



*ANNEX 2*

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**Combined outcomes of SWOT and  
past experience analysis  
- Joint Operational Programme  
Black Sea Basin 2014-2020 -**

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# Combined outcomes of SWOT and past experience analysis

## - Joint Operational Programme Black Sea Basin 2014-2020 -

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### 1. Support for the Thematic Objectives from SWOT, questionnaire and calls

The results of the SWOT analysis, combined with the outcomes of the questionnaire as well as the results of the calls for proposals under the current BSB programme, were compared to the list of ENI-CBC proposed Strategic Objectives, Thematic Objectives and the priorities under each of these.

This analysis shows that the Thematic Objectives **4** (Promotion of social inclusion and fight against poverty), **6** (Environmental protection, climate change adaptation and disasters), and **7** (Improvement of accessibility to the regions, development of transport and communication networks and systems) are most strongly supported.

A clear justification for certain specific priorities under Thematic Objectives 1 (Business and SME development), 2 (Support to education, research, technological development and innovation), 3 (Promotion of local culture and preservation of historical heritage), and 8 (Common challenges in the field of safety and security) can also be found.

Thematic Objectives 5 (Support to local & regional good governance) and especially 9 (Promotion of energy cooperation) and 10 (Promotion of border management, and border security) are very hard to justify on the basis of the SWOT analysis, the questionnaire and the results of the first two calls.

The following tables present the results of this analysis in more detail. The colours in the tables indicate the extent to which the three types of analysis provide justification for the individual priorities under the Thematic Objectives. Green indicates strong support, yellow some support and red shows no justification can be derived for the priority from that particular analysis (questionnaire, calls or SWOT).

|          |  | Questionnaire                      | Calls                                      | SWOT                               |
|----------|--|------------------------------------|--|------------------------------------|
| <b>A</b> | <b>Promote economic and social development in regions on both sides of common borders</b>                |                                    |  |                                    |
| <b>1</b> | <b>Business and SME development</b>  |                                    |  |                                    |
| a        | Fostering cooperation between public and private sector  | -                                  | no projects                                | -                                  |
| b        | Strengthening economic clusters  | -                                  | no projects                                | -                                  |
| c        | Enhancement of competitiveness   |                                    | no projects                                | S5, W7, W8, W10, W14, W15, T2, T3  |
| d        | Promotion of and support to entrepreneurship   | -                                  | 6 projects on SME and business development | S6, W7, W8, W12, W13, O1           |
| e        | Support to the development and modernisation of businesses in specific sectors (eg tourism, agriculture) | Especially tourism and agriculture | 7 projects on tourism development          | S13, S14, S15, W9, W10, O4, O5, O6 |

In the field of business and SME development, the questionnaire and the results of calls show there is a clear interest in tourism projects, which is also supported by the SWOT analysis. There have been seven projects which have received funding under this topic in the current programme. Also, general support for entrepreneurship is supported by the SWOT as well as by the results of the calls.

|          |   | Questionnaire                     | Calls  | SWOT                             |
|----------|---|-----------------------------------|--|----------------------------------|
| <b>2</b> | <b>Support to education, research, technological development and innovation</b>                                       |                                   |  |                                  |
| a        | Fostering cooperation between businesses and training institutions for innovation and R&D, joint educational planning | -                                 | no projects  | S18, S19, W10, W15, W18, W22     |
| b        | Promotion of skills development and lifelong learning   | Educational development, exchange | no projects  | S16, S18, W17, W18, W20, W21, T4 |
| c        | Supporting local cooperation in education   | Common development                | 3 projects on educational development                          | S16, W17                         |
| d        | Promotion of and support to research and innovation   | -                                 | 10 projects on environmental research, monitoring and analysis | S18, W10, W15, W23, O7           |

Under Thematic Objective 2, the questionnaire and the results of calls show there is some interest for the priority of skills development and lifelong learning, which is supported by the SWOT analysis. The priority of research and innovation is also clearly backed by the SWOT, while no less than 10 projects have been funded under the current BSB programme in the specific field of environmental research.

|          |   | Questionnaire                      | Calls                              | SWOT          |
|----------|---|------------------------------------|------------------------------------|---------------|
| <b>3</b> | <b>Promotion of local culture and preservation of historical heritage</b> |                                    |                                    |               |
| <b>a</b> | Promoting local culture and history                                       | Cultural development, architecture | 9 projects on cultural development | S33, S34, S35 |
| <b>b</b> | Supporting traditional skills for local economic development              | -                                  | no projects                        | S35           |

The questionnaire indicates there is a clear interest in the priority of local culture and history, which is also evident from the nine projects on this topic funded under the current BSB programme. The SWOT also provides support in this respect.

|                |   | Questionnaire                                | Calls       | SWOT   |
|----------------|---|--|-------------|--|
| <b>A, B, C</b> | <b>Promote economic and social development in regions on both sides of common borders, Address common challenges in environment, public health, safety and security, and Promote better conditions and modalities for facilitating the mobility of persons, goods and capital</b> |  |             |  |
| <b>4</b>       | <b>Promotion of social inclusion and fight against poverty</b>  |  |             |  |
| <b>a</b>       | Support to the development of social services   | Social inclusion, social care for immigrants | no projects | W2, W5, W20, W21, W36, W40, W41, W42, T12, T13 |
| <b>b</b>       | Enhancing the access to social services   | Social inclusion, social care for immigrants | no projects | W2, W5, W20, W21, W36, W40, W41, W42, T12, T13 |
| <b>c</b>       | Promoting gender equality and equal opportunities   | Especially MS and PC, TR less                | no projects | W22, W42, W43                                  |
| <b>d</b>       | Support to the integration of immigrants and vulnerable groups  | Social inclusion, social care for immigrants | no projects | W2, W5, W20, W21, W40, W41, W42, T13           |
| <b>e</b>       | Promoting employment and supporting labour mobility   | Some support from PC, employment creation    | no projects | S1, W3, W19, W20, W21, T1, T4                  |
| <b>f</b>       | Stimulate employment for youth  | Some support from PC                         | no projects | S1, W3, W21, T4                                |

There is a clear justification in terms of interest shown via the questionnaire, as well as on the basis of the SWOT analysis for various priorities under this fourth Thematic Objective, even though no projects have been funded in the framework of the first two calls of the current BSB programme.

|          |   | Questionnaire   | Calls  | SWOT                    |
|----------|---|---|--|-------------------------|
| <b>5</b> | <b>Support to local &amp; regional good governance</b>              |   |  |                         |
| <b>a</b> | Increasing capacity of local & regional authorities and communities | Strong support for local capacity to design and implement | 1 project on good governance, 1 on rural development | W31, O13                |
| <b>b</b> | Coordination of planning activities                                 | Little interest   | 2 projects on planning and development               | -                       |
| <b>c</b> | Support to regional integration                                     | Some interest in people-to-people action                  | no projects  | S37, S38, W51, W52, O13 |
| <b>d</b> | Promoting legal and administrative cooperation                      | Little interest   | no projects  | -                       |

In spite of a clear interest shown via the questionnaire in strengthening the capacity to design and implement projects, and diverse support from the SWOT analysis for regional integration in general, this fifth Thematic Objective is less easy to justify in comparison, for instance, with Thematic Objectives 4, 6 and 7. Should these priorities not be pursued under the new programme, horizontal activities aimed at e.g. project development and management capacity building could be planned under each Thematic Objective.

|          |   | Questionnaire  | Calls  | SWOT   |
|----------|---|--|--|--|
| <b>B</b> | <b>Address common challenges in environment, public health, safety and security</b> |  |  |  |
| <b>6</b> | <b>Environmental protection, climate change adaptation and disasters</b>            |  |  |  |
| <b>a</b> | Joint actions for environmental protection  | Strong interest from MS only in strengthening knowledge base | 3 projects on pollution prevention, management and control, 3 on management of protected areas | S20, S21, W24, W25, W26, W27, W28, W29, W31, T5, T6, T7, T8, T9, T10 |
| <b>b</b> | Preservation and sustainable use of natural resources                               | Little interest  | 2 projects on sustainable use of natural resources, 1 on sustainable development               | S22, W27, W28, W29, W30, W32, T7, T8                                 |
| <b>c</b> | Support to energy efficiency and to the use of renewable energy                     | Clear interest in energy efficiency                          | 2 projects on sustainable energy   | S25, W10, W32, O9, O10   |
| <b>d</b> | Promotion of a low carbon economy   | Some interest in climate change                              | no projects  | S25, W10, W32, O9, O10   |
| <b>e</b> | Support to sustainable waste and waste water management systems                     | Strong support (MS, TR) only for innovation and technology   | 5 projects on waste and wastewater management  | S22, S24, W30, W31, T7, T8   |

Each of the priorities under this sixth Thematic Objectives is supported strongly by the SWOT analysis. Interest shown via the questionnaire is the highest for the topic of energy efficiency and renewable energy. No less than 15 projects have been funded in this area in the framework of calls held under the current BSB programme. Furthermore, the 10 projects in the field of environmental research (see above) provide some

additional indication that this Thematic Objective is of high importance for the new BSB programme as well.

|          |   | Questionnaire        | Calls                                   | SWOT                         |
|----------|---|----------------------|---|------------------------------|
| <b>C</b> | <b>Promote better conditions and modalities for facilitating the mobility of persons, goods and capital</b>         |                      |   |                              |
| <b>7</b> | <b>Improvement of accessibility to the regions, development of transport and communication networks and systems</b> |                      |   |                              |
| <b>a</b> | Improving the mobility of persons and goods   | Support from TR only | 3 projects on transport and trade links | S29, W46, W47, O11, O12      |
| <b>b</b> | Developing transport services and infrastructures   | Strong support       | no projects                             | S29, S30, W46, W47, O11, O12 |
| <b>c</b> | Developing ICT infrastructure   | Strong support       | no projects                             | S31, S32, W48                |

While the SWOT provides a clear justification for mobility, transport services and infrastructure, the questionnaire shows there is high level of interest in ICT infrastructure as well. A limited number of projects have been funded in the field of mobility under the current programme.

|          |  | Questionnaire   | Calls   | SWOT                                   |
|----------|--|-----------------|---|--|
| <b>B</b> | <b>Address common challenges in environment, public health, safety and security</b>  |                 |   |  |
| <b>8</b> | <b>Common challenges in the field of safety and security</b>   |                 |   |  |
| <b>a</b> | Support to the development of health   | Strong support  | no projects   | S26, S27, W33, W34, W35, W37, W38, W39 |
| <b>b</b> | Enhancing the access to health   | Strong support  | no projects   | S26, S27, W33, W34, W35, W37, W38, W39 |
| <b>c</b> | Prevention and fight against organised crime   | Little interest | no projects   | W44, T12                               |
| <b>d</b> | Police cooperation (exchange of intelligence information,...etc.)  | Little interest | no projects   | W44, T12                               |
| <b>e</b> | Support to joint activities for the prevention of natural and man-made disasters as well as joint action during emergency situations | Little interest | 2 projects on emergency prevention and preparedness | T6, T9                                 |

Despite the fact that no projects have been funded in the field of health under the current BSB programme, both the SWOT and the questionnaire provide clear support for the two health-related priorities under this eighth Thematic Objective. Support for the topics of safety and security is clearly lower.

|          |  | Questionnaire  | Calls       | SWOT         |
|----------|--|--|-------------|--------------|
| <b>9</b> | <b>Promotion of energy cooperation</b> |  |             |              |
| <b>a</b> | Energy generation                      | Some interest in energy in general and energy efficiency | no projects | W11, O10     |
| <b>b</b> | Energy transmission                    | Some interest in energy in general and energy efficiency | no projects | W11, O9, T10 |
| <b>c</b> | Energy distribution                    | Some interest in energy in general and energy efficiency | no projects | W11, O9, T10 |

There is relatively little support from the three types of analysis carried out for both the ninth and tenth Thematic Objectives (on energy and borders).

|           |   | Questionnaire  | Calls       | SWOT     |
|-----------|---|--|-------------|----------|
| <b>C</b>  | <b>Promote better conditions and modalities for facilitating the mobility of persons, goods and capital</b> |  |             |          |
| <b>10</b> | <b>Promotion of border management, and border security</b>  |  |             |          |
| <b>a</b>  | Support to border efficiency and security   | Little interest  | no projects | W44, T12 |
| <b>b</b>  | Improvement of the border-crossing infrastructure and equipment at the border crossing points               | Some interest in small-scale infra (as part of more general community-based infra) | no projects | W44, T12 |
| <b>c</b>  | Improvement of border management operations, customs and visas procedures                                   | Little interest  | no projects | W44, T12 |

## 2. Proposed Thematic Objectives and Priorities

On the basis of the Socio Economic and SWOT and the results of the questionnaire and the mapping of projects awarded under the current programme calls, the following Thematic Objectives and priorities, and possible alternatives, are proposed for consideration by the Joint Programming Committee.



## Proposed Thematic Objectives and Priorities

| Proposed Thematic Objectives  | Proposed Priorities                                     |
|---|---|
| <b>4. Promotion of social inclusion and fight against poverty</b><br><i>(Strategic objectives A, B, C)</i>                                | P1: Development and/or access to social services        |
|   | P2: Integration of immigrants and vulnerable groups     |
| <b>6. Environmental protection, climate change adaptation and disaster prevention management</b><br><i>(Strategic objective B)</i>        | P1: Environmental protection                            |
|   | P2: Energy efficiency                                   |
|   | P3: Sustainable waste / waste water management          |
| <b>7. Accessibility to the regions, development of transport and communication networks and systems</b><br><i>(Strategic objective C)</i> | P1: Transport services (and small scale infrastructure) |
|   | P2: ICT infrastructure                                  |

## Possible Alternative Thematic Objectives and Priorities

| Possible Alternative Thematic Objectives  | Possible Alternative Priorities  |
|---|--|
| <b>1. Business and SME development</b><br><i>(Strategic objective A)</i>                          | P1: Entrepreneurship   |
| <b>2. Education, research, technology and innovation</b><br><i>(Strategic objective A)</i>        | P1: Promotion of and support to research and innovation;                           |
|   | P2: Life-long learning   |
| <b>3. Local culture, historical heritage</b><br><i>(Strategic objective A)</i>                    | P1: Promoting local culture and history  |
| <b>5. Support to local &amp; regional good governance</b><br><i>(Strategic objective A, B, C)</i> | P1: Capacity of local & regional authorities and communities; regional integration |
| <b>8. Common challenges in safety and security</b><br><i>(Strategic objective B)</i>              | P1: Development of and access to health services                                   |