between Institutes;
- Sofia becomes a modern European destination for young people;
- Good mobility;

THREATS

- Brain drain, qualified and highly educated labor power;
- Prolonged non-inclusion of Bulgaria in the euro area and the Schengen area;

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- The development of new technologies and innovations;
- European youth programs and projects.
- Need for training programs to develop leadership and entrepreneurship.
- Lack of awareness for the potential opportunities;
- Lack of synchronized support between institutions;
- Unmotivated private sector - to support and motivate the development of youth;
- Insufficient financial resources for start-ups;
- Lack of skills to take independent actions and initiatives;
- Demotivation, absence and avoiding responsibility.

The data from the analysis indicate that there are weaknesses on which the current plan can impact and limit. The main weaknesses and threats that could be affected by the implementation of the Local plan are not enough synergy between education and labour market demand, the lack of developed mechanisms and methods for developing the entrepreneurial environment and behaviour, the lack of awareness of potential opportunities, and the lack of skills to enable young people to take independent actions and initiatives.

STRATEGIC OBJECTIVES OF THE PLAN

1. to support the local youth in their (social) innovative activities through creating an appropriate infrastructure (Sofia Innovation Lab) serving as a starting point for their skills development;

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



2. to promote the cooperation and exchange of knowledge and experience among participants in the Quadruple Helix Approach. To promote the networking between different stakeholders;
3. to improve the skills of young people through the implementation of different events and training models, counselling, mentoring, participation in voluntary initiatives with educational and ethical goals.

KEY CHALLENGES

In recent years, promoting entrepreneurship as a possible source of job creation, empowerment and economic dynamism in the rapidly globalizing world has attracted the attention to politics and science. Despite this attention, there is no systematic attempt to look at a youthful angle. This has led to a lack of adequate understanding of the potential benefits of youth entrepreneurship as a means of improving the livelihood of young people.

The main goal of the Local Action Plan is to stimulate the youth entrepreneurship as a viable career opportunity, focussing on the following challenges:

- **ACCESSIBLE, EXPERIENTIAL / EDUCATION & LEARNING** - This theme responds to the fact that there are few opportunities available for experiential learning at a young age. Many young people do not have early opportunities to develop and practice their leadership and innovation skills because the opportunities are not a key part of the education system.
Barriers - Little or no early access to experiential education and learning; poor development of “soft” and technical skills; not sufficient educational experiences;
Opportunities - variety of practices; early application of learning through experience, including languages, and / or computer skills.
- **ACCESS TO CAPITAL AND / OR PROFESSIONAL SERVICES** - This theme addresses on the availability and accessibility of specific funding opportunities and in-kind supports for young innovators and

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



entrepreneurs. Although not many, there are opportunities to fund the youth initiatives / projects, but they are unevenly distributed across the country.

Barriers - Lack of funding / awareness of funding; debt, loans, low-income, social economic status, poverty; Lack of resources / infrastructure (e.g. technology, housing, spaces for innovation, etc.). insufficient relevant programs to develop the professional skills and qualification.

Opportunities - Awareness of / access to funding and other types of professional support (e.g. consultants, evaluators, mentors).

- **STRATEGIC NETWORKS & CONNECTIONS** - This theme recognizes the need for the young people to have opportunities to work with and learn from established leaders and innovators, who can provide them an access to markets, expertise, networks, influencers, etc. that will allow them to develop their skills.

Barriers - isolation from community, no role models, insufficient capacity of intermediary organizations to deliver resources.

Opportunities - Access to supports such as mentorships, networks and connections, role models who encourage and inspire.

- **KNOWLEDGE & RESOURCE SHARING** - This theme responds to the need to create spaces for knowledge where our young people can access to relevant data and insights on leadership development and entrepreneurial thinking.

Barriers - Little or no awareness of key opportunities, critical knowledge, supporting data; little / no collaboration; overwhelmed due to information overload;

Opportunities - Collaboration to avoid duplication, break down silos, etc.; centralized platform that serves as a one-stop-shop for online resources; transparency between government and community through open data policies and initiatives;

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- **OPENNESS TO INNOVATION & CHANGE** - This theme addresses the need to develop an approach to sustainable innovation and entrepreneurship. For those young people who take risks, the consequences can be stressful and emotionally heavy.

Barriers - Compromised mental health (e.g. burnout; disengagement / boredom; low self-confidence and awareness); little / no support for following one's passion (e.g. linear and unclear paths); risk aversion (individual, societal, institutional, cultural); fear of or discouraging failure.

Opportunities - Taking initiative, problem solving, genuine action, taking risks, challenging the status quo; organizational culture creates a safe space, embraces failure, and promotes innovation.

INDICATIVE STAKEHOLDERS

- **Local Youth** - 1/3 of Sofia residents are aged between 15 and 29 years. 228 schools operate on the territory of Sofia Municipality with 3 147 graduates of secondary education, 20 Universities and 4 colleges have the total number of 105 654 students.
- **Vulnerable youngsters** - fewer-opportunity youngsters who, largely due to their personal situation and sometimes also due to the choices they make, face different and/or more difficult obstacles in their lives than other young people. Reasons can be such as: educational, social (drug addictions, orphans, discrimination), economic (low standard of living, low income, unemployment), mental (mental, cognitive or psychiatric disability), physical (health problems), cultural (refugees, immigrants, minorities), geographical (remote rural areas).
- **Local Government** - Sofia Municipality, Sofia Municipal Council, policy-makers;
- **Academic community** – state and private universities, colleges, secondary education (high schools, technical schools), institutes, research centres;
- **Civil sector** – non-profit organizations, local communities, community center;

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- **Business** – small and medium-sized enterprises (innovation experience and latest technologies), sole traders, business angels, venture capital, business support agencies.

Stakeholder Name	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?
Local Youth	High	High	developing leadership and entrepreneurship skills	Develop new ideas by the youth
Vulnerable youngsters	High	High	Socialization, capacity building, entrepreneurial thinking and employability	better understanding to their needs, motivation
Local Government	High	High	empowered and confident young people who contribute for better and stronger Sofia	Overall support, including financial
Academic community	Medium	Medium	to increase their academic potential and to support their researches	qualified trainers and teachers
Civil sector	Medium	Medium	to increase their social involvement	Volunteers Trainers Good practices

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Business	Medium	Medium	access to qualified and motivated young employees and business ideas	mentors, training programs, funding resources, other resources
----------	--------	--------	--	--

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



II. Details of actions envisaged

1. Action 1

a. Action

Sofia Innovation Lab

Goal - To create an infrastructure for establishing an enabling environment for innovation and youth entrepreneurship in Sofia Municipality.

The implementation of this action began a year ago. In close cooperation with the Sofia Development Association, as well as with different directions of Sofia Municipality and the LIAG members, the place/premises was identified. The issues related to the organization of the work and the way of management was structured.

The premises of the Innovation Lab are located in the city center of Sofia (on the back of the Council of Ministers), on the third floor of Serdika 1 Street, in the Serdika branch of the Sofia Library. One of the main advantages of the space is that it is located in the very heart of the city, a 3-minute walk from the central metro station of the city, with extremely easy and convenient access. The premises were repaired with funds amounting to BGN 25,000 excluding VAT, which Sofia Municipality provided to the Sofia Development Association. The area of the Laboratory is 150 sq. m. The main hall is equipped with air conditioning (hot / cold) and heating. The hall can easily be transformed according to the wishes/needs of the organizer and the type of event. There are chairs (over 30 folding chairs, 10 conference chairs, 7 types of armchairs, 2 pillows and 1 hanging chair) and tables (8 tables, 18 person tables / folding desks, 2 personal desks, 8 tables, Flipchart, 6 m2 yellow writing wall and hot and cold water (Crystal Water Laguna) as a technical equipment. Video conferencing system, smart board (65 'touchscreen), LED screen connected to it via HDMI cable and 5 laptops. Equipment and furniture allows young people to learn and work in informal and comfortable environments - extremely attractive co-working and co-learning space. Since November 2018 the Lab is constantly open because we have hire a Lab coordinator. The coordinator is responsible for all administrative issues and its activities will continue after the project is completed.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



The Innovation Lab was officially opened on September 27, 2018 by the Mayor of Sofia Municipality. Deputy mayors, municipal councillors, media, youth and socio-economic partners was also participated during. Prior to the official opening, the Sofia Innovation Lab hosted a peer-review meeting organized within the NewGenerationSkills project with the partners from Maribor and Belgrade.

The main objective of the "Innovation Laboratory" is to provide a one-stop shop to support local youth in their (social) innovation activities, mainly in three priority areas - Information and Communication Technologies, Cultural and Creative Industries and Social Entrepreneurship. Sofia Development Association and Sofia Municipality tested a range of services in order to support the young people to develop and realize their ideas in practice, as well as to create networks for working together, as:

- training and capacity building programs for innovations and entrepreneurship (DLP);
- innovation competitions;
- networking and meet-ups/community events;
- business counselling and mentorship;
- co-design and co-working, research and data collection.

To promote the InnoLab, Sofia Municipality and Sofia Development Association held a number of initiatives and events, published regular press releases, incl. information on social media/networks. More than 100 events with more than 2,500 participants have been held since the official launch of the Innovation Lab. At each of these events, the Lab has been promoted. For example, the total number of participants for 6 community events exceeded 420 students from over 20 schools and 5 universities. At each of these events young entrepreneurs were invited in order to share their inspiring successful stories with the youngsters.

In addition, the project team organized two internal workshops within the NewGenerationSkills project. The team invited thematic experts from Sofia Municipality, working in the educational, cultural, social, sports and youth area. The event was attended by experts from 24 regional administrations on the territory of Sofia Municipality which allowed to exchange the different views and experience. The main conclusion reached by all participants was the need to build a culture of cooperation between young people and stakeholders.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Players involved

- ✓ Sofia Municipality and Sofia Development Association;
- ✓ Local Innovation Advisory Group;
- ✓ External teachers / trainers / mentors;
- ✓ Stakeholders from business and education.

b. Timeframe

- ✓ September 2018 - May 2026.

c. Costs

- ✓ The expenses for the operation and maintenance of the Laboratory as well as all expenses for overhead (electricity, internet, water, heating) will be paid from the budget of Sofia Development Association, approved by the Sofia City Council. The Agreement is in force till to May 2026.

d. Funding sources

- ✓ Financial support from the ERDF and / or other EU programs;
- ✓ Local programs funded by the Sofia Municipality budget;
- ✓ Budget of Sofia Development Association;
- ✓ Private donations.

2. Action 2

a. Action

Social innovations: to leadership and entrepreneurship through sports

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Goal - To promote methods for the development of skills for leadership and entrepreneurship of the vulnerable youngsters through sports and sport related activities/initiatives

During the project implementation, this idea proved its innovativeness. Two of the local community events organized by Sofia Municipality have also focused on the development of entrepreneurship through sports and sport related activities/initiatives.

As a good practice, two initiatives "Our School Sports Holiday" and "Youth World and Volunteering" of Sofia Municipality were presented.

The sport improves the physical activity but also allows the participation of all age groups of students, teachers and sports clubs. It can be very successfully applied to make the days of disadvantaged children more interesting and entertaining, by using the voluntary work of the students. An exceptionally successful example of social entrepreneurship through sport activities were presented the history of the "Team of Hope", created in 2011 by Mr. Victor Kirkov." The Team of Hope" presents Bulgaria every year at world soccer championships for disadvantaged people. The project resembles a professional football club and achieves unprecedented sporting results. The main goal of "Team of Hope", however, is the social integration of its players. As Mr. Viktor Kirkov noted: "He and his team do not help anyone but just create prerequisites for those in need to help themselves. Everything else is a magic created by a soccer ball that has the power to change the world. "

Below listed programs of Sofia Municipality could contribute to the fulfilment of project goals after the end of the project, namely:

Program name	Program description
Program for Development of Physical Education and Sports	The program provides funding in the field of physical education and sports, as well as projects in the field of environmental, health and civil education - initiatives, campaigns, events and forums in support of Sofia-European capital of sport-2018. The program enables youth organizations and student self-government bodies to present and realize their own ideas. Supports networking between educational institutions and non-governmental organizations.
Our school sports holiday	This program of Sofia Municipality, implemented through the Directorate "Prevention, Integration,

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



	<p>Sport and Tourism" enables the participation of all age groups of students, parents, teachers, sports clubs, partners and friends. The main idea is the development of creativity, the ability to make the right decisions, the education of leadership and the sports spirit, and last but not least the opportunity for a healthy leisure time.</p>
<p>"Youth world and Volunteering"</p>	<p>This program of Sofia Municipality, implemented through the Directorate "Prevention, Integration, Sport and Tourism" provides the opportunity to finance projects with social, educational, sporting and ecological focus. Last but not least, it supports the integration of social risk groups, promotes health education, youth entrepreneurship and volunteering.</p>

The sustainability of this action will be ensured by:

- ✓ Organisation of youth and educational events/ initiatives in Sofia Innovation Lab;
- ✓ The above-mentioned programs of Sofia Municipality will provide the opportunity to apply with projects aimed at developing sports activities and non-formal education.

b. Players involved

- ✓ Sofia Innovation Lab in close cooperation with Sofia Municipality and Sofia Development Association;
- ✓ Sports organizations and sports clubs, non-governmental organizations working with disadvantaged children. The free access to the InnoLab guarantees that the organizations will use the Lab for their initiatives, trainings, mentoring.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



c. Timeframe

September 2018 - May 2026

d. Costs

No costs are foreseen for the implementation of this activity, since the Innovation Lab will be used free of charge. The existing communication channels of Sofia Municipality will be used with schools and universities for organisation of different events.

e. Funding sources

Activities and initiatives could be supported by local funding programs of Sofia Municipality and other EU projects, as well.

3. Action 3

a. Action

DYNAMIC LEARNING PACKAGE AND OVERALL PORTFOLIO OF THE INNOVATION LABORATORY

Goal - raising the knowledge of young people - competences, skills, flexibility, communication, creativity in order to be able to develop and use them for the benefit of society for innovation and social entrepreneurship

After the official opening of the Laboratory, the Sofia Development Association launched the Dynamic Training Package, mainly focused on the development of digital skills and entrepreneurship. The training program was discussed both with the project team from Sofia Municipality and during the LIAG meetings.

The programs are implemented as a combination of individual and group work as well as self-contained using modern digital technologies. The learning methods used during training / seminar events are based on innovative approaches such as hacking, creative thinking, prototyping, mutual learning between partners, webinars, video clips with experts and good practices, worksheet (s) / job (s), etc. The main method of the Dynamic Learning Package is learning by doing.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



The list of trainings and topics are as follows:

Name of the training: *Innovations and entrepreneurship in Creative and Cultural Industries.*

The training programme was designed for young cultural managers - students, young professionals (up to 29 years old) in the areas of cultural facility managers, galleries, museums, theatres, cinema production and distribution, design, performing arts, etc., both from the private and independent sector and from municipally owned cultural institutions.

The participants were recruited from four Balkan countries – Bulgaria, Romania, Greece and Bosnia and Herzegovina, with the cooperation of Goethe-Institutes in the respective country. The purpose was to make the programme more attractive by allowing the international exchange, networking and interactions, and creating opportunities for further internationalization of the cultural products and services.

The cross-border/international composition of the group of trainees resulted in increased interest in the programme and excellent retention rate. However, it is also quite time consuming since apart from skills and competences development a lot of background information is needed regarding the conditions in the different countries, among which also a non-EU member state.

Applying the DLP to a specific audience - in this case young professionals in the area of the creative and cultural industries (CCI) – is very beneficial because it allows closer cooperation and forming teams, comparing and evaluating ideas, more precise mentoring and instruction. It also makes it a bit easier to invite and secure a critical mass of potential investors. Finally, the fact that CCI is a priority in Sofia Smart Specialization Strategy means that there is a more receptive environment and potential funding available.

Name of the training: *Innovations and entrepreneurs in ICT and Nuclear Science*

The training program was held in 3 stages of dynamic interaction with the participants:

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- A learning module that gave them knowledge and develops skills through lectures, group discussions, case solving and game tasks. During this stage the participants also had opportunity to meet and learn from successful entrepreneurs;
- Teamwork, through which participants developed their own projects and present them to the audience. In the process of project work, the participants acquired skills for forming and teamwork, starting with a self-assessment test for the roles in the team;
- Mentoring, through which the participants in the training had the opportunity to develop their project ideas with the support of mentors from the business.

Name of the training: *Social innovations and entrepreneurship*

The social problem identified by school teams during the design thinking sessions was the alienation of children from parents. During the DLP they developed and peached the following projects:

History Game - A game that consists of many other games. The team has conducted a survey so as to find out what games were playing the older generation. They collected them in this innovative history game. Except for the old games that have been played since 1970 they have tried to predict what kind of games might be played in the future (until 2020). They created History Game in order for children and parents to spend time together in an attractive and pleasant way.

Boarding Game “More time with kids” – It is an educational boarding game including playing with words as well as a few different scenarios to be played by the family. Five players in total could play at the same time. The game not only stimulates families to spend time together but also combines educating and entertaining.

Creative parents – This digital game is a way for parents and their children to spend time together while using technologies. Since the young generation is mainly interested in spending time on their mobile phones, the team has found a way through which their parents could get involved too. It is an application

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



which includes various games. All of the players connect their phones to TV and the parents are able to choose what kind of games will be played and for how long.

Learning Gamebook “Mom and me” - The team is aware that the gap in the communication process between children and their parents is a big social problem. Therefore they have created a learning gamebook which contains entertaining tasks, games, recipes, crossword puzzles and foreign language learning exercises. Children nowadays spend more time in front of the computers and this book is supposed to change this. All games are meant to be played by both children and their mothers and they are created in a way that would be interesting for both generations.

Imaginext – This is a game recommended for little children. It contains a set of cards with the images of famous children characters. The parent or the child is holding the card on his forehead while the other player explains what he sees until the first player manages to guess which character is on the image. This way the children learn new words, colors and develop their imagination.

List the programs organized in the local IL

The program organized	Date	Topic and speakers
Project Activities under WP3 Capacities for Innovations and WP 2 local campaign	September 2018	Sofia Peer review - workshop with international participation Speakers: Sofia municipal counsellors and LIAG members

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



	November 2018	Internal learning session under WP3, NGS Topic: Presentation of the Local Action Plan as well as the activities carried out in the NewGenerationSkills Innovative Laboratory Speakers: project team from Sofia Municipality and Sofia Development Association (SDA)
	29.11.2018	NewGenerationSkills LIAG meeting Topics: project activities progress& implementation of LAP, YIL functioning, Terms of Use of Sofia Innovation Lab
	4.12.2018	Inspirational event, part of the local communication campaign Social Entrepreneurs shared stories on what inspired them, how they enter the market
Training and capacity building programs for innovations and entrepreneurship (DLP) Innovations in Cultural and Creative Industries priority	October 2018	DLP: Idea Camp (Regional Balkan Academy of Cultural Management) Topic: Innovative projects for representation of cultural and historical heritage Modules: Start up socially innovative business; Business planning; Ethical marketing and communications; Management and leadership; Digital Technologies; Financial management; Presentation and pitching.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>Speakers: national and European cultural managers; IPR legal experts; financial experts; marketing counsels</p> <p>Partners: Goethe Institute-Bulgaria, Romania, Serbia and Bosnia&Herzegovina, Sofia Municipality, Sofia University</p>
Training and capacity building programs for innovations and entrepreneurship (DLP) Innovations in ICT priority	November 2018	<p>Topic: First in South-Eastern Europe Hackathon: IT and entrepreneurship in Nuclear Science and Technology with capacity building modules</p> <p>Modules: business modelling; ethical marketing; communications and marketing; study visit in the Nuclear Power Plant Kozlodui</p> <p>Speakers: Mayor of Sofia, representatives of Sofia University, business representatives, experts from Bulgarian Nuclear Plant , MEP</p> <p>Partners: Bulgarian Nuclear Association; Bulgarian Academy of Sciences; Kozludui New Build Plc.</p>
	November 2018	<p>Topic: How to fundraise for a social cause: Training of young entrepreneurs defending a social cause. Participants studied and practiced the most important aspects of financial literacy and management, fundraising, and social causes; online tools.</p> <p>Speakers: experts from UNICEF and Sofia University</p> <p>Partner: UNICEF</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Training and capacity building programs for innovations and entrepreneurship (DLP)	December 2018	<p>Topic: Entrepreneurship and innovations</p> <p>Modules: start up an innovative business with social impact; management and leadership; business modelling; fundraising; communications and marketing.</p> <p>Speakers: managers from private companies; communications and digital marketing experts</p>
	November 2018	<p>DLP: Social circus - an innovative tool for social education</p> <p>Workshop: Social inclusion through sports</p> <p>Modules: opportunities for employability of vulnerable groups through sports; skills for team building; junior sports assistants</p> <p>Partner: Embassy of Denmark and Mini Art Foundation</p>
Business Counselling	November 2018	<p>Microsoft EduDays</p> <p>Topic: Innovation in education, digital skills development - how to code through fun workshop</p> <p>Speakers: Mayor of Sofia, Chief of the Sofia Inspectorate of Education, experts from Microsoft Bulgaria</p> <p>Partners: Microsoft Bulgaria and Sofia University</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Co-design and co-working	December 2018	Discussion on innovation implementation in Sofia transport services with Sofia Youth Advisory Council members Speakers: Mayor of Sofia; Municipal Counselors
	November 2018	Social Issue Public Discussion: Co-designing Solutions for Combatting traffic of people Topic: The social problem of trafficking of people Speakers: members of Parliament, municipal counsellors, public institutions, NGOs Organizers: Sofia Municipality, MEPs
	November 2018	Public debate on city youth spaces Topic: "Youth Spaces: Good Practices and Opportunities" Speakers: Deputy Mayor of Sofia Municipality Prof. Todor Chobanov, members of Youth Advisory Council
	November 2018	Social Issue Public Discussion: innovative city practices for third country nationals integration Topic: Prospective scenarios for the migration to Bulgaria of third-country nationals and the challenges facing Sofia in the short and medium term related to the integration of migrants in the labor market in the economic, cultural and social spheres; Recommendations for local measures and policies

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		Speakers: SDA team, integration experts from national authorities and NGOs, Sofia Municipal Council
Research and data collection	October 2018	Topic: Open Data use with social impact Speakers: open data experts; representatives of Sofia Municipality, Bulgarian Agency for E-Government Partner: NGO Links
Networking and meet-ups	October 2018	Showcase of innovative experience: 80 Plus Titanium "Compliant SMPS using new technology Topic: new broadband technologies Speakers: experts from Solantro Semiconductor, Corp. Partner: IEEE Young Professionals - Bulgaria Affinity Group
	November 2018	Awarding the best essays from the contest "networking of partners working for social good" Topic: Volunteering for social causes Corporate social responsibility – buying social good Partners: Volontime and partnership with ING bank

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



	November 2018	<p>Networking and skills: Sofia Game Night Location of the Wild Game Hunt- Sofia Game Night</p> <p>Sofia Youth Innovation Lab was one of the GameNight locations. We organized serious games: learning and practicing skills through edutainment.</p> <p>Partners: Goethe Institute Bulgaria , Game Dev Summit, NGO Balgarsko imane, Data Science Society, LOCUS books</p>
	November 2018	<p>Topic: green economy city level innovations</p> <p>Modules: entrepreneurship niches and business cases</p> <p>Organisers: Sofia Municipality Directorate on Clean Air and Deloitte</p>
	November 2018	<p>Community event for social entrepreneurs: GivingTuesday</p> <p>Topic: Inspirational stories of crowdfunding and fundraising with social impact</p> <p>Speakers: BCause representatives as well as celebrities and influencers from business, music, art and journalism, involved in the cause</p> <p>Partners: BCause Foundation, City bank, United Bulgarian Bank. Hewlett Packard, BTV, VMWARE, SoPharma, Schneider Electric</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



	November 2018	<p>Community Event: Month of the refugee: Drum Circle, Intercultural night</p> <p>Fun, family friendly event, where people came together in order to share their spirit by entraining rhythmically as a percussion ensemble; mingling and networking accompanied with food provided by MultiKulti Collective</p> <p>Partners: IOM, CVS</p>
Innovative competitions	November 2018	<p>Topic: Showcase of innovative start-ups in the ICT and CCI – winners of the Balkan Hackathon and GlobalTechSummit award</p> <p>Topic: Introduction of the projects of the winners of winners to the Mayor of Sofia</p> <p>Speakers: Mayor of Sofia; managers of innovative businesses; digital media</p> <p>Partner: Innovation Center Sofia</p>
Continuous mentoring	January 2019 - ongoing	Mentoring services for entrepreneurs trained in the DLP and participants in the hackathons
Business and carrier service	January – April 2019	<p>SlavConf Meet-ups</p> <p>The event is a series of meetings for humanitarians (philologists) who speak foreign languages and want to develop career in their field.</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



<p>Co-design and co-working</p>	<p>March-May 2019</p>	<p>Discussion with Sofia Youth Advisory Council members</p> <p>Topic: Combating the traffic of people</p> <p>The members discussed in details all the groups of people that are threatened by kidnapping and the reasons for being misled. They suggested different ways of giving publicity to the problem such as distributing leaflets and visiting schools.</p> <p>Art of Hosting</p> <p>Topic: Art of hosting is a highly effective way to find and promote collective intelligence and the ability of groups and teams to self-organize. Moderators use a comprehensive set of tools and approaches for change through participation engagement of the groups and teams in meaningful conversations, stimulating authentic cooperation and joint action.</p> <p>Digital skills for everyone: Digital Neighborhood</p> <p>SDA started designing programs for teaching basic digital skills digitally excluded citizens.</p> <p>On 21 and 27 March two workshops with NGOs, ICT experts, representatives of public institutions as Agency for Social Support, Ministry of Education and Sofia Municipality, were held in order to codesign the digital skills training programs</p>
---------------------------------	-----------------------	---

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>Children politics and safe internet</p> <p>Topic: Prevention of the children from using internet in a harmful way for them.</p> <p>Discussion about applications and approaches that could be used in order for the parents to have more clear view of the online presence of their child.</p> <p>European Dialogue for Sofia Smart Office</p> <p>Topic: The participants in the discussion shared what they have learnt on their road to smart governance and what solutions</p> <p>offers the “smart city” concept to the problems caused by the development and</p> <p>Modernization of big cities.</p> <p>Speakers: Head of Smart City</p> <p>Interactive workshop: Innovation Camp design and organization, involving citizens in the policy design</p> <p>Vision of Sofia Discussions for designing public policies</p> <ol style="list-style-type: none">1. Advertising and urban branding2. Sofia as a profiled business destination3. Sofia as a smart city	
--	--	---	--

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>Topics: Quality transport planning; Zero waste system; Transformation of Sofia into a carbon neutral and Discussion about the preparation of the candidature of Sofia for Green capital of Europe 2019</p> <p>Topic: The experts who prepare a detailed analysis of the state of Sofia in twelve sustainable development indicators included in the requirements of the "Green Capital of Europe" competition organized by the European Commission discussed topics such as climate change, air quality etc.</p>
Training and capacity building programs for innovations and entrepreneurship (DLP)	January – June 2019	<p>Dynamic Learning Programme Digital Skills and Entrepreneurship</p> <p>In January 2018 SDA started a DLP for development of digital skills and entrepreneurship in partnership with Data Science Society Bulgaria.</p> <p>The DLP on digital skills and entrepreneurship has 3 phases:</p> <p>Phase 1: Co-Coding Sessions: Every Wednesday co-coding “nerd-up” sessions are organized in Sofia Lab since January 2019. Coders gather in Sofia Lab in co-coding sessions during which they learn from each other's, but also from mentors. The participants explore statistical data from real-world problems and build statistical models and tests. They learn how different machine learning systems work and how to</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>choose or build a model which fits the data best by using different validation tools.</p> <p>Phase 2: 4-day competition “Hack & Design Challenge in the area of video games using artificial intelligence” (1-4 March 2019). Entrepreneurs from the gaming industry and professors from Faculty of mathematics and informatics at the Plovdiv University were trainers and mentors during the competition.</p> <p>Phase 3: Further development of the games, mentorship and pitching in front of investors during WEBIT.festival 13 – 15 May 2019 in Sofia</p> <p>Programme "How to develop a business idea - theoretical and practical training for young entrepreneurs"</p> <p>During the first two days the participants learned how to analyze, structure and allocate strategic resources and how to analyze the competition as a function of market processes. They learned also the theoretical basics of business planning and business plan development financial literacy on basic economic and market concepts. The second two days were devoted to marketing knowledge and developing a business idea.</p> <p>Topic: How to fundraise for a social cause:</p> <p>Training of young entrepreneurs defending a social cause. Participants studied and practiced the most</p>	
--	--	---	--

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		important aspects of financial literacy and management, fundraising, and social causes; online tools.
Research and data collection	January-March 2019	<p>Discussion about cyber security and media literacy with CyberSecurity Platform</p> <p>Topic: Children may be particularly at risk online because they're not always aware of the risks. The participants discussed how to provide close supervision and basic cyber security skills to the children when using digital devices as early as possible.</p>
Networking and meet-ups	January-March 2019	<p>Academy for local entrepreneurs – pitching session</p> <p>The entrepreneurs pitched their business plans and interesting and innovative ideas. A jury rated the best among them and gave advices to the other participants how to improve the weak spots of their plans.</p> <p>Workshop through social innovative method Forum theatre</p> <p>Topic: Training of young people (activists and volunteers) on the use of the Forum Theatre method for addressing socially significant problems</p> <p>INTEGRA meeting – access to labour market of TCN</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>International meeting co-designing city policies for third country nationals.</p> <p>Vigilant parents – safe internet and media literacy workshop. The campaign is informative and focuses on the problem of child seduction on the Internet, accompanied by activities targeted at children, their parents and teachers on the topic.</p> <p>Topic: safe internet and media literacy</p> <p>GENDER PROJECT – Online hate speech</p> <p>Discussion about using the New Media in Education to overcome Migrant Online Discrimination and preventing the usage of online hate speech. The NGO representatives transferred knowledge and best practices and discussed local awareness-raising activities in order to facilitate integration.</p> <p>Meeting with French students</p> <p>Discussion about the major challenges integration of third-country national faces in European cities, such as problematic access to healthcare and housing and difficulties to get employed even though there is serious labour shortage. The SDA team presented the policy measures they advocate for to make our communities more welcoming.</p> <p>National Network for Children, Union</p>	
--	--	--	--

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<p>"Childhood Without Violence"</p> <p>Topic: Presentation of a formatting survey and media analysis of attitudes towards violence against children in Bulgaria and exploring the knowledge, perceptions and attitudes towards child abuse of opinion leaders that influence decision-makers and public opinion-makers</p>
Innovative competitions	January 2019	<p>Hack the News Datathon</p> <p>The Datathon is a weekend-long online competition where participants are challenged to work on a real-world business case from different areas of Machine Learning, AI, and Data Science.</p> <p>Topic: Data processing in order to clear the news from propaganda</p> <p>Datathon Air Pollution (Sofia Air 2.0) – announcement of the cases which have to be solved by the participants</p> <p>The Datathon is a study to investigate the static factors that are affecting the air pollution levels. The cases focus on the static polluting factors – households, industrial complexes, and building sites. The goal of the assignments is to achieve an advanced approach into exploring the different dependencies, correlations, and factors that are defining the air pollution.</p>

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		Datathon Air Pollution (Sofia Air 2.0) –announcement of the winners	
--	--	---	--

More than 500 participants, including students, teachers and lecturers, IT specialists and representatives of local businesses and entrepreneurs, participated in the programs implemented in this period. Dynamic training programs will continue including after the end of the project. Synergies with the municipal funding programs will be further developed. New entrepreneurship training started in May 2019 for secondary students.

b. Players involved

- ✓ Sofia Development Association in close cooperation with different directions of Sofia Municipality;
- ✓ External teachers / trainers / mentors;
- ✓ LIAG Members, Students;
- ✓ Educational institutions - schools and universities.

c. Timeframe

May 2018 – May 2026.

d. Costs

Until 30 June 2019, the costs are paid by the budget of NewGenerationSkills project.

f. Funding sources

- ✓ Although the project ends on June 30, 2019, the Sofia Development Association as well as the Sofia Municipality will continue to apply for projects related to the promotion of non-formal education and development of social entrepreneurship;
- ✓ Local programs supported by the Sofia Municipality budget;
- ✓ Currently, Sofia Development Association implements the following projects, which can add value:

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



- The project IN-EDU - contributes to the enhancement of the media literacy and critical thinking among learners, teachers and parents. Within the project, together with stakeholders, the team will develop modules for students on media literacy and pilot teaching; will engage students and teachers in interactive events like civic hackathons and international student camp. The project is financed by the Erasmus + program and ends in 2021.
- Finance4SocialChange project brings together a multi-disciplinary quadruple-helix partnership of 14 partners from 12 countries, 6 ASPs from across Europe to deliver improved policy learning, and develops practical solutions on impact investing to better shape the regulatory framework for the proper functioning of the social financing sector. Finance4SocialChange works towards creating the first "Social Impact Investment Strategy for the Danube region" by paving the way for promoting more social innovations and social impact investment ready social enterprises. The project delivers 130 hours of "blended" learning experiences through the "Social Impact Investment Transnational Design Academy".
- Sofia Municipality is implementing a project called "Walk the Global Walk". The project mobilizes young people as catalysts for transformational change, localizes the Sustainable Development Goals (SDGs) and produces an innovative educational model addressing complexities of the current global agenda. The project is funded under the Europe Aid Program of the European Commission's Directorate-General for International Cooperation and Development.

III. Local Action Plan Assessment and Indicators

1. **Sustainability** - Project sustainability is conventionally divided into three components:

- a) **Ensuring strategic sustainability**

The Local Action Plan was developed on the basis of numerous workshops with LIAG members, stakeholders and experts from different departments/directorates of Sofia Municipality. The LAP is in line to the goals set out in the Youth Strategy of the Sofia Municipality (2017-2027) and in particular with the Strategic Goal 2, Operational objective 2.1. "Stimulation of the continuing education and youth entrepreneurship", Operational objective 2.2. "Development of the talent, the creative skills and the intercultural dialogue among young people" and Operational objective 2.3." Development of volunteering

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



as a driving force for personal development, environmental protection, sustainable city development and formation of civil self-awareness".

b) Providing institutional sustainability

The established infrastructure at the Sofia Innovation Lab will continue to fulfil its purpose based on the 8-year Cooperation Agreement Reg. No. COA18-ДГ56-572 / 23.05.2018, approved by the Sofia Municipal Council and signed by the Mayor of Sofia Municipality, The Executive Director of the Sofia Development Association and the Director of the Sofia Library. The costs till to 2027 will be paid by the budget of the Sofia Development Association, annually approved by the Sofia Municipal Council. To ensure non-stop access to the IL, a Responsible Person (Coordinator) was appointed.

c) Ensuring financial sustainability

Sofia Municipality and Sofia Development Association will continue to develop projects related to the development of the skills and competences of young people, to stimulate continuing education and youth entrepreneurship. Possible sources of funding are as follows:

- National/local programs of Sofia Municipality - Culture Program, Europe Program, Youth and Volunteer Program and others.
- EU programs - Erasmus +, Danube, Horizon 2020 and other programs.

2. Risk assessment

Risks encountered:

- Few projects funded.
- Do not reach the relevant youth groups and organizations due to lack of interest

3. Risk mitigation measures

- Following the funding opportunities, incl. municipal programs;
- Trying to find financial, technological and other donations.

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>

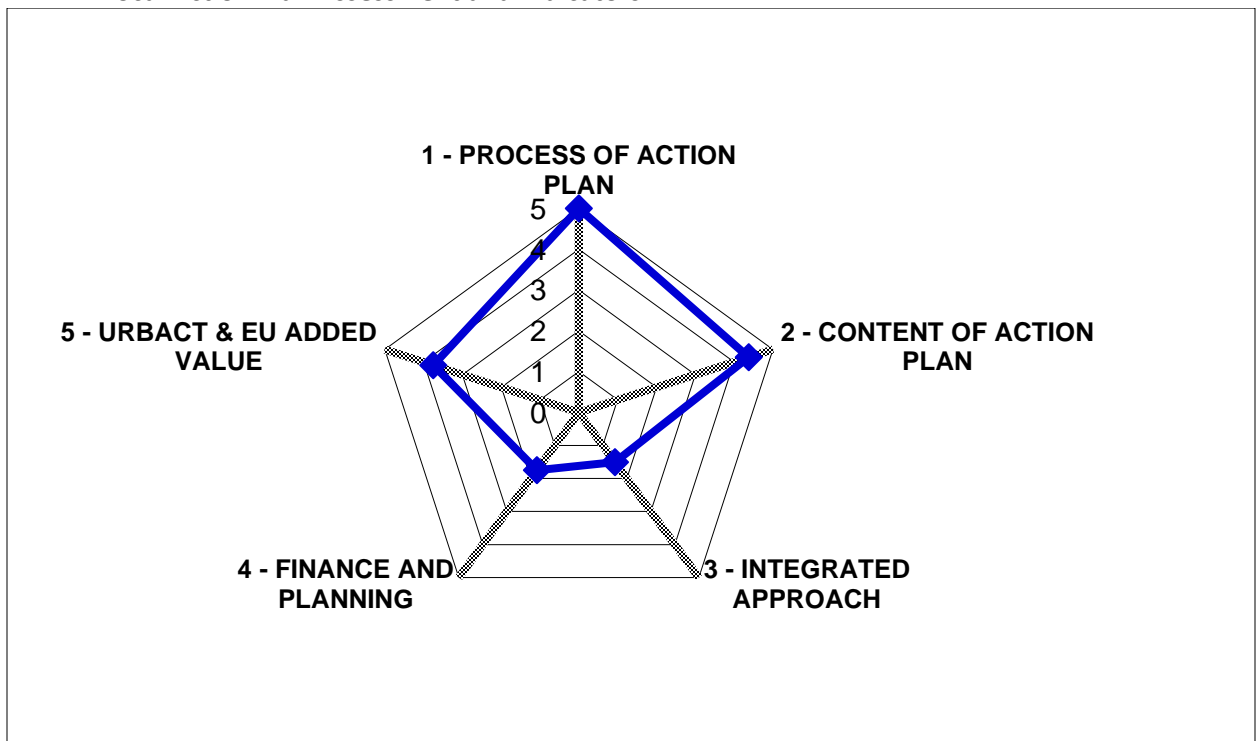


- Trying to attract volunteers as business angels, consultants, mentors and coaches.
- Qualified staff.

4. Post-implementation operations and maintenance

According to the above-mentioned Agreement, the operation and maintenance costs for the IL will be paid from the budget of Sofia Development Association, annually approved by the Sofia Municipal Council. The Agreement is for 8 years.

IV. Local Action Plan Assessment and Indicators



Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



V. Signature

Date: _____

Signature: _____

Stamp of the organization (if available):

Appendix 1

Instructions	For each indicator (row) complete the score column by entering a score between 1 and 5 where 1 is weak and 5 is strong. You can use the score criteria on the right to see what score to give. Complete the evidence column for each indicator. The radar plot and summary scores at the bottom of the table will be calculated automatically.		
1 - PROCESS OF ACTION PLAN			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Description of how the action plan was developed with the partners	5	<i>Each version of the Local Action Plan was discussed with LIAG members and stakeholders. Feedbacks were assessed accordingly and each relevant comment was reflected in the LAP. The LAP was discussed during 4 LIAG meetings and 2 workshops.</i>	<u>score 1</u> : not addressed <u>score 3</u> : thin description <u>score 5</u> : clear outline of how the ULSG worked
Consultation meetings with stakeholders (who are not part of LIAG)	3	<i>Consultation meetings with stakeholders were attended during the drafting of the LAP. The key challenges were discussed and the</i>	<u>score 1</u> : no meetings held with stakeholders <u>score 3</u> : small number of meetings

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<i>opinions were implemented accordingly.</i>	score 5: meetings held with all stakeholders
1 Total Score	8		
2 - CONTENT OF ACTION PLAN			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
Organisation of document	5	<i>Organization of the document complies with the provided template and methodology. All key issues are addressed accordingly.</i>	score 1: no coherent structure score 3: some structure but no progression score 5: clear logical progression from description of situation to problem analysis to proposed actions
Coherence of objectives with actions and indicators	5	<i>There is high degree of coherence, evidenced by the results and fulfilment of the indicators and the objectives.</i>	score 1: solutions do not have link to problems score 3: not much linkage score 5: solutions and indicators relate clearly to problems
Evidence to support definition of problem	3	<i>Statistics, Sofia Municipality strategic documents, SWOT analysis - see part I.</i>	score 1: no data presented on problem score 3: some data presented score 5: full and comprehensive data presented
Problem analysis	5	<i>Key challenges were identified due to internal discussions and SWOT analysis</i>	score 1: no problem analysis score 3: weak attempt at problem analysis score 5: clear problem analysis based on evidence from data, causes and effects identified

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Option analysis - does the plan show that other options were examined?	3	<i>Other options were examined slightly.</i>	<u>score 1</u> : no other options looked at <u>score 3</u> : options identified but no evaluation <u>score 5</u> : different options have been considered and evaluated
Strategic goal with clear objectives	5	<i>The data from the analysis indicate that there are weaknesses and needs on which the LAP could impact. The strategic goals and 3 specific objectives are clearly stated.</i>	<u>score 1</u> : lack of clear goal and objectives <u>score 3</u> : some objectives but lacking clarity <u>score 5</u> : clear strategic goal and sub objectives shown in logical format
How well are the actions described? Do they give a clear picture of what is intended?	5	<i>Each action is described clearly with explanation of each sub action and results.</i>	<u>score 1</u> : barely described, just headings <u>score 3</u> : some description of what is intended <u>score 5</u> : full description including rationale, nature of intervention, anticipated results
Use of indicators to measure anticipated results	5	<i>Indicators were reviewed and reported in the factsheet. The results which meet the indicators provided by the application form are described in the factsheet.</i>	<u>score 1</u> : no indicators <u>score 3</u> : indicators are mentioned but targets are not quantified <u>score 5</u> : full set of quantified indicators with milestones in specific section of action plan
2 Total Score	36		
3 - INTEGRATED APPROACH			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Economic, social and environmental factors are looked at together	3	<i>Social and economic factors were mostly envisioned. The environmental factor was looked indirectly through sports and culture activities.</i>	<p><u>score 1</u>:no consideration of other aspects</p> <p><u>score 3</u>: two out of three are addressed (e.g. Social and economic)</p> <p><u>score 5</u>: full integration of sustainable development in both conception of plan and delivery actions proposed</p>
Contributions from range of agencies within the area to the action plan (horizontal partnership)	3	<i>Insufficient engagement by other bodies.</i>	<p><u>score 1</u>:No engagement by other bodies (i.e. Only local authority involved)</p> <p><u>score 3</u>: some engagement by other bodies</p> <p><u>score 5</u>: all relevant departments and agencies are engaged</p>
Contributions from higher levels of government in the action plan (vertical partnership)	3	<i>engagement by other bodies.</i>	<p><u>score 1</u>:no involvement of higher levels</p> <p><u>score 3</u>:limited involvement of higher levels</p> <p><u>score 5</u>:higher levels of government have committed to the plan, including financially</p>
Actions from both ERDF and ESF type are included			
3 Total score	9		
4 - FINANCE AND PLANNING			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



Gantt chart showing actions and timetable	4	<i>Timetable available</i>	<u>score 1</u> :no clear timetable <u>score 3</u> :rough timetable <u>score 5</u> :fully developed timetable for life of action plan
Detailed financial planning	3	There are no costs for individual projects or actions, but there are projects that meet the objectives set out in the Local Plan. In addition, the developed plan is in line with the policies and strategic documents of Sofia Municipality.	<u>score 1</u> :no costings of individual projects or actions <u>score 3</u> :some costings <u>score 5</u> : projects are fully costed with clear requirements for future years
Identifies and relates to specific measure in ERDF and/or ESF programmes	1	<i>no identification</i>	<u>score 1</u> :no identification <u>score 3</u> :programme identified <u>score 5</u> : specific measure and action identified
Financial support	3	Sofia Municipality and Sofia Development Association have signed an Agreement that ensure the use of the Laboratory for a period of 8 years, incl. financial support	<u>score 1</u> :no financial breakdowns at project level <u>score 3</u> :some breakdowns but unclear who pays for what <u>score 5</u> : contributions from different national and regional parties and from ERDF ESF measures identified
4 Total Score	11		
5- EU ADDED VALUE			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
There is an explicit link to exchange and learning activities	4	The implementation of the Local Plan activities is related to the following strategic documents of Sofia Municipality:	<u>score 1</u> :no link <u>score 3</u> :some links <u>score 5</u> : ULSG members participated in exchange and brought back new ideas

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>



		<ul style="list-style-type: none"> - Sofia Strategy for the Young People (2017 – 2027); - Sofia Education Strategy (2016 – 2023); - Sofia Cultural Strategy (2016 – 2020); - Sofia Strategy for the Development of Physical Culture and Sports (2012 – 2020); - Sofia Innovation Strategy for Smart Specialization. 	
LAP summary translated into English so that other cities can read and review	5	<i>full version translated</i>	<u>score 1</u> : only available in local language <u>score 3</u> : summaries translated <u>score 5</u> : full version translated
Learning from good practice elsewhere in Europe	3	<i>Learning and exchange from other EU projects, other participants, networking</i>	<u>score 1</u> : no evidence of learning from elsewhere <u>score 3</u> : some evidence of learning but not clear how this features in LAP <u>score 5</u> : evidence of incorporation of best practices in local action plan
LAP has been peer reviewed by other cities	5	review of all developed local action plan, published on the project platform	<u>score 1</u> : no peer review <u>score 3</u> : some exchange but no review <u>score 5</u> : time set aside to present and review each others LAPs
5 Total Score	17		

Project co-funded by European Union funds (ERDF, IPA)

<http://www.interreg-danube.eu/approved-projects/newgenerationskills>