

# EPICAH

## Program Interreg Europe

# ACTION PLAN 2019 - 2021

### Executive Summary for JS of the Interreg Europe Program

Support of the cross-border cooperation  
in the preservation, promotion and development of natural and  
cultural heritage  
in the Czech-Bavarian border region

## Regional Development Agency of the Pilsen Region

Czech Republic / NUTS 2 region: CZ03 Southwest

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Version 8: December 2019

## BASIC SPECIFICATIONS

- **Project:** EPICAH
- **Program:** Interreg Europe
- **Main Topic:** Cross-border cooperation in the field of cultural and natural heritage
- **Target Policy Instrument of the Action Plan:** European Territorial Cooperation Bavaria-Czech Republic 2014–2020
- **Responsible entity / implementer of the Action Plan:**

Regional Development Agency of the Pilsen region (RRA PK),

Riegrova 1, 301 00 Plzeň

Czech Republic

## 1 | Introduction

This submitted action plan has been created by the Regional Development Agency of the Pilsen Region (RRA PK) based on intensive cooperation with a local group of key partners (stakeholder group). In the next two years, RRA PK will also be the main implementer of the activities described in the action plan. Its target area is the Czech-Bavarian border region and the addressed policy instrument is called **European Territorial Cooperation Bavaria-Czech Republic 2014 – 2020**.

The Managing Authority of this program is the Bavarian State Ministry of Economic Affairs, Regional Development and Energy, based in Bavaria (Munich). The Czech National Authority is the Ministry for Regional Development of the Czech Republic. These bodies are important experts in cross-border cooperation and territorial development through EU programs. Therefore, they contributed to the preparation of the Action Plan primarily via their long-term experience and observations on the functionality and efficiency of the individual proposed activities. However, they are not partners of the EPICAH project and therefore are not obliged to carry out any activities according to the Action Plan, nor are they legally entitled to formally sign and endorse any such documents. Similarly, the implementer of this Action Plan (RRA PK), other implementers of sub-activities or initiatives resulting from the Action Plan do not generate any competitive advantages under the Czech-Bavarian Cross-border Program.

The main topic of this Action Plan is the **CAPITALIZATION** process, which is important for several EPICAH international partners. This situation proves that capitalization is a highly current issue, but it is not yet sufficiently implemented across Europe. Nevertheless, it was possible to identify many interesting examples within the EPICAH international study visit, which point to functional methods and demonstrate the importance of such efforts.

## 2 | Methodological approach

This Action Plan has been developed on the basis of the Interreg Europe methodological documents, using more detailed models developed by the EPICAH project team. Consultations with the lead partner of the project, which is in close contact with JTS representatives of the Interreg Europe Program, were also very helpful. Furthermore, the following sources and suggestions were used:

- International survey on the state and needs of the management of cross-border natural and cultural heritage and tourism in border regions of EU countries (EPICAH, 2018);
- Expert study “How to enhance the border effect in the protection and development of natural and cultural cross-border heritage in Europe” (EPICAH, 2018);
- International thematic seminars and study visits of border areas within the EPICAH project (presentation of “good practices”);
- Discussion of the state of cross-border cooperation in the Czech-Bavarian border at regional stakeholder meetings and cross-border workshops;
- Personal meetings with important regional partners (especially in relation to the Cross-border Program).

## 3 | Policy instrument context

### 3.1. Basic information

The full name of the considered "policy instrument", which systematically and in the long term supports cross-border cooperation in the Czech-Bavarian region, is:

- **European Territorial Cooperation Bavaria-Czech Republic 2014 – 2020**

This programme is implemented within:

- **European Territorial Cooperation Programme**

The main information resources of the programme are:

- <https://www.by-cz.eu/cz/aktuality/>
- <http://www.euregio.cz>
- <https://www.euregio-egrensis.org/cz>

### 3.2. Brief characterization of the policy instrument

The European Territorial Cooperation Bavaria-Czech Republic 2014-2020 is the main instrument that systematically and in the long term supports Czech-Bavarian cooperation in our region (the Pilsen Region). This activity covers the territory of three Czech regions (whole) and parts of three Bavarian government regions (see Figure 1).

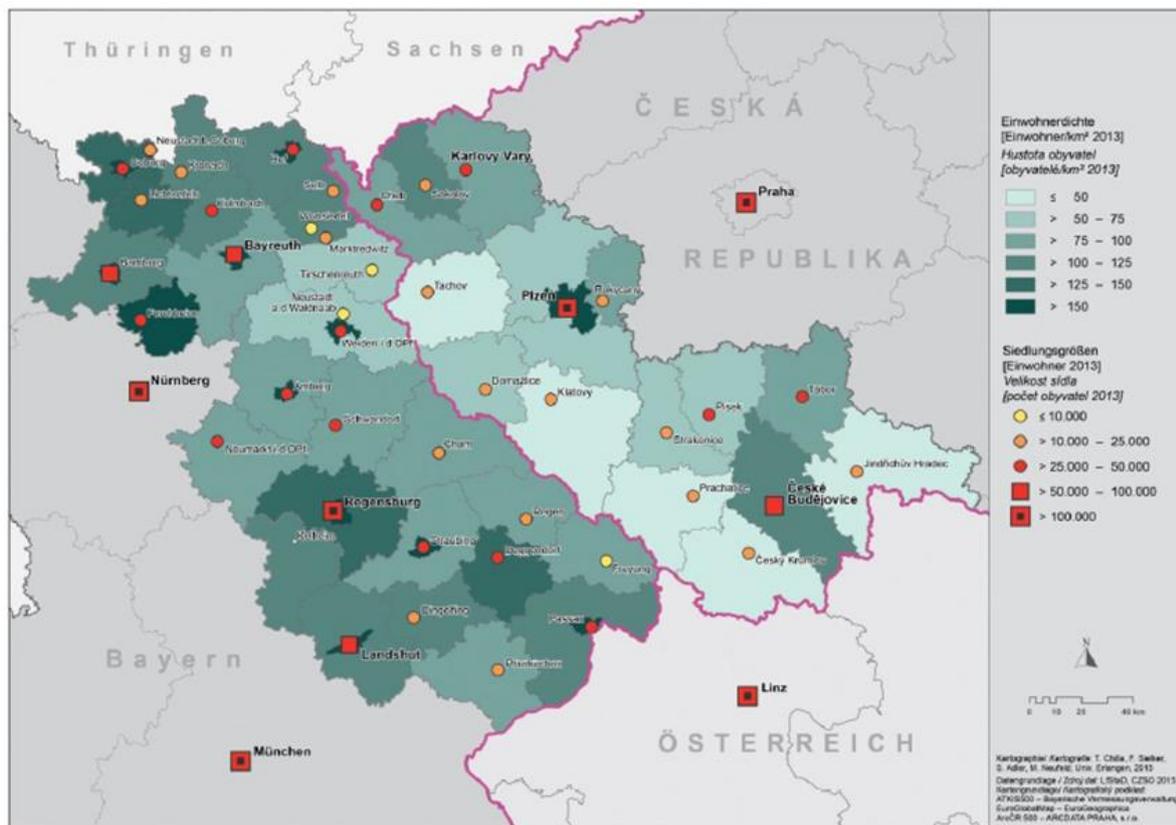


Figure 1: Source: Development study for Czech-Bavarian border area, Grontmij GmbH 2015 – the figure illustrates population density in districts and population in settlements.

The program builds on successful grant programs supporting cross-border cooperation in the Czech-Bavarian territory since 1994. It is managed by the Bavarian State Ministry for

Economic Affairs, Regional Development and Energy. The Czech National Authority established under the Ministry for Regional Development is responsible for its implementation in the Czech Republic. The joint secretariat is located in the Bavarian city of Bayreuth near the border. Contact offices have been established in each of the Czech and Bavarian regions to process submitted applications.

The program focuses on four priority axes. It distributes funds in the amount of EUR 103.4 million from the ERDF:

1) Research, technological development and innovation	- 17.9 mil. EUR	- 7.3 %
2) Environmental protection and resource management	- 39.7 mil. EUR	- 38.4 %
3) Investments into skills and training	- 11.8 mil. EUR	- 26.9 %
4) Sustainable networks and institutional cooperation	- 27.8 mil. EUR	- 26.8 %

Another thematic area is Technical Assistance, which is only accessible to organizations involved in the implementation process of the program.

A specific tool for the financial support of small projects are the so-called Disposition Funds. These are intended for people-to-people projects that bring deeper cross-border links and contacts. Currently, Czech-Bavarian Disposition Funds are managed by two Euregions which operate in the territory (Euroregion Egrensis and Euroregion Šumava).

The area of joint development and protection of cultural and natural heritage is addressed through the Axis 2 program. Collaboration, plenaries and exchange of experience in relation to the given topics can also be solved within Axis 4. It is also possible to apply for different resources for such activities within the framework of Disposition Funds.

Applicants have a great interest in projects that focus on cultural and natural heritage. The success rate of such projects is quite high. This also corresponds to the allocated funds for the Cross-border Program, in which almost 40% of the prepared amount goes to Axis 2 and 30% of the program's financial resources are designated for Axis 4.

The previous programming period has already shown that local, regional and national stakeholders welcome such support. The greatest added value of the program is that it supports strategic and conceptual solutions and encourages cooperation not only across borders but also between regions within Bohemia and Bavaria. Such an approach, which is effective in the case of tourism as well as natural heritage, is not usually allowed by other subsidy programs.

## 4 | Key stakeholders in the territory

There is a relatively large number of entities or initiatives that **contribute to the development of Czech-Bavarian natural and cultural heritage**. These include the following (at least):

- Bavarian State Ministry for Economic Affairs, Regional Development and Energy
- The Czech National Authority, established under the Ministry for Regional Development of the Czech Republic
- Czech regions and Bavarian government regions
- Euroregion Šumava
- Euroregion Bayerischer Wald
- Euroregion Egrensis
- Europaregion Donau-Moldau
- Representation of the Free State of Bavaria in the Czech Republic
- General Consulate of the Czech Republic in Munich
- Czech-German Fund for the Future
- National parks and nature preservation agencies
- Bavaria-Bohemia information centre
- Tandem
- Municipalities and their organizations
- Association of municipalities
- NGO, civil associations
- Club of Czech Tourists and Bavarian tourism associations

Representatives of all the categories mentioned were supported by activities realized within the EPICAH project. An active working group of 17 members (local stakeholder group) was created from the main active partners operating mainly in the Pilsen region. Members of the group could personally visit places of successful implementation of the project's international partners. During the meeting of the local stakeholder group, foreign good practices were also presented to other members and their potential for the development of cross-border heritage in the Czech-Bavarian region was evaluated in mutual discussion.

Thematic cross-border workshops were the main tool for transmitting acquired knowledge to Bavarian colleagues. The intensive discussions during these events also led to suggestions for this Action Plan.

Organizations involved in the management and implementation of the Czech-Bavarian Cross-border Program (namely the Managing Authority, Czech National Authority, JS) or the processing of project applications (Pilsen Region and the Šumava Euroregion) also participated in the project events (stakeholders group meeting, international thematic seminar and study visit) in the Czech-Bavarian region. Thanks to their feedback, the EPICAH project outputs can be targeted more effectively to support our Cross-border Program and increase the effectiveness of the management of Czech-Bavarian natural and cultural heritage.

## 5 | Current status and needs of the territory

### 5.1 State of development of cross-border heritage

Based on the analytical activities of the EPICAH project and intensive discussions with local stakeholders, the current state of development of the cross-border natural and cultural heritage in the Czech-Bavarian region was characterized as follows:

- **European Territorial Cooperation Bavaria-Czech Republic 2014-2020 and the so-called small funds** (Disposition Funds of Euroregion Šumava and Euroregion Egrensis) are clearly the main financial instruments used for the management and development of cross-border cultural and natural heritage.
- There is a high level of interest among applicants in the **natural and cultural heritage** area. This corresponds to the allocation of funds to the relevant Priority Axis 2: “Conservation and protection of the environment and efficient use of resources”. This area is also reflected in the Disposition Funds.
- The topic of cross-border culture and nature is also addressed outside the program. It is often affected by **voluntary activities**, sometimes even without the support of any public funds or EU funding.
- **Public bodies are the main active subjects** of the cross-border actions supported by the Cross-border Program. The projects are implemented mainly in the districts located directly on the border. Successful implementers usually apply for support from the program **repeatedly**.

- There are **actors that are able to strengthen** Czech-Bavarian cooperation in the region, however some of them have not been involved yet in activities supported by the Cross-border Program.
- **Individuals and companies** are completely excluded from the implementation of projects in the axis focused on natural and cultural heritage. They are only minimally involved in the process of formulating development plans or applying innovative procedures.
- In the past, several large and small **investments** have been supported by the Cross-border Program and **tourism** has been taken into account directly. In the current programming period (2014 - 2020), the program is more focused on non-investment activities. The area of tourism is shifted to the background and investments can be realized only in the case of sites with clear cross-border importance. A similar approach will likely be applied in the next programming period as well.
- The Cross-border Program supports the long-term development of the territory, and therefore it does not finance the continuation of already-supported activities without new **added value**. Especially in the case of Disposition Funds, this condition is difficult for some traditional applicants (e.g. schools) to meet.
- There are enough **examples of good practice** in the territory, i.e. successful projects aimed at managing cross-border natural or cultural heritage or sharing the tourist potential. However, structured information on the results of these successful implementations is not accessible from one coherent channel.
- A **network of entities supporting and coordinating cross-border cooperation** is developed on both sides of the border. This network is denser in Bavaria. One of the main prerequisites of the proper functionality of this network are the good language skills of the staff of the individual entities (knowledge of German in the Czech Republic and knowledge of Czech in Bavaria).
- Entities involved in the management and implementation of the Czech-Bavarian Cross-border Program are **interested in suggestions from the territory** and assessment of implemented activities.

## 5.2. Needs of the territory

As described above, there is a network of supporting bodies in the Czech-Bavarian border area and, thanks to the Cross-border Program, a large number of successful projects dealing with nature and culture have been implemented. Good conditions are therefore in place for the development of effective cross-border heritage management. However, even in this situation, it is possible to identify impulses that would increase its intensity and effectiveness while using the potential of the Cross-border Program. These are:

- promoting the benefits of cross-border cooperation for the sustainable regional development of territories on each side of the border,
- increased visibility of the Czech-Bavarian Cross-border Program among the broader public (raising of awareness on funding of individual outputs in the region),
- increased visibility of the Czech-Bavarian Cross-border Program among the professional public (information about the calls, better knowledge of conditions and individual axes, etc.),
- making results of / information about cross-border cooperation publicly available with the aim to further develop it,
- stimulation of the interest of relevant actors for cross-border cooperation who have been less active so far, both in the role of applicants and target groups (in districts without direct access to the border, non-public entities, etc.),
- setting up a functional system of mutual learning, the transfer of knowledge and experience, and their further effective utilization,
- ensuring at least a certain intensity of project partners’ cross-border cooperation after realization of their joint project,
- prioritizing conceptual solutions, emphasis on interdisciplinarity and perception of the tasks in a broader context (discussions across topics, partners and points of view),
- motivation to apply innovative practices and use knowledge transfer (new topics, new forms, new outputs),
- ensuring sufficient feedback from the territory towards the implementers of cross-border projects,
- emphasis on the added value of implemented projects and capitalization on further results.

The problematic areas identified in this manner have been taken into account for the study of international good practices presented within the EPICAH project. This means that, based on the initial analytical work and discussions with the members of local stakeholder group, the RRA PK team has identified the topics it focused on during international study visits. This approach has allowed us to learn more about the best practices presented, gain more detailed information from their implementers and ask them targeted questions.

## 6 | Lessons learnt from the EPICAH project

As was mentioned above, we studied the good practices of international partners with specific questions in mind. We wanted to identify tools or processes that would help us to bring more attention to the cross-border dimension, improve mutual knowledge and heighten effectivity of the realized cross-border cooperation. What we were searching for was a way to ensure high effectivity of the results of the cross-border cooperation in a long-term perspective.

The following projects were identified as very inspirational for the CZ-BAV territory:

### A) Branding and application of marketing tools from the business sector

- Tourism Brand and Green Biotechnologies for the Development of Companies on a Shared Resources (IT – FR)
- Lasting Douro Brand: Sustainability, Quality and Promotion (ES-PT)
- Destination Frontera (ES-PT)

These good practices show us how important it is to apply “marketing tools” also within the territorial development. They all proved that the cooperation of regional actors is much more effective and sustainable once a brand is built, mutual understanding of the main standpoints is developed and the direct benefit to each stakeholder is explained. At the same time, however, it is always necessary to pay attention to the base – i.e. the elements that are shared. In short, cooperation is much more effective when it is based on real joint phenomena (such as a shared history, heritage, market, etc.).

### B) Conceptual and multidisciplinary approaches

- The system of Val di Cornia Parks (IT-FR)
- Ruta del Vino de Toro (ES-PT)
- Way of Santiago (ES-PT)
- Eurocity Chaves-Verín Spa tourism (ES-PT)
- Twin town Valga/Valka joint development (Estonia-Latvia)
- Route of Medieval Churches – Temple Route (HU-RO)

- Plums as a connecting link in development (RO-HU)

The results of these projects proved that it is much more effective to pay attention to wider concepts and issues that can be used as an umbrella for more local activities. In short, it pays to use a conceptual and interdisciplinary approach and involve actors from different expert areas that help to apply innovative methods (tourism, cultural heritage, natural heritage, education, research, business, regional development, local communities, etc.). In this way, these identified good practices provide us with a successful example on the use of the cluster approach in the management of cross-border cultural and natural heritage.

### **C) Collecting, processing and interpretation of data and information**

- Smart technologies and new business models for the management of sustainable tourism (IT)
- Eixo Atlantico strategy to boost tourism on the border between Galicia (ES) and North Portugal (ES-PT)
- Heritage Data (ES-PT)
- Capitalization process by the cross-border program (Estonia-Latvia)

Those projects proved how important it is to share points of view, collect data, integrate results of other regional actors and learn from each other. All of these projects present primary methods for dealing with information that we have at our disposal (this can be knowledge, but also project results), sharing it with others, and using it together to come up with innovative approaches or integrate it into different areas. These good practices in some way present the processes of capitalization that could help our territory to ensure long-term effects of cross-border cooperation.

We have learnt the following from the collected good practices:

- Networking and capitalization activities have been identified as highly beneficial because they help to further develop the results of individual projects. They can bring together stakeholders from diverse areas (culture, regional development, entrepreneurship, etc.) for joint discussion. As a result, cross-border issues can be tackled in a more conceptual way, with added value and a longer-term impact.
- It is advisable to pay attention to networking and capitalization activities in the long term. The attention should be targeted. Opportunities, topics and partners should be actively searched for; regular events and coordinated identification of ideas with high potential are desirable (principles of proactive coordination).

- Establishment of a joint institution or of a "cross-border brand" could help to maintain such practices in the long term and ensure their maximum benefit. Such steps generally help cross-border territories to better unify and confirm a joint identity.

## 7 | Proposal of actions

### 7.1 Background

In the analytical part of this text, several needs of the Czech-Bavarian border territory have been identified. These can be summarized as follows:

- **Keeping and enhancing the program's good reputation** (visibility of the results of the Cross-border Program and making them available),
- **Keeping and improving the quality of realized cross-border activities** (increase in the diversity of actors in cross-border cooperation, effective networking, emphasis on conceptual solutions, multidisciplinary approach and application of innovative practices),
- **Ensuring the long-term impact of cross-border cooperation** (emphasis on added value, interdisciplinary discussion, feedback and capitalizing on past performance).

The examples of good practice presented during the international study visits and other outputs of the EPICAH project indicate that such needs of the Czech-Bavarian region can be met by setting up an effective **CAPITALIZATION** system of cross-border projects and initiatives.

### 7.2 Objective of the Action Plan

The main objective of the actions planned within this Action Plan is to increase the long-term effectiveness of the development of natural and cultural cross-border heritage in the Czech-Bavarian region through the Cross-border Program. This could be achieved by:

- improvement of the knowledge of the program's contribution by promotion of the results of individual activities funded by the Cross-border Program;
- improvement of the level of mutual knowledge among actors across disciplines and thematic disciplines through targeted and proactive coordination of cross-border links;

- guarantee of the added value of the individual cross-border initiatives and their results thanks to sharing good practices, knowledge transfer and capitalization process.

The goal of the Action Plan is to carry out activities that suitably complement the official capitalization process realized by the authorities of the Cross-border Program. Relevant entities will thus be informed about the activities implemented within the Action Plan and its outputs will be continuously presented to its representatives (Managing Authority, Czech National Authority). In this manner, it will enable the managing authority of the relevant policy instrument to use the results of the EPICAH project.

## 8 | Action 1

### 8.1 Characterisation

#### **Action 1: CAPITALIZATION OF RESULTS OF ACTIVITIES WITH A CROSS-BORDER DIMENSION**

This action aims to improve the effectiveness of the development of cross-border cultural and natural heritage with the use of resources from European Territorial Cooperation Bavaria-Czech Republic 2014-2020.

Policy context		Action Plan Type	
Investment for Growth and Jobs Programme		Type 1: Implementation of new projects	
European Territorial Cooperation Programme	X	Type 2: Change in the management of the policy instrument (improved governance)	X
Other regional development policy instrument		Type 3: Change in the strategic focus of the policy instrument (structural change)	

## **TASK 1: METHODOLOGY**

### **1.1. Methodology of supporting activities and the process of capitalization**

Description:

Determination of methodology of individual proposed supporting activities for capitalization of results of development projects with cross-border dimension (and funded by the Cross-border Program) including timeframe, assessment indicator, monitoring process and consultation with authorities of the Cross-border Program.

Objective: To determine the forms and procedures that can ensure a sufficient degree of capitalization of the results of cross-border cooperation in the territory. Their effectiveness will be assessed within the implementation of the action plan.

Output: 1 initial work plan of activities, including their brief description and schedule.

NOTE: This step already began in 2019, the work plan for supporting activities is under development and will be finalized in April 2020, when it will be shared with key partners and Cross-border Program authorities.

## **TASK 2.: PREPARATORY PHASE**

### **2.1 Identification of good practices**

Description:

At this stage, good practices with a cross-border dimension will be identified (actors, past and ongoing cross-border projects, sub-initiatives with significant cross-border potential or individual activities). Individual activities using innovative methods or forms of presentation will be searched for (their outputs can be further used) as well as successful projects that have taken into account the findings and outputs of other initiatives (their progress can be followed). The main areas of interest are the management of natural and cultural heritage, tourism, management and coordination of cross-border links.

The point is to involve entities from diverse areas of expertise (research, education, preservation of natural or cultural heritage, tourism, local development, the private sector, etc.) in the capitalization process and to take into account innovative practices that have not been adequately funded yet by the Cross-border Program. As a result, multidisciplinary discussion or the formulation of complex development plans can take place in the next steps.

Objective: To identify good practices and actors with high potential for development of cross-border cultural and natural heritage.

Output: 1 continuously updated overview of important actors and initiatives / activities with brief explanation.

NOTE: Basic selection has already been made within the EPICAH project, but the review has to be expanded and updated.

## 2.2. Identification of the development areas

### Description:

Based on structured interviews with representatives of selected good practices and regional stakeholders, suitable development areas, procedures, methods, forms of presentation, etc., will be identified, including major problematic areas or dysfunctional practices.

The purpose is not only to acquire suitable project ideas, but also to motivate representatives of the given initiatives to further cooperate, to further develop their activities, and to apply new procedures or get involved in completely new areas.

Objective: To identify the main ideas for further development of cross-border cooperation and motivate regional stakeholders to be actively involved in the capitalization process.

Output: 1 brief report identifying relevant development areas / ideas.

## **TASK 3: IMPLEMENTATION OF CAPITALIZATION ACTIVITIES**

### **3.1 Dissemination of the results of cross-border cooperation**

#### Description:

Thanks to the dissemination plan, an effective system of long-term presentation of the results of cross-border cooperation (identification of appropriate communication / presentation channels, forms of elaboration of good practices and methods of working with target persons) will be prepared, including a clear definition of the target groups and a proposal of the process of approval, funding, etc. Subsequently, a pilot presentation of at least 5 good practices of Czech-Bavarian cooperation will be prepared. The proposed procedures will thus be verified.

Objective: To inform the regional expert bodies about the benefits of cross-border cooperation and to motivate appropriate actors to become more active.

Output: 1 dissemination plan and pilot presentation of at least 5 good practices funded by the Cross-border Program.

### 3.2 Realization of supporting activities

Description:

Supporting activities will be implemented between 2020 and 2021. Their focus and structure will be based on existing knowledge of the needs of the territory, good practices from the EPICAH project and the preparatory phase of this Action Plan. The activities are as follows:

- a) 1 thematic workshop that will take place directly at the site of relevant good practice (or at other thematically related sites) with participation of partners from both sides of the border. Implementation will ideally take place across disciplines, always in relation to a specific defined topic. Topics considered could be intangible heritage including crafts, oral tradition, development of settlements with industrial heritage, smaller museums, local natural heritage, land management etc.
- b) 1 larger thematic event (conference, lectured workshop, etc.) to present innovative practices. In addition to potential applicants, it will also target ongoing projects. Their implementers are motivated to implement presented successful procedures. Emphasis is placed on interactive methods of working with participants.

Objective: To find appropriate methods of solving selected problems and to formulate conceptual development ideas in wider partnership (ideally with the possibility to be funded by the Cross-border Program)

Output: minimum of 2 realized events.

### 3.3 Additional long-term coordination of involved bodies

Description:

Identified regional stakeholders will receive the support of the team of the Action Plan. Their ideas will be compiled into form of the project drafts or will be developed into the other outputs that will help to improve management of cross-border natural and cultural heritage with the support of the team of the EPICAH project. In this way, the principles of proactive coordination of cross-border links will be applied in the territory.

Objective: To further develop interesting project ideas thanks to proactive coordination of cross – border cooperation.

Output: 1 brief report for main authorities and regional partners.

## TASK 4.: VALIDATION OF THE PROCESSES

#### 4.1 Continuous evaluation of the capitalization process

Description:

An important part of the capitalization process is the emphasis on continuous evaluation of the effectiveness of the set methods and assessment of whether they achieve needed goals. Thank to this, the implementer of the Action Plan will be able to react to potential discrepancies in time. It is also essential for the capitalization of cross-border outputs to disseminate results of the process to key entities such as Cross-border Program authorities or other regional stakeholders (Pilsen Region, Euregions, etc.) and to the common implementer of cross-border projects as well. All of them should be allowed to propose tools for improvement. Without their involvement, the capitalization process would not be complete and would remain an isolated activity without further effect.

Objective: To evaluate continuously and update set methods and procedures for the effective long-term implementation of capitalization activities in the territory in a wider partnership of cross-border actors.

Output: 1 interim report for major authorities and regional stakeholders.

#### 8.2. Key stakeholders and their role in the implementation of the Action Plan

- **Regional Development Agency of the Pilsen Region (RRA PK)**

This organization is a partner of the EPICAH project. Therefore, it is also responsible for the creation and implementation of this Action Plan. It is also obliged to find financial sources for its implementation. RRA PK is a non-profit organization founded by the main public stakeholders from the Pilsen Region, whose aim is long-term and sustainable regional development. The implementation of the Action Plan is therefore fully in line with its mission.

RRA PK will independently search for good practices, work on promoting them, prepare supporting tools and organize planned events, actively motivate actors from the region and coordinate their cross-border activities within the capitalization process described in this plan.

It will regularly inform at least all of the entities listed below, which are the main cross-border experts and experts in the funding from the Czech-Bavarian Cross-border Program. Emphasis will be placed on communication with the Managing Authority and the Czech National Program Authority.

- **Managing Authority of the European Territorial Cooperation Bavaria-Czech Republic 2014-2020 (Bavaria)**

The managing authority is responsible for the management and implementation of the Cross-border Program across the Czech-Bavarian border area. It is therefore the main expert in the cross-border development of the region, with an emphasis on funding from the Cross-border Program. It will be regularly informed by RRA PK about individual implemented steps (work plans, overviews of actors or good practices, methods and forms, evaluation reports, elaborated presentations of selected good practices) and it has the right to comment on them. Its function is primarily advisory; individual outputs of realized activities serve as a source of information for its own work and formal procedures of the program.

- **Czech National Authority of the European Territorial Cooperation Bavaria-Czech Republic 2014-2020 (Czech Republic)**

This authority is responsible for the implementation of the Cross-border Program on Czech territory. Therefore, it is the main Czech expert in cross-border cooperation and funding by the Czech-Bavarian program. It will be regularly informed by RRA PK about individual implemented steps (work plans, overviews of actors or good practices, methods and forms, evaluation reports, elaborated presentations of selected good practices) and it has the right to comment on them. Its function is primarily advisory; individual outputs of realized activities serve as a source of information for its own work and formal procedures of the program. Above all, as the main Czech authority it is able to apply the developed methods and principles in the territory in the long term.

- **Pilsen Region**

The Pilsen Region is the main actor of Czech-Bavarian cooperation at the regional level, mainly because the Pilsen Region covers the largest part of the Czech territory funded by the program. The Pilsen Region possesses experts in the field of culture, nature, cultural heritage preservation, tourism, cross-border cooperation and implementation of the Cross-border Program. In this position, it will help RRA PK to implement the activities suggested in the Action Plan. It will help to attract target groups and gather suggestions from its territory. At the same time, however, it is also situated in the position of the target group for supporting and presentation activities implemented within the Action Plan.

- **Euroregion Šumava**

Euroregion Šumava is an important expert in the implementation of Disposable Funds projects. It operates on the Czech-Bavarian border and has good links to Bavarian stakeholders. From this position it will help to RRA PK to implement the activities suggested in the Action Plan. It will help to attract target groups and gather suggestions from its territory. At the same time, however, it is also situated in the position of the

target group of supporting and presentation activities implemented within the Action Plan.

- **Euroregion Bayerischer Wald**

This is the main Bavarian partner that will help to RRA PK to implement the activities suggested in the Action Plan. It will help to attract target groups and gather suggestions from its territory. At the same time, however, it is also situated in the position of the target group of supporting and presentation activities implemented within the Action Plan.

- **Centrum Bavaria – Bohemia**

This is another important partner from the Bavarian side of the border, which will help to attract target groups and get impulses from its territory. At the same time, however, it is also situated in the position of the target group of supporting and presentation activities implemented within the Action Plan.

- **Other identified stakeholders or initiations developing cross-border cooperation (see overview in Section 4)**

They are primarily in the position of identifiers of good practices and development areas, but they are also target groups of individual implemented activities.

### 8.3. Timeframe

	Phases and tasks of Action 1	Time period	4/19	1/20	2/20	3/20	4/20	1/21	2/21	3/21	4/21
<b>1.</b>	<b>Methodology</b>										
1.1	<b>Methodology of supporting activities and capitalization process.</b> Main outputs: working plan with explanation	10/2019– 04/2020									
<b>2</b>	<b>Preparatory phase</b>										
2.1	<b>Identification of good practices</b> - an overview of important actors and initiatives in the region, updated continuously	03/2020– 12/2021									
2.2	<b>Identification of development areas and themes</b> in close cooperation with regional and cross-border partners	03/2020– 12/2020									

<b>3</b>	<b>Realization of capitalization activities</b>										
3.1	<b>Dissemination of information and results of cross-border cooperation</b> , definition of structure, channel, target groups	04/2020–12/2021									
3.2	<b>Realization of supporting tools and events</b> , thematic workshops conferences, etc.) aimed at transfer of knowledge and experiences and identification of joint development ideas	04/2020–09/2021									
3.3	<b>Long-term coordination of cross-border cooperation</b> , with aim to maintain interest among regional bodies in cross-border cooperation	07/2020–12/2021									
<b>4</b>	<b>Validation of the processes</b>										
4.1	<b>Evaluation report</b> on the methods and forms of the capitalization process - continuously	07/2020–12/2021									

#### 8.4. Costs and resources

The individual steps are designed so that they may be implemented even if no external resources are provided for their implementation and RRA PK will implement them as part of its normal activities.

Such an approach is possible mainly because the first two-year period is considered to be a piloting of the proposed methods, tools, forms of events or presentation of the results. Therefore, it is important to actively and continuously evaluate the implemented activities. In this manner, it will make sure that implemented activities will respond to actions of authorities of the Cross-border Program, options of the key stakeholders and coordinators, or to unexpected new developments in the territory.

The total financial cost is calculated at approximately 40,000 EUR for 2 years of implementation of the action plan. The main categories and types of costs envisaged are as follows:

- Personnel costs - approx. 25% of the capacity of 1 Czech expert for 24 months
- External services

- Translation and interpreting (Czech – German)
- Event costs – workshops, conferences (rental fees, lunch or coffee breaks, transportation, etc.)
- External support for presentation of good practices from the region (with emphasis on social media, audio-visual presentation)
- Support for coordination of activities in Bavaria
- Travelling costs of the team (in Czech or Bavarian territory)
- Printing of expert materials, documentation for the events

The assumed sources of funding are primarily public. Most of the activities will be implemented by RRA PK (author of the Action Plan) from their own resources. Other key regional actors will also be involved within their normal work responsibilities. Furthermore, a project was approved to be funded from them Disposition Fund Šumava, which should cover some of the expected external services. When implementing specific targeted actions to support cross-border cooperation, it is also possible to apply for funds from one of the regional authorities such as the Pilsen Region.

## 8.5. Indicators

Self-defined performance indicator	Target value	Deadline
Number of presented good practices from Czech-Bavarian territory	5	12/2021
Number of supporting activities (events or special meetings) implemented as a part of the capitalization process	2	12/2021
<b>Number of subjects participating in the capitalization process (participants in events, representatives of presented good practices, etc.)</b>	<b>15</b>	<b>12/2021</b>
Number of ongoing projects (or the outputs of which) that were influenced by the capitalization process	5	12/2021

## 9 | Risk analyses

Risk	Probability	Impact	Elimination of the risk
<b>Lack</b> of good practices from the CZ-BAV territory to be presented	low	medium	Good knowledge of the environment
<b>Poor quality</b> of identified good practices from the CZ-BAV territory	low	high	Cooperation with higher number of entities / initiatives
<b>Lack</b> of interest of cross-border <b>experts</b> in sharing experience and knowledge	medium	high	Intensive communication and promotion of benefits of the capitalization process
<b>Lack of interest of authorities</b> of the Cross-border Program in the implemented activities and their results	low	high	Intensive communication and promotion of outputs
<b>Lack of financial resources</b> for the implementation of planned activities	low	medium	Combining activities with the financial capabilities of the stakeholders
<b>Poor efficiency</b> of applied methods of the capitalization process	low	high	Implementation of method verified on the international level (EPICAH project)
<b>Lack of interest of target groups</b> from Czech Republic – poor participation in events	medium	medium	Knowledge of the environment, gaining the trust of the target group, presentation of benefits, intensive communication
<b>Lack of interest of target groups</b> from Bavaria – poor participation in events	medium	medium	Knowledge of the environment, gaining the trust of the target group, presentation of benefits, intensive communication
<b>Low number</b> of projects and	medium	medium	Deep knowledge of

initiatives <b>influenced</b> by the capitalization process			activities and initiatives from the region, intensive communication
<b>Inconsistency</b> of development ideas (results of the capitalization process) and of the Cross-border Program	low	medium	Identification of more diverse development ideas

## 10 | Monitoring of implementation

Monitoring of outputs and continuous evaluation of the results of the implementation of the Action Plan will be carried out on two levels:

- **Internal** (continuous monitoring of outputs by the RRA PK implementation team),
- **In broader partnership** (regional, cross-border, international).

Quality control of implementation will be carried out mainly thanks to the following activities:

- Ongoing monitoring of the implementation of the schedule and financial plan (internal level)
- Continuous monitoring of outputs at the level of self-evaluating indicators by RRA PK (internal level)
- Continuous monitoring of the quality of capitalization during the stakeholders group meetings, 1x per year (cross-border level)
- Ongoing consultation of key outputs with regional stakeholders, see Section 8.2 (cross-border level)
- Control of the implementation process during international meetings of the EPICAH project’s partnership (international level)
- Final sharing of outputs with authorities of the Cross-border Program (cross-border level)