

CIRCULAR ECONOMY FOR SMALL AND MEDIUM SIZED ENTERPRISES (CESME)

ACTION PLAN

JUNE 2018

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INTRODUCTION

This Action Plan is a document providing details on how the lessons learnt from the CESME project will be explored and implemented into practice in order to improve the policy instrument tackled within The National Development Programme of Bulgaria 2020, Objective 3, Priority 7: 'Methodological support for companies to work together and use effectively the secondary products and usage of wastes as resources. The basis for this is the introduction of the industrial symbiosis concept, which is one of the main drivers of the circular economy approach. It aims at supporting SMEs to achieve green growth and resource efficient use of resources. It specifies the nature of the actions to be implemented, their timeframe, the players to be involved, the costs (if any) and funding sources (if any).

Lessons learnt during the project will be integrated into the revision of regional policies and the action plan will help us to improve in different levels:

Improvements in the governance and management of the policy by adoption of better methodologies for evaluation, business models, communication tools and monitoring the policy and the performance of SMEs;

Changes in the regulation of SMEs support for Resource Efficiency policies and innovation and research support instruments in order to improve the connection between policies, in a joined-up approach. For example, to better assess and follow up those projects originated within Resource Efficiency (RE) working groups.

Better understanding and alignment of Resource Efficiency organizations with the RIS3

Better understanding and practice of cross-sector cooperation (at regional and international level) in order to develop new value chains in new emerging growth domains, such as advance manufacturing or others enabled by the incorporation of KETs(Key Enabling Technologies).

We have structured this Action Plan according to areas where challenges or opportunities for improvement were identified during the course of the project. This set of areas of intervention are the following ones:

Governance and Mapping Policy Mix Optimization, Resource-efficiency Management and other national policies, that are directly or indirectly related to circular economy, International Projection Monitoring and Evaluation, including alignment with European policies for the promotion of circular economy (as they were incorporated in the White Book).

PART I - GENERAL INFORMATION

Project acronym	CESME
Project title	Circular Economy for SME's
Name of the organization	Bulgarian Association of Municipal Environmental Experts BAMEE
Name of the policy instrument addressed	National Development Programme of Bulgaria 2020, Objective 3, Priority 7: Methodological support for companies to work together and use effectively the secondary products and usage of wastes as resources
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EU 2020 highlights that the EU and Member States should enable SMEs to turn environmental challenges into opportunities. Green growth can offer significant benefits, however as stated in the Small Business Act (EP

2014/2209 INI)) policy makers need to fully understand the potential of the green economy, whilst being aware of the barriers that SMEs face regarding the greening of their products, production processes, business practices and services. The circular economy is a key concept of the green economy, based on optimizing systems rather than components, away from 'Resource to Waste' to resilient and productive circular systems.

Strategic alliances between support organizations such as Ellen MacArthur Foundation, McKinsey Company, etc and multinational enterprises have been at the forefront of circular economy exploration and application. SMEs rarely have the same access to knowledge networks to stay up to date with new technologies, or communicate with potential clients or investors. It is therefore key to understand how SMEs can exploit the opportunities of circular value chains.

The CESME project addresses SME inclusion in the circular economy, by interregional meetings identifying good practices aiming to examine how best regional and local authorities and business development agencies can improve relevant policy instruments and design support packages to assist SMEs to enter the circular economy. Through the creation of a return on investment analysis quantifying the economic and social benefits of circular value chains as well as a white book guiding SMEs step by step into circular economy, the CESME partnership introduces new circular initiatives targeting SMEs. These initiatives will be implemented and tested for feedback and adaptation in order to be replicable tools across EU as well as monitored against their expected impact. Finally, this will lead to the improved effectiveness of the policy instruments addressed by the project partners

PART II - POLICY CONTEXT

The Action Plan aims to impact:

National Development Programme of Bulgaria 2020, Objective 3, Priority 7: Methodological support for companies to work together and use effectively the secondary products and usage of wastes as resources (e.g. using industrial symbiosis)' aims at supporting SMEs to enter green growth and industrial symbiosis at best.

The Action Plan aims also to impact Investment for Growth and Jobs programs, European Territorial Cooperation programme and other regional development policy instruments, that will be fostering the support for companies to work together and use effectively the secondary products, usage of wastes as resources and supporting SMEs to enter green growth and industrial symbiosis.

In support of this, the Ministry of Environment and Waters provide information to all organizations and administrative bodies, which deal with waste management. BAMEE provides information specified SMEs e.g. information on national and international markets, tenders, offers and inquiries from Bulgarian and foreign enterprises and finally they also offer specialized training.

However, the current policy instrument does not stimulate effective usage of waste as resources. In order for the policy instrument to succeed, there is a clear need to improve tools for B2B communication and improve business models, which will enable more SMEs to raise awareness of the possibilities and benefits of using waste from one SME as a resource to another.

By participating in CESME, BAMEE had discovered good practices and solutions on B2B communication, examples for using improved support systems from the CESME partners. All the conclusions, solutions and good practices had been analyzed, modified and adapted into Bulgarian circumstances and to be used in the local reality.

Specifically, BAMEE's goal was to identify experiences and good practices to actively support SMEs to cooperate and use effectively the secondary products and waste as resources.

The Action Plan is proposing new approaches, tools, mechanisms and projects based on the knowledge and good practices transferred from the partners's projects supporting the policy instrument in terms of solutions to raise the awareness of to apply the circular economy concept among SMEs, using the waste from one SME as a resource to another, increasing capacity of SMEs in Resource Efficiency management and improve their position in the economic map.

Proposed self-defined performance indicator (in relation to the policy instrument addressed) already 5 SMEs have used the tools for measuring their environmental impact, 30 SMEs have been informed about the circular economy approach, 1 webbased tool was developed and will be used as a communication and monitoring instrument by BAMEE and SMEs to collect and share information, encourage SME collaboration and provide analytical data for monitoring, assessment and prognoses. The creation of this tool had been inspired by discovered good practices within the project and other Interreg practices, analyzing the needs and expectations of local authorities, intermediaries and SMEs. It was created using only our own financial resources, but will be very valuable instrument for our next phase during the obligations for monitoring process, observations and further policy improvements. On other hand, the national strategic document - National Strategy for Environment and National Program for Waste Management(NPWM,) foresees that using an integrated information platform covering the information from the license for treatment of different types of waste, information on control systems and implementation and fulfilling the conditions of integrated permits (under IPPC directive) as well as information on activities on prevention and recovery of industrial waste will contribute significantly to the effective management. At the moment Ministry of Environment and Waters is publishing annually information about the licenses issued and general information (at national level) about the quantities of different types of waste treated. The projects like CESME, that address the issues of industrial waste generation will continually have significant positive impact in second phase of the project and further. All activities in faze 2 will be carried out by funding from the EU Operational Programme 2014-2020, local resources and external programs.

The goals of the project and its results are linked also to the regional innovation strategy for smart specialization (RIS3). Within Green Growth, Bulgaria has great opportunities to participate in relatively big markets. However, due to the enormous gaps within the country, a quick and efficient utilization of new technologies and knowledge in the field of Resource Efficiency is required. Also attention should be paid to the substitution of conventional – finite resources with new technological solutions or the use of recycled raw materials and to stimulate eco-design.

BAMEE will continuously contribute to the content of the cooperation and benefit from it with its considerable expertise on waste management. Furthermore, BAMEE will continue to present good practices from Bulgaria on cross sectoral collaboration on circular economy. At the same time will use the knowledge and solutions based on the partners' experiences within B2B communication and raising the awareness for the benefits from circular economy.

PART III - ACTION PLAN AND PERFORMANCE INDICATORS

	ACTION DESCRIPTION	INDICATOR	OBJECTIVE
	Actions related to Resorce Efficiency policy, Governance & Mapping		

1	Exploring New Tools to Analyse and Mapping the Regional SMSs Resource Efficiency Portfolio	Report on mapping	Decide on new or alternative Resource Efficiency arrangements
2	SMEs support and intermediary Organisations, Resource Efficiency management organizations (REMO) Convergence & Integration (C&I)	Nr of initiatives and entities involved In C&I	Enhance coverage and scope by coordination of entities
	Actions related to the POLICY MIX OPTIMISATION		
3	Introducing measures to ensure smooth coordination of Resource Efficiency Program with other Programmes promoting Technology R&D and Innovation	Nr of cases and programs with connections improved	Improve Coordination and Integration of support measures and the role of intermediary Organizations
4	Introducing measures to ensure smooth coordination of Resource Efficiency Support Programme with International SME Support Programmes	Nr of cases and programs with connections improved	Improve Coordination and Integration of support measures
	Actions related to improved Resource Efficiency MANAGEMENT		
5	Analysis of REMOs competences training and development needs	Survey design and launch	Decide on common activities launch
6	Increasing Interaction with International & European Regions' Resource Efficiency Policy Makers	Initiatives Supported	Strength SMEs competences
	Actions related to MONITORING & EVALUATION		
7	Developing and Implementing Tools to Assess REMO's services users perception on Resource Efficiency activity	Nr of reports and analytics provided % users responses	Data collection and benchmarking for better management
8	Setting up a WEB-based platform to be used for business to business communication and using it for monitoring&evaluation, analyses development and information exchange	Nr of reports and analytics provided	Data collection and benchmarking for better management
	Action Plan follow-up		
9	Action Plan Regular Follow-Up and Validation by the Stakeholders Group	Nr of follow up meetings per year	To ensure smooth implementation of the Action Plan

Date: 6th November 2018

Signature and Stamp of the organisation:

Nikolay Sidjimov, Executive Director of BAMEE



ANNEX - DETAILS OF THE ACTIONS ENVISAGED

ACTIONS RELATED TO RESOURCE EFFICIENCY POLICY, GOVERNANCE & MAPPING

These actions are related to the need to further widen the impact of Resource Efficiency policies. The selection of actions is the result of lessons learned through the CESME project. The good practices from CESME and the survey carried out during the project shows that many SMEs in West Europe are working with circular economy. Unfortunately it is not so in Bulgaria – many SMEs are still not aware of opportunities that could be provided. For many SME's it is most often a matter of saving resources and/or energy and hereby saving money. Keeping a good reputation by acting environmentally friendly is also not a common practice here.

The companies have to start looking outside of its own fence and making new collaborations with other companies or making product innovation and new business models working within circular economy. The good practices and some of the key speakers in CESME shows that it requires a lot more effort and knowledge to succeed with circular economy. Another key factor is to make new business models and be able to upscale it. Often the investments in new business models or products are high, so scalability is important to get volume. To make the final and right decisions about a circular business model or a new circular product the calculation on the return on investment (ROI) are very useful. To strengthen the learning experience and sharing the knowledge, it is useful to bring SMEs together. SMEs can make collaborations on developing new products or business models or they can make use of each other's waste as a new resource in their production. SMEs can work together on delivering circular solutions in bigger scale to grow their businesses.

1) EXPLORING NEW TOOLS TO ANALYSE AND MAPING THE REGIONAL SME'S RESOURCE EFFICIENCY PORTFOLIO

1. The Background (description of the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

A pre-condition to deploy an effective Resource Efficiency policy is to identify the relevant SMEs in the region and to activate and engage the right Resource Efficiency management organizations (REMO) to run the Resource Efficiency initiatives.

In the Bulgaria, Resource Efficiency policy and Resource Efficiency initiatives were activated in order to further intensify the Bulgaria Economy. In the second decade of the 21st century, we face a new scenario; RIS3 has been designed and implemented, emerging and new value chains are being activated and a larger amount of SMEs need to be added for wider impact of that policy. In this context, it is necessary to consider updating the SME map in Bulgaria. Very helpful instrument will be also the WEB based tool developed by BAMEE (see action 9)

2. Action

To check the feasibility of conducting a mapping exercise based on applying combined metrics, qualitative and quantitative techniques and social network analysis.

This mapping exercise is expected to contribute to the identification, adjustment and activation of new and emerging Value Chains.

3. Players involved

- Ministry of Environment and Waters (responsible for the policy instrument addressed)
- Managing Authority – Directorate General 'European Funds for Competitiveness' at the Ministry of Economy and Energy
- Agency for support of SMEs
- Bulgarian Industrial Association, Bulgarian Chamber of comers and industry and other intermediary organizations
- Local Authorities (responsible for the implementation of policies at local level)

4. Timeframe

A first approach meeting with the involved players took place in late April 2018. The expected timeframe is first half of 2019 -Mid 2020

5. Costs - External support for Mapping research and report, yet to be calculated and specifically identified.

6. Funding sources – ANMSP, Bulgaria Government, BAMEEs budget

2) SME'S SUPPORT AND INTERMEDIARY ORGANIZATIONS, RESOURCE EFFICIENCY MANAGEMENT ORGANISATIONS (REMO) CONVERGENCE & INTEGRATION

1. The Background

Inspiration for this action comes from the experience of BAMEEs partners to run a similar convergence process in order to align Resource Efficiency policy to RIS3.

The attendees at the November 29th-30th, 2016 Inter-Regional meeting in Bologna identified in the breakout workshop identified a number of barriers and bridges for a circular economy in SMEs that included the need for support on innovation from the academic sector. The CESME case studies from the other partner regions have been very useful as examples of innovation that could be transferred to Bulgarian SMEs. The approaches by other partners in terms of innovation and their Smart Specialisation Strategies (eg. the presentation at the Bologna Inter-Regional meeting given by Silvan Bertini, Emilia-Romagna region), have been particularly useful.

Also the set up of, and discussions in, the Bulgaria Local Support Group (LSG) have helped shaped the way forward in terms of delivering this action.

2. Action

Moving forward in the consolidation process of stronger organisations, with wider scope and membership, critical mass and integration of diverse related value chains.

3. Players involved

- Ministry of Environment and Waters (responsible for the policy instrument addressed)
- Managing Authority – Directorate General 'European Funds for Competitiveness' at the Ministry of Economy and Energy

- Regional Inspectorate for Sofia District (Responsible for the local waste management policies)
- Bulgarian Industrial Association, Bulgarian Chamber of comers and industry and other intermediary organizations
- Local Authorities (responsible for the implementation of policies at local level)

4. Timeframe

The period 2018-2019 is the timeframe for this action.

5. Costs (if relevant)

No further cost is expected for the coming period. Activities to be carried out internally.

6. Funding sources (if relevant): BAMEEs budget

ACTIONS RELATED TO THE POLICY MIX OPTIMISATION

These actions are related to the need to further improve the coordination of policies and programmes in a holistic approach to competitiveness. Assuming that SMEs are key players in boosting collaboration among the triple helix actors (businesses, and in particular SMEs, Academia and Administration) they can play a key role in other competitiveness programmes addressing collaborative projects.

From the discussion with project partners and local stakeholders, we have learnt that Circular Economy could be interpreted in many different ways (not only waste recovery, but also remanufacturing, up-cycling, products/services sharing,...); Policy makers would be advised ~~should~~ to keep in mind this wide perspective in order to define and implement policies which can be really effective for SMEs and their transition towards circularity; every action targeted to SMEs has a "green" potential, so it is crucial for policy makers to have a clear overview of all initiatives that can be labelled as "green".

3) INTRODUCING MEASURES TO ENSURE SMOOTH COORDINATION OF RESOURCE EFFICIENCY SUPPORT PROGRAMME WITH OTHER PROGRAMMES SUPPORTING TECHNOLOGY R&D AND INNOVATION

1. The background

In Bulgaria, there is still a lot of room for further aligning Resource Efficiency Policy with other competitiveness related policies (such as internationalisation support policy, technology and innovation policy, etc.). Aligning efforts can increase programmes' efficiency and make full use of SMEs as instrument for regional economic development and policy implementation.

Along CESME project, we have learnt from the CESME partners concrete measures that helped increase the coordination of this policy mix, in order to build a more efficient and coherent competitiveness policy delivering impact on SMEs performance in RE.

2. Action (please list and describe the actions to be implemented)

Enhancing the role of Resource Efficiency Management Organisations in Technology R&D, Innovation and other Competitiveness related programmes and initiatives, in coordination with the competent Government Departments and directorates .

3. Players involved – Intermediary organizations
4. Timeframe

The expected timeframe for this action to show results is 2nd Quarter 2019

5. Costs (if relevant)

The implementation of the envisaged measures has no specific cost yet. It will require the careful investigation of relevant to allocate additional funding for the activities to be carried out. increased activities covered.

6. Funding sources (if relevant): Bulgaria Government, BAMEE.

4) INTRODUCING MEASURES TO ENSURE SMOOTH COORDINATION OF RESOURCE EFFICIENCY SUPPORT PROGRAMME WITH INTERNATIONAL SME SUPPORT PROGRAMMES (REGARDING COLLABORATIVE PROJECTS)

1. The background

So far, some Bulgarian Government support programmes for competitiveness (mainly of SMEs) have also co-financed RE, internationalization and collaborative projects.

2. Action

Enhancing the role of Resource Efficiency Management Organisations in RE, SME support related programmes and initiatives, in coordination with the competent authorities

3. Players involved

- Ministry of Environment and Waters (responsible for the policy instrument addressed)
- Managing Authority – Directorate General 'European Funds for Competitiveness' at the Ministry of Economy and Energy
- Regional Inspectorate for Sofia District (Responsible for the local waste management policies)
- Bulgarian Industrial Association, Bulgarian Chamber of comers and industry and other intermediary organizations
- Local Authorities (responsible for the implementation of policies at local level)

4. Timeframe - Second Quarter 2019

5. Costs (if relevant)

The implementation of these amendments has no relevant cost in itself, although they will require the concerned programs funding transfer to the Resource Efficiency Programme for the increased activities covered.

6. Funding sources (if relevant): Bulgaria Government, BAMEE

ACTIONS RELATED TO **IMPROVED** RESOURCE EFFICIENCY MANAGEMENT - EXCELLENCE.
COMPETENCES, BUSINESS MODELS & COLLABORATION DYNAMICS

These actions aim at working with intermediary and Resource Efficiency Management Organizations in Bulgaria in identifying competences and tools for excellent Resource Efficiency management and putting in place relevant training and development activities. There have been various very useful discussions in the CESME Inter-Regional meetings on the role of tools, training and other ways to engage SMEs on the circular economy and to stimulate them to innovate. The development of the CESME circular economy tool is particularly relevant.

The attendees at the November 29th-30th, 2016 Inter-Regional meeting in Bologna identified a number of barriers for a circular economy in SMEs that included lack of information/problem in understanding the benefits of a CE approach and education (people are not aware). Bridges (solutions) identified included better tools, education and training. Also the set up of, and discussions in, the Bulgarian LSG have helped shaped the way forward in terms of delivering this action. Leadership training is particularly important.

5) ANALYSIS OF REMOS' COMPETENCES TRAINING & DEVELOPMENT NEEDS

1. The Background

It is absolutely obvious that excellent Resource Efficiency management requires certain capacities and that training and development can contribute to capacity building for excellent Resource Efficiency management. Furthermore, the results of CESME project shows, among its main conclusions and recommendations, the need to Enlarge the Resource Efficiency support scheme to support Resource Efficiency Management Excellence.

2. Action

To develop and apply a Resource Efficiency management competences diagnostic survey in order to capture the interests and needs of Resource Efficiency management organisations' staff in terms of training and competences development.

The survey will be designed in early 2019 and will be based on asking Resource Efficiency management organisations' staff on their perception regarding the degree of relevance and their degree of interest and on their past experience (and references) in 8 basic competences blocks for excellent Resource Efficiency management. The survey will be conducted using a web-based survey implemented by BAMEE. It will allow to identify the two blocks of competencies considered most interesting for training and development; BUSINESS MODEL OF THE Resource Efficiency IMPLEMENTATION and DYNAMISING COLLABORATION.

3. Players involved

- Ministry of Environment and Waters (responsible for the policy instrument addressed)
- Managing Authority – Directorate General 'European Funds for Competitiveness' at the Ministry of Economy and Energy
- Bulgarian Industrial Association, Bulgarian Chamber of comers and industry and other intermediary organizations
- Local Authorities (responsible for the implementation of policies at local level)

4. Timeframe

The survey will be designed, conducted and its results assessed in the first quarter of 2019. Exploitation of the results will start in the 3rd-4th Quarters of 2019

5. Costs (if relevant)

No external expenditure are required. Only staff cost

6. Funding sources (if relevant): BAMEE

6) INCREASING INTERACTION WITH INTERNATIONAL & EUROPEAN REGIONS' RESOURCE EFFICIENCY POLICY MAKERS

1. The Background

The Bulgarian SMEs have relatively limited international visibility, as compared to their performance. Furthermore, CESME project learnings have evidenced the convenience for some Resource Efficiency management organisations and SMEs to increase their international activity, as well as BAMEE to increase exchanges and relations with other regions' Resource Efficiency policy makers and relevant actors.

2. Action

Further engage in cross-sectoral projects and Resource Efficiency policy exchanges of experiences and Resource Efficiency matchmaking events, engaging Bulgaria Resource Efficiency Management Organisations.

Organising Resource Efficiency policy study visits to/from other regions in order to know more deeply some relevant aspects of their Resource Efficiency Support Programme .

3. Players involved

- Ministry of Environment and Waters (responsible for the policy instrument addressed)
- Managing Authority – Directorate General 'European Funds for Competitiveness' at the Ministry of Economy and Energy
- Regional Inspectorate for Sofia District (Responsible for the local waste management policies)
- Bulgarian Industrial Association, Bulgarian Chamber of comers and industry and other intermediary organizations
- Local Authorities (responsible for the implementation of policies at local level)

4. Timeframe - 2018-2019.

5. Costs (if relevant)

3.000 € Study visit to international partner (4 people, 1 night stay); 3.500 € Study visit and participation in Resource Efficiency conference (4 people, 1 night stay);

6. Funding sources (if relevant): BAMEE

ACTIONS RELATED TO MONITORING & EVALUATION

A CESME case study has inspired us for the action targeted to public bodies: Orangebox, the welsh company that produces furniture, that we have visited during the kick off meeting had a positive experience of Green

Public Procurement; the company awarded a tender of Public Health Wales (PHW) which requires for environmental, economic and social sustainability to be demonstrated throughout the refit. This experience shows the relevance of public procurement for fostering the production of “circular” products; there is a need to spread information and tools to make public institutions aware and capable of this potential. (Title of the practices: “Public Health Wales Sustainable Workplace”) Within our Local Stakeholders Group, participants discuss on barriers to the transition towards Circular Economy and we concluded that very important is the level of knowledge of public institutions on topics like circular economy, environmental innovation and greener technologies was one of the barriers. This need of knowledge is also valid for business players and might be better approached if we facilitate the exchange of information and experience. BAMEE easily can foster this process through its developed tool for Business to Business communication. This tool will provide also opportunity for direct use as a specific monitoring system for the activities of SMEs. It will be used also as tool to provide information on structural funds, focused on green projects. BAMEE is currently working for upgrading the tool for a monitoring system for ERDF and other calls, aimed at assessing their ability and their potential to foster eco-innovation and sustainability/circularity among enterprises, about eco-innovation and other environmental topics related to the financed projects. The aim is to be established permanent monitoring system for assessing the environmental quality of the financed projects and the potential of eco-innovation as a key-factor for competitiveness. On the basis of the results of monitoring system, BAMEE will produce a memorandum targeted to Managing Authority on how to embed environmental sustainability (green and circular topics) in future ERDF calls. BAMEE will also share experience and will cooperate with our CESME partner EVERT (Emilia-Romagna Valorizzazione Economica del Territorio - Regional Development Agency of Emilia-Romagna) in this direction.

That monitoring system can be a useful tool for the managing authority to improve future ERDF calls on competitiveness and eco-innovation, making them “more sensitive” to sustainability and able to award “greener” projects.

7) DEVELOPPING AND IMPLEMENTING TOOLS TO ASSESS REMO SERVICES USERS' PERCEPTION ON RESOURCE EFFICIENCY ACTIVITY ("THE VOICE OF THE USER" SURVEY) IN A SYSTEMIC WAY

1. The Background

Bulgaria Resource Efficiency Support Programme has made some progress in monitoring and evaluation of REMOs activities and impact, and needs a lot of improvement and further aligning of the programmes indicators with RIS3 objectives. In order to assess the activities and services delivered by REMOs, and to develop new services or to improve their delivery, simply asking the direct users of REMOs' services and activities, i.e., their members and clients, can provide very meaningful and relevant information and guidance.

2. Action

To develop and apply an online survey, designed and agreed upon with all participating Resource Efficiency organizations, asking their member companies and clients and other organisations about :

- Their perception on current services & added value delivered by the organizations
- Their own expectations & interests regarding Resource Efficiency services &

activities

- Overall policy impact on their own competitiveness

A pilot Survey will be conducted with only 4 Resource Efficiency Management Organisations from Bulgaria, using a web-based survey tool in March 2019. In June 2018 the survey was updated and prepared to be extended to the remaining Bulgaria Country Resource Efficiency organisations supported by the programme, with the goal of exploiting the information obtained from the questionnaire in the 4th quarter of 2018.

3. Players involved - BAMEE
4. Timeframe - 2019-2020
5. Costs (if relevant)

No external expenditure required. Activities will be carried out internally.

6. Funding sources (if relevant): - BAMEE

8. SETTING UP A WEB-BASED PLATFORM TO BE USED FOR BUSINESS TO BUSINESS COMMUNICATION AND USING IT FOR MONITORING&EVALUATION, ANALISES DEVELOPMENT AND INFORMATION EXCHANGE

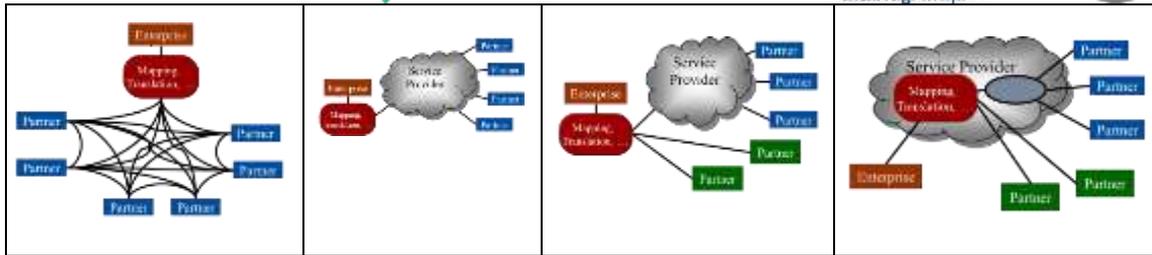
1. The Background

After a series of meetings and discussions with the target group companies, the basic needs of the business were clarified:

- Need to exchange up-to-date information about the opportunities and needs of customers and business partners, suppliers, logistics companies, financing institutions. Explain the ways and possibilities of such communication.
- One of the desired forms of communication is still preferred Direct communication - "B2B model".

In B2B, the direct communication, business connects directly with each of the trading partners to send and receive information. The organizations are responsible for all documents for mapping, translation, technical support and tracking. Everyone agrees to a connection protocol, e.g. FTP over VPN, RosettaNet, OFTP, AS2, and community size remains relatively small (typically less than 100), this approach works well. This is how B2B is being processed at the beginning, but as the size of your community grows, one needs more resources to realize and support each new trading partner. One must constantly monitor communications, manage sales partner calls, and quickly resolve problems. Rapid resolution is crucial because the documents that are exchanged (such as orders, invoices, ship reports) are often the vital force of your business. Adding to complexity, trading partners often insist on the use of different protocols, especially if they trade with other businesses. It is necessary to maintain multiple protocols requiring more resources. The graph below illustrates different direct B2B scenario. The business is represented as "Enterprise", which connects with six trading partners who also trade with other partners.

Network B2B model	B2B network model	Hybrid B2B Model	Managed B2B Model
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The policy instrument that will be targeted by our Action plan, (The National Development Program of Bulgaria 2020, Objective 3, Priority 7: 'Methodological support for companies to work together and use effectively the secondary products and usage of wastes as resources (e.g. using industrial symbiosis)) aims at supporting SMEs to enter green growth and industrial symbiosis at best. In support of this, the Ministry of Environment and Waters provide information to all organizations and administrative bodies, that deal with waste management. BAMEE provides information, specified for SMEs, will offer specialized training, methodological support and consultancy. BAMEE will use the tool for monitoring and evaluation of the SMEs practices for RE, B2B communication and will analyze the needs and options for improvements

2. Action

However, the current policy instrument does not stimulate effective usage of waste as resources. In order for the policy instrument to succeed there is a clear need to improve tools for B2B communication and improve business models, which will enable more SMEs to raise awareness of the possibilities and benefits of using waste from one SME as a resource to another.

As a part of the total development of the plan was needed working tool to be used before completing the elaboration of the AP. Such business tool was used to marks the way it will be used in the future. There was a small involvement of real IT development (completely covered by from internal BAMEEs sources). In the future BAMEE will put more efforts for disbursement of the information, training, real development of the software, investment in hardware, IT support for maintenance and security issues. All that will be implemented in second faze of the project. We expect that such activities will foster the communication and exchange of resources and provide base for development of new tools and policy instruments for industrial symbiosis and more efficient usage of resources. ~~Whether one is looking for a team of Bulgarians and small businesses, or for co-operating and business partners.~~ A key area will be the links between investors and executives, executives, executives, executives and leading innovations and scientific research.

The overall development of the whole idea and its possible implementation outputs, with all elements of the AP, required higher involvement of external expertise. Companies are increasingly outsourcing the entire B2B process to avoid buying and managing. On this basis, a suitable model for Bulgarian companies should be developed to match their capabilities and needs.

There are also a number of classical tools that are part of the corporation's internal network of collaborative cooperation to create an optimal digital B2B communication. It will also be at the forefront of clients of the related businesses, which will have a wide range of opportunities for synergies. There is also an additional element that will be built on customer care and support for the system. The digital platform will be an innovative and highly-sophisticated system for the development of companies and the development of small and medium-sized enterprises, both in Bulgaria and abroad. Thus BAMEE will be able to provide technical tools for the safety of the companies and for their growth. It will involve the diversification of Bulgarian SMEs and businesses, allows to help them communicate with international companies.

3. Players involved – BAMEE, REMO, Governmental Agency for SMEs, Local Authorities

4. Timeframe – starting in second half of 2019, first update in end of 2019 and will continue in 2020.
5. Costs – External support for implementation of the business tool, research and report, yet to be quantified
6. Funding sources - financing from Operational programs, EEA and Norway Grants and others.

ACTION PLAN FOLLOW-UP

9) ACTION PLAN REGULAR FOLLOW-UP AND VALIDATION BY THE STAKEHOLDERS GROUP

1. The Background

The regular meetings of CESME Team and Stakeholder Group had provided interesting and valuable forum for communication and development of further instruments for support of SMEs and improvement of policies. This forum will continue to meet in order to discuss the "Agenda" for the development and improvement of the Resource Efficiency Programs. INTERREG requirements will be taken into consideration accordingly to implement the Action Plan integrating the main GOALS of that agenda. The Action Plan will be the guiding document for monitoring the progress made and the execution of the envisaged changes and improvements.

2. Action

The BAMEE team and Stakeholder Group will meet at least twice a year in order to follow up the advance and execution of the Action Plan and the improvements.

3. Players involved

BAMEE, Stakeholder Group

4. Timeframe

The period 2018-2020

5. Costs (if relevant)

No further cost is expected for the coming period.

6. Funding sources (if relevant): - BAMEE