

The European Commission's  
**INTELLIGENT CITIES  
CHALLENGE**

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# Haskovo: Intelligent City Transformation Overview

ICC Final Deliverable





# Haskovo

## Intelligent City Transformation



# HASKOVO

## MUNICIPALITY GUIDE

Region	<b>Haskovo</b>	Time Zone	<b>Eastern European (UTC+2)</b>
Population	<b>83 632 (2021)</b>	Climate	<b>Temperate-continental</b>
Area	<b>740 sq. km</b>	Mayor	<b>Stanislav Dechev</b>



### Location

Haskovo is a regional city located in Central Southern Bulgaria, part of South-Central planning region.

### Transport accessibility

Four international transport corridors (Nr. 4, 8, 9, 10) pass through the territory of Haskovo: Maritsa motorway (A4), first-class roads; transport corridor "Europe - Asia".

### Strategic

The city closeness (proximity) to the borders with Greece and Turkey /about 60 km/, determines its key and favourable geographic location.



### Scope

The municipality covers 37 settlements - 1 town and 36 villages.

### Green Spaces

There are over 150 gardens and parks to explore in Haskovo. One of this is Yamacha Hill Park, where you will find the world's highest statue of the Blessed Virgin Mary with the Child.

### Business

Machine building for the food industry is a major part of the local economy. Other strong sectors are textiles, the chemical industry and the manufacture of food and beverages.





# Haskovo - Intelligent City Challenge Video



The European Commission's  
**100** Intelligent Cities  
Challenge



# Executive summary - Haskovo Municipality – The ICC journey

Given the rapid levels of urbanization occurring nowadays and the desire to be a sustainable and an intelligent city, Haskovo faces a number of challenges every day. One of the key factors that affected Haskovo Municipality overall development in the beginning of 2020 was new municipal mandate starting in the end of 2019. The challenges that the Municipality faced were quite different in the time of a COVID-19 pandemic crisis. The indicated city goals that are focused on the involvement in the ICC were prioritized as follows: Innovative education and training for up- and re-skilling, Promoting health and wellbeing of citizens, Smart and green mobility and transport, Transforming industry, Green manufacturing and Clean production. To conform to this goals, Haskovo Municipality succeeded in becoming part of the ICC programme.

Discussions with ecosystem showed concern for a lack of analysis and strategy, lack of analysis of necessary key competencies, which skills are most in demand, which are the most sought after: staff, lack of clear priorities in the skilling and reskilling sector and high share of people who do not work in the acquired specialty, skills gap, etc. The challenges include also high youth long term unemployment, brain drain occurrences and increasing migration due to missing (employment) possibilities for young employees.

The needs analysis revealed the necessity of Elaboration of a Municipal Strategy for Development of Education 2021 – 2027. The Education Strategy of Haskovo Municipality 2022–2027 was developed in the period January–June 2022 with main aim to prepare a vision for the education sector development in Haskovo with key objectives, areas of impact, priority activities and measurable indicators of success, which correspond to the needs and capabilities of the ecosystem and all stakeholders. The paper builds on an initial survey of the state of education in Haskovo and provides concrete tools for implementing the proposed interventions, as well as a road map with indicators, expected results and necessary resources for the implementation of the measures.

The implementation of the proposed measures in the coming years will provide greater opportunities for professional realization of the young people completing their secondary education in Haskovo municipality. It will increase the share of students and graduates from Haskovo and thus support the economic development of the municipality, which needs well-prepared and motivated professionals for the various industries.

ICC has provided during the whole journey expert guidance and advices and also the initiative has given us the opportunity to form networks with other cities in Europe that have similar challenges to ours and that have already dealt with these problems successfully. Thus, we can follow their example and efforts.

# The city of Haskovo pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



## 1 Preparation & assessment

5 months:  
September 2020 – January 2021



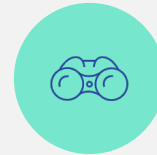
## 2 Ambition & roadmap

3 months:  
February 2021 – April 2021



## 3 Implementation

15 months  
May 2021 – July 2022



## 4 Review & way forward

2 months  
August 2022 – September 2022

### Summary

Interviews and workshops with the local ecosystem were performed. Discussions with ecosystem showed concern for a lack of analysis and strategy, lack of analysis of necessary key competencies, which skills are most in demand, which are the most sought after staff, lack of clear priorities in the skilling and reskilling sector and high share of people who do not work in the acquired specialty, skills gap, etc. The challenges include also high youth long term unemployment, brain drain occurrences and increasing out migration due to missing (employment) possibilities for young employees.

The main idea of the ecosystem is to create one common tool as a coordination hub, because otherwise it would be chaotic, difficult to control and ultimately not productive. As the business is not represented well enough in the ecosystem, we need to activate companies to take part in the challenge and to encourage key stakeholders to contribute to the success of smart solutions. Urban resources for transformation – to change the mindset of the local administration, state institutions in the city, and business managers in adapting solutions by transformation of internal processes and developing innovative business models and interconnection in the ecosystem.

The Education Strategy of Haskovo Municipality was developed in the period January–June 2022 with main aim to prepare a vision for the development of education in Haskovo with key objectives, areas of impact, priority activities and measurable indicators of success, which correspond to the needs and capabilities of the ecosystem. The paper builds on an initial survey of the state of education in Haskovo and provides concrete tools for implementing the proposed interventions,

Ensure successful implementation of the Education Strategy of Haskovo Municipality. Measure success, and commit to keep connections and improvements on-going. Further development of the city digitalization through constant collaboration with the local ecosystem and strengthening the partnership with the other cities for realization of our common priorities.

# Mayor Foreword

As Mayor of Haskovo Municipality, Bulgaria, I am pleased to be part of the initiative of the European Commission “The 100 Intelligent Cities Challenge” and exchange knowledge and good practices with many other partners across Europe working on important thematic tracks for their transformation into modern, smart and sustainable cities.

In my capacity as Mayor I observe daily the difficulties that the municipality faces, which makes me believe that ICC is a beacon of collaboration and excellence in striving toward greener, more livable and intelligent city. Rating the problems, we chose to direct our efforts in the thematic track Upskilling and Reskilling as we see the people of Haskovo as the most valuable asset that our Municipality can offer. Together with the representatives of the local ecosystem we managed to outline the real needs, assess the setbacks that may appear and identify solutions for achieving our high goals.

The implementation of the activities corresponds to the strategic priorities of Haskovo Municipality such as strengthening the competitiveness of the municipality through promoting economic activity and development of human potential and the living environment, access to public services and digitalization of the processes.

I strongly believe that the achievements during the implementation of the ICC will be a strong foundation for further development of the city through strengthening and expanding the established collaboration with the local ecosystem, continuing partnership development with other European cities for realization of common priorities and working together with cities across Europe to share best practice in urban development and digitalization.





Section

# 1

September 2020 to January  
2021

## Haskovo: Preparation and assessment

ICC transformation





# Introduction

The participation in the 100 Intelligent Cities Challenge supports Haskovo city by enhancing the quality of citizens' life and government engagement, mobilizing an effective data-driven decision making process, increasing digital equity and creating economic development opportunities on the local level.

Our participation came down to developing and demonstrating a holistic and highly replicable urban regeneration model to leverage the convergence of energy, mobility and ICT, accelerate the development of innovative technologies, organizational and economic solutions. Moreover, ICC participation helps the Municipality of Haskovo to create and work with an ecosystem willing to bring the necessary capacity for development of the new skills.

Our preferences are focused on more accessible education and training that includes more online learning that will make education available to those even in remote areas as well as make it easy to share curriculum across borders. We expect that the modern technology builds on the basis of an artificial intelligence (AI) and an Internet of Things (IoT) solutions can overcome many common barriers to a quality education.

The rapid technological development resulting from Industry 4.0 has had an impact not only on global economies, but has also affected local economies in an unprecedented way. Taken together with increasing globalization, demographic change and the pressure on business posed by the Covid 19 pandemic, the war in Ukraine, they have brought to the fore a fundamental and pressing issue: how to equip the workforce with the skills they need to participate in the economy - now and in the future. Unstable market conditions have imposed new demands on jobs and formed new economic sectors and jobs with a particular focus on digital, green and transferable skills. All this highlighted the critical need for retraining and increase skills.

The roadmap of Haskovo city describes the practical implementation of the Upskilling and reskilling transformation, including priority activities and governance. Priority activities referred to the specific actions through which the solutions are implemented. The results of activities are meant to contribute to reaching the operational objectives identifies in Phase 1 of the ICC Initiative. The outputs contribute to the ambition and mission of the city.

# City needs: State of the city overview

## The state of Haskovo today

Haskovo Municipality has the following specifics:

- Located in the central part of South Bulgaria, on the crossroad between Europe, Near and Middle East, which offers a great opportunity for the development of international trade and cultural exchange. Across the territory of the municipality pass the main bus and railway connections to the borders of Bulgaria, which determines the successful trade with Greece and Turkey. Near the city pass the two key motorways – Trakiya and Maritza and four Pan-European core transport corridors – 4, 8, 9, 10.
- Marked with insufficient economic growth rates, a generally disadvantageous economic situation. The GDP per capita in Haskovo Municipality is traditionally low compared to the country average. One of the most serious economic declines in the difficult years of the COVID-19 pandemic and the war in Ukraine were observed here. The problems are quite obvious in the labor market.
- Machine building for the food industry is a major part of the local economy; this is an area with long traditions in Haskovo municipality.
- Other strong sectors are textiles, the chemical industry and the manufacture of food and beverages.
- The decline in the construction industry in recent years poses a serious problem to the local economy as it drags behind other related sectors.
- There is also a pronounced shortage of appropriately trained staff and this creates problems for existing companies.

## Key insights from city performance analysis

### Higher performance observed

- The need for transformation has been identified.
- Willingness to strengthen ecosystem cooperation.
- Desire to take measures by the local administration
- Lower unemployment than the national average
- Active and highly developed educational institutions
- Active NGO sector
- The most of the stakeholders have experience in successful project implementation
- Clearly expressed economic profiles, with growth potential such as the food industry and engineering, as well as textile and sewing production.

### Lower performance observed

- Economic lag of the region, Unsatisfactory business environment;
- Demographic crisis - population decline and Lack of qualified staff;
- Existing disparities between bigger municipalities and mid- and small ones;
- Lack of competitiveness of the SMEs compared to global economic activities and low level of innovation activity;
- Lack of analysis and strategy. Lack of analysis of necessary key competencies, which skills are most in demand, which are the most sought after staff, etc.
- Lack of clear priorities in the skilling and reskilling sector and high share of people who do not work in the acquired specialty
- Insufficient funds;
- Weak or medium ICT skills;
- Brain drain occurrences and increasing migration due to missing (employment) possibilities for young employees.



# City needs: State of the city overview

## The state of Haskovo today

- **Mechanical engineering and metalworking** - High-tech production. Significant share in the export of products in the country; Modernization and accelerated introduction of innovations; Increasing the level of sustainable and efficient use of resources in the industry; Accelerated technological renewal. Strong dependence on resources; Dependence on the conjuncture of international prices and markets of metals; Weak investment policy. Poor performance at regional, European and world exhibitions; Lack of well-trained staff; There is an aging workforce; Lack of connection between business and education.
- **Production of food and beverages** - Low-tech production with R&D opportunities. High labor productivity; Price competition; Increase in export. Competitive on world markets is the primary production of cereals and oilseeds. To a large extent this applies to herbs, medicinal plants, small fruits, mushrooms, honey and some others; Low production costs; Good quality of the finished product. Strong dependence on primary resources; Limited investment in new technologies. Weak funding for R&D; Lack of consolidation of producers, processors and marketing; Dominance of foreign agricultural products on the Bulgarian market; Lack of modern packaging, design, advertising; Poorly developed cluster structure; Limited investment in new technologies,
- **Production of clothing** - Low-tech production. The companies in the branch produce about 4% of the volume of industrial production in the country and create almost 9% of the added value in the industry. The share of the sector in the export of industry is significant - 7.6%. Leading export countries are: Germany, Italy, Greece, France and Great Britain. Unattractive industry for young people; Lack of skilled labor; Limited investment in new technologies.

## Key insights from city performance analysis

### Higher performance observed

### Lower performance observed

- Education and vocational training are not oriented to the demands of the regional labor market.
- There exist partly high levels of early –school leavers and poor reading competences of the population, according to PISA test results.
- Lack of established cooperation with business and educational institutions, as well as between business and the municipality.
- Lack of interest of employers to develop and qualify their staff.
- A large number of inactive people who need literacy and work habits.
- Potential threat of staff shortages in secondary education, especially in STEM.
- The low level of investment in research and development and research diffusion are responsible for lower average growth rates in comparison to the EU companies.

# City needs: State of the city overview

## The state of Haskovo today - Labour market and data from 2020

The existing labour potential needs to be explored as well as enhancement of labor force participation in order to face diverse challenges including ageing, brain drain occurrences and rising global competition. The skills and education of the labor potential should meet the need of the labour market, including sufficient qualification (example IT and foreign language skills to improve) the general competitiveness of the private sector. The city does not have re-skilling strategy.

Most Sought After Jobs on the labor market in the region of Haskovo municipality for 2020 are divided into the following sectors: **"Tourism and catering"** (requested a total of 228 vacancies), in the "Industry" sector - machine operators and installers (requested a total of 143 vacancies), **Transport - drivers** - a total of 146 places have been announced (133 of them for heavy trucks /mainly for international transport/, textile industry with 73 workers in demand.

Tendency for growth has also the demand for higher pedagogical staff in the field of education - a total of 79 places have been announced. The demand of professions from the sectors of mechanical engineering and metalworking is traditional - a total of 70 welders, locksmiths and turners were wanted.

The profile of the unemployed is as follows: 1968 of total 3076 registered persons are women. With tertiary education are 465 persons, with secondary - 1471 /including 1222 - secondary vocational/, primary - 497 and 643 are with primary or lower education.

## The state of Haskovo today - Labour market and last data from 2021

The most sought-after occupations on the labor market in the region of Haskovo Municipality are divided into the following sectors: **"Tourism, hotel and restaurant"** (230 job vacancies requested, of which: Chefs – 38, assistant chefs – 29, waiters-71, bartenders – 27, receptionists in hotel – 7, maids – 27). **Transport:** The demand for drivers remains high and lasting - a total of 130 places have been announced, 80 of them for heavy trucks /mainly for international transport/, 44 for buses and 8 for light trucks. Excavators, forklift drivers are also among the long-sought professions during this period.

**Trade:** In the field of trade the required number of sales consultants and cashiers is a total of 79. **Light industry.** Demand in the garment industry is declining compared to the years before 2020. The announced places are only 44, the main reason being rooted in the pandemic situation and its negative effects on many industries. However, the textile industry is developing steadily and is experiencing a shortage of staff, with 54 workers in demand. **Mechanical engineering.** The demand for the professions in the machine building and metalworking sectors has remained unchanged and lasting. 33 welders were sought, locksmiths - 32, turners - 3 pieces.

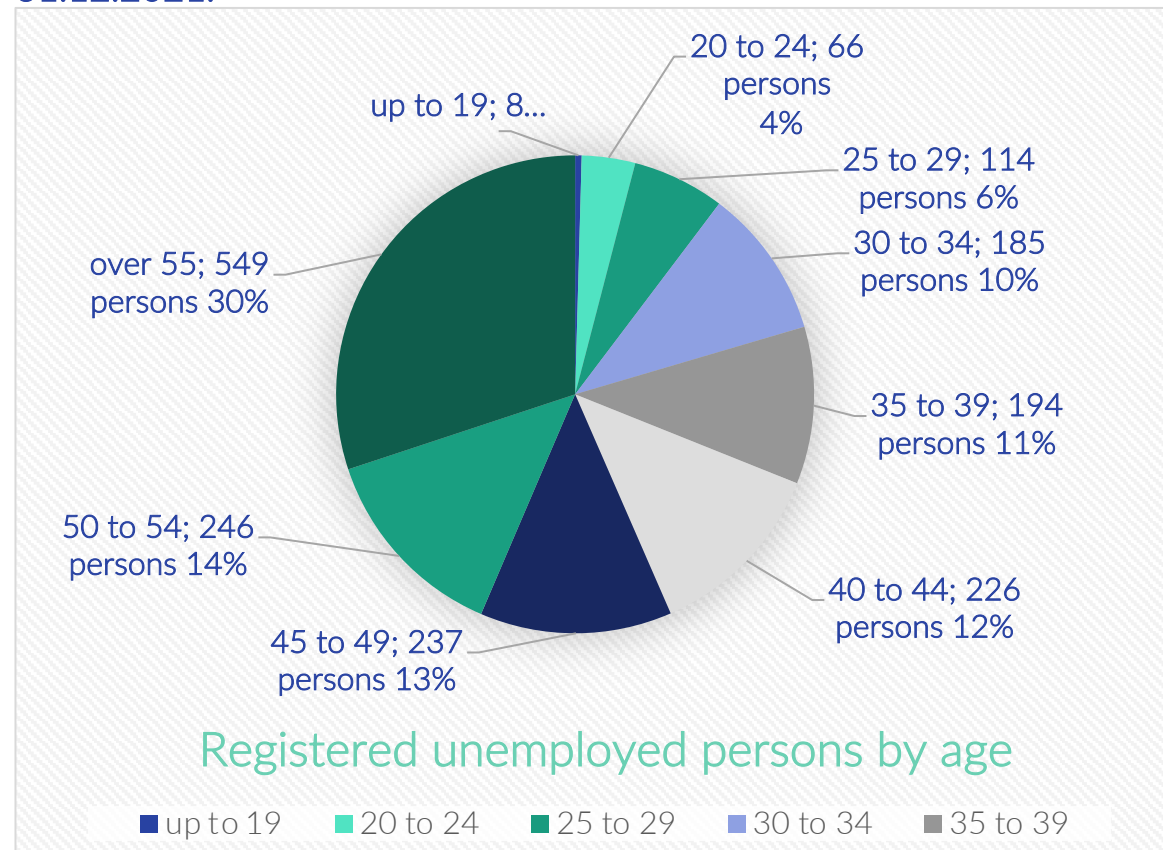
Average monthly unemployment rate for the municipality of Haskovo for 2021. is 4.67%. The registered unemployed persons in absolute numbers as of 31.12.2021. for the municipality of Haskovo there are 1825, of which women – 1077.

Of all registered persons 287 are with higher education, with secondary - 867/ incl. 728 with secondary vocational/, with primary - 298, and with primary and lower education - 373. Given the ongoing and unpredictable pandemic of COVID-19 and the war in Ukraine, it is difficult to predict the state of the labor market in next years.



# City needs: State of the city overview

The age distribution of the registered unemployed people as of 31.12.2021.



The state of Haskovo today

Population (25 - 64 years) – 20.2% with higher education; 55.8% - average; 24% - with primary and lower.

## Digitalization

Relative share of people aged between 16 and 74 using the Internet regularly (every day or at least once a week) - 58.4%.

## Strategic documents:

Integrated Territorial Strategy for Development of the South Central Region for the period 2021-2027;

Plan for integrated development of Haskovo municipality – 2021-2027

# City needs: State of the city overview

## City needs - Summary



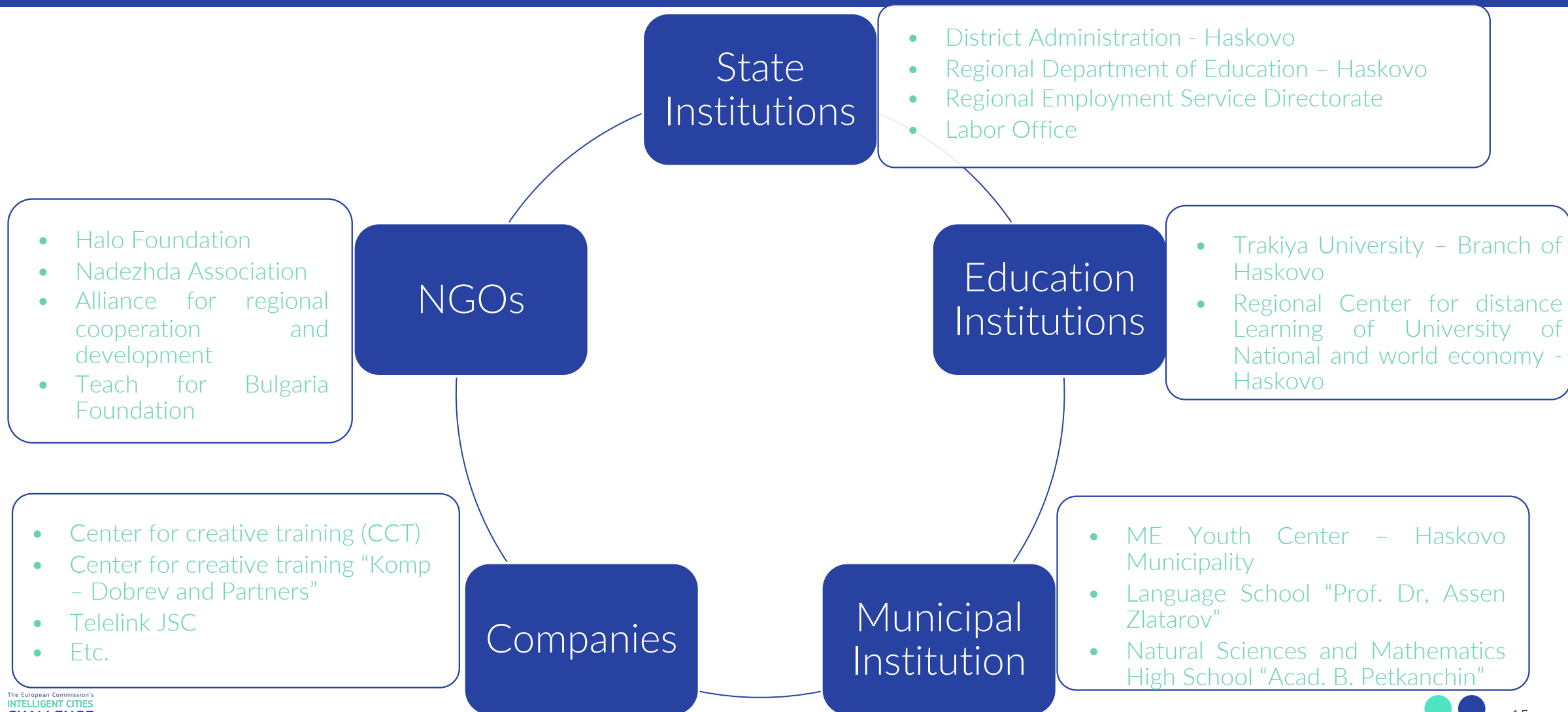
- Development of clear priorities and strategy in the medium term in the field of education, qualification and retraining;
- Creating opportunities for detention of young people;
- Engagement of an active employer's organizations or active business representatives in the region as part of the ecosystem;
- Building active and constant cooperation of all stakeholders to obtain funding;
- Identification of key competencies needed for the development of the region;
- Using the available potential for entrepreneurship development;



- Technology training (STEM), foreign languages;
- Providing technological equipment, devices, innovative tools;
- Improving the link between universities, research centers, institutions and business;
- Need to develop and achieve innovative approaches for implementation of the educational process in times of crisis;
- Stimulating the vocational training in professions in demand on the labor market and degree of qualification;
- Companies to invest in improving the employees skills.



# City Ecosystem



# City Ecosystem

9 interviews were conducted 1:1 with the representatives from the local ecosystem and all of them expressed their desire to take active part in the 100 Intelligent Cities Challenge. The stakeholders are divided in 4 main groups: State institutions, Municipal institutions, Companies, NGOs.

All the representatives have significant experience in the preparation and implementation of projects with national and European funding, especially in the field of social policy, education and environmental protection. They presented some of their ideas during the interviews and showed willingness to support the efforts of the municipality during the workshops.

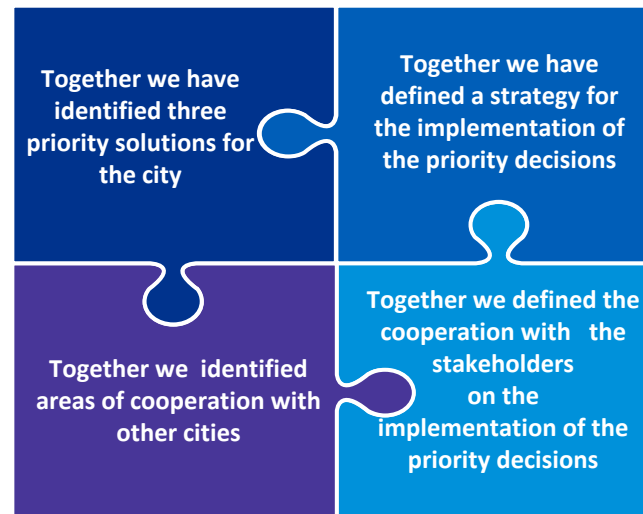
**Insights from the interviews** include:

- innovative approaches for upskilling, reskilling and lifelong education;
- need for further opportunities for university education in the city;
- university for elderly people;
- ICT platforms for communication between the employers and their potential employees;
- adequate professional secondary education.

# City Ecosystem

Three workshops with the local ecosystem were performed:

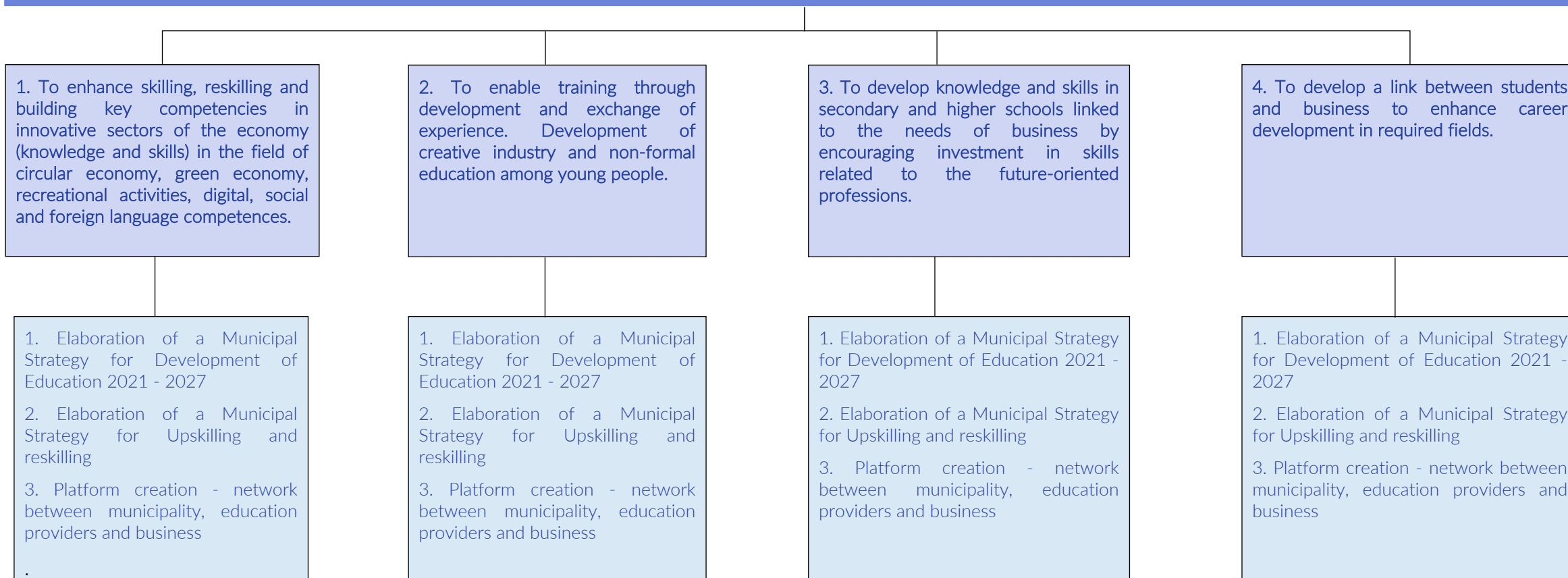
- Workshop for assessment of the needs with local enablers analysis, vision and ambition statement in 12-13 January 2021;
- Maturity assessment and strategy workshop held on 20-21 January 2021;
- Roadmap and Monitoring Workshop held on 20 of May 2021;
- Workshop/ Meeting Discussion of the Draft of the Education Strategy – 01 July 2022.





# ICC strategy: Vision and ambition statements

In 2030 Haskovo is an inspiring, environmentally responsible and sustainable city with entrepreneurial and active citizens. A city that offers opportunities for youth development and a dignified life for adults and elderly people.



# City strategy: justification

The vision, ambition statements and solutions for upskilling and reskilling transformation of Haskovo are based on the results of assessment of stakeholders, collection of key performance indicators, 1:1 interviews with 9 stakeholders in December 2020, local enablers analysis, vision and ambition workshop with the participation of 13 stakeholders on needs assessment workshop and stakeholders workshop on 12-13 January 2021 and Maturity assessment and strategy workshop held on 20-21 January 2021.

- **Key insights from city performance analysis:** Pressing issues include the economic lag and demographic crisis (“brain drain”), complemented by weak ICT skills and a low rate of innovation. The identified need for transformation is steering the city vision towards finding solutions for these specific major low performance areas.
  - **Stakeholder emphasis on achieving age neutrality and inclusivity:** While ambition statements 2, 3 and 4 are primarily targeted at the younger population and aim to reverse some of the negative city trends mentioned above, ambition statement 1 has been formulated to include also the upskilling and reskilling the elderly population of Haskovo towards building strategic competencies.
  - **Leveraging on the local business environment to future-proof the city vision:** The local economy’s focus on food and beverage manufacturing, machine building and chemicals to be built upon with a view to circular/green economy developments and priorities by encouraging investment in skills related to the future-oriented professions.
- 
- **Shared aspirations and vision** – The main idea of the ecosystem is to create one common tool as a coordination hub, because otherwise it would be chaotic, difficult to control and ultimately not productive.
  - **What we bring and how we work together** – The upskilling and reskilling transformation of Haskovo focuses on the active participation of the local ecosystem. The local authorities set the clear priority of working together. As the business is not represented well enough in the ecosystem, we need to activate companies to take part in the challenge and to encourage key stakeholders to contribute to the success of smart solutions.
  - **Urban resources for transformation** – to change the mindset of the local administration, state institutions in the city, and business managers in adapting solutions by transformation of internal processes and developing innovative business models and interconnection in the ecosystem. Unlocking funding sources to ensure project implementation and sustainability.



# Section 2

February 2021 to May 2021

## Haskovo: Ambition and roadmap

ICC Transformation





# 1 Roadmap summary – Solution #1

## Key features of Haskovo city roadmap

The rapid technological development resulting from Industry 4.0 has had an impact not only on global economies but has also affected local economies in an unprecedented way. Taken together with increasing globalization, demographic change and the pressure on business posed by the Covid 19 pandemic, they have brought to the fore a fundamental and pressing issue: how to equip the workforce with the skills they need to participate in the economy - now and in the future. Unstable market conditions have imposed new demands on jobs and formed new economic sectors and jobs with a particular focus on digital, green and transferable skills. All this highlighted the critical need for retraining and increase skills.

The roadmap of Haskovo city describes the practical implementation of the Upskilling and reskilling transformation, including priority activities and governance. Priority activities refer to the specific actions through which the solutions will be implemented. The results of activities are meant to contribute to reaching the operational objectives identified in Phase 1 of the ICC Initiative. The outputs will contribute to the ambition and mission of the city.

The Roadmap develops a concrete way to deliver and track progress on the strategy through the implementation phase.



# 1 Roadmap summary – Solution #1

Solution #1: Elaboration of a Municipal Strategy for Development of Education 2021 - 2027

Initiative #1 Strategy preparation – EXECUTED

Activity #1 Setting a Project Team for the Strategy Preparation – TEAM FORMED

Roadmap

- Action 1 Analysis of the necessary human and financial resources for the strategy preparation – **executed**.
- Action 2 Identification of relevant stakeholders to be involved in the strategy preparation including business, NGOs, educational institutions and centers – **executed**;
  - Representatives of the ecosystem have been identified;
  - Ecosystem mailing list elaborated;
- Action 3 Sending invitations to identified stakeholders (local businesses, employers' organizations, RDE, UNWE, Thracian University, NGOs, schools and kindergartens, parents, etc.) – **executed**;
- Action 4 Carrying out a series of meetings with the interested stakeholders to present what is expected from them and to ensure their interest and commitment to the strategy preparation – **executed**;
  - Identifying the needs and challenges facing the Elaboration of the strategy;
- Action 5 Elaboration of terms of reference for the strategy preparation – **executed**.

# 1 Roadmap summary – Solution #1

## Solution #1: Elaboration of a Municipal Strategy for Development of Education 2021 - 2027

### Initiative #1 Strategy preparation

#### Activity #2 Tender Procedure and Contract Implementation – EXECUTED

- Action 1 Carrying out tender procedure and selection of Contractor for strategy preparation – EXECUTED.
  - Proposal for budget allocation for strategy elaboration – elaborated;
  - Proposal approved by the mayor – executed;
  - Inquiries for the elaboration of the strategy sent and collection of offers – executed;
  - Assessment of received offers - executed;
- Action 2 Concluding a contract with the selected Contractor – EXECUTED.
  - Selected contractor - Teach For Bulgaria NGO;
  - Signed contract and advanced payment made – contract 335/22.12.2021; Deadline 6 months.
- Action 3 Contract implementation –
  - Meetings with the Contractor – mail communication, online meetings and face-to-face meetings.

#### Activity #3 Approval of the Strategy by the Municipal Council - PLANNED

- Action 1 Documentation preparation - report note, participation in commissions of the Municipal council and explanations;
- Action 2 Presentation to commissions in the Municipal Council – Discussions.



## 2 Roadmap summary – Solution #2

### Roadmap

#### Solution #2: Elaboration of a Municipal Strategy for Upskilling and Reskilling – Searching For Financing

##### Initiative #1 Strategy Preparation

Activity #1 Setting a Project Team for the Strategy Preparation

Activity #2 Option 1: Tender Procedure/ External Contractor

Activity #2 Option 2: Elaboration of the Strategy by the Working group/ Strategy team and experts

##### Initiative #2 Dissemination of information - communication and publicity

Activity #1 Measures for communication and capitalization

##### Initiative #3 Management of the implementation

# 1 Roadmap summary – Solution #3

## Roadmap

**Solution #3:** Platform creation - network between municipality, education providers and business

**Initiative #1** Technical specification/ solution

**Activity #1** Analysis of the available resources (implementation only with external financial resources)

- Action 1 Analysis of the necessary human and financial resources for the platform elaboration;
- Action 2 Active searching for financing and preparation of documentation;
- Action 3 Identification of relevant stakeholders to be involved in the platform elaboration including business, NGOs, educational institutions and centers and invitations to identified stakeholders (Municipality, local businesses, employers' organizations, UNWE, Thracian University, Halo Foundation, RDE, secondary schools, education providers, technology companies: Telelink Services);
- Action 4 Carrying out a series of meetings with the interested stakeholders to present what is expected from them and to ensure their interest to the platform elaboration; Discussions;
- Action 5 Elaboration of the Technical specification.

**Initiative #2** Tender Procedure and Contract Implementation/ execution of the platform

- Action 1 Carrying out tender procedure and selection of Contractor for platform elaboration;
- Action 2 Concluding a contract with the selected Contractor – developing modules of the platform and functionalities;
- Action 3 Contract implementation – meetings of the project team to control, monitor and approve the work of the Contractor;
- Action 4 Maintaining the platform and interest of the ecosystem, new functionalities rollout etc.

**Initiative #3** Dissemination of information and communication (raising awareness)

- Action 1 Preparation of the promotional campaign – elaboration of communication strategy;
- Action 2 Maintaining channels for dissemination of information

### 3 Roadmap progress summary – Solution #3

#### Roadmap

Solution #3: Platform creation - network between municipality, education providers and business - **PLANNED**

Initiative #1 Technical specification/ solution

Activity #1 Analysis of the available resources (implementation only with external financial resources)

- Project Proposal “Implementation of digital matching of the labour market and the skills of the labour force on the territory of Haskovo Municipality” (Project Acronym DigiMatch) under Erasmus+ Call: 2022 - Round: Round 1 - Action type: Small-scale partnerships in adult education (KA210-ADU) elaborated;
- Meetings with City project manager and Thematic experts held;
- Partnership opportunities discussed;
- Letters/ Invitations for establishment of collaboration and partnership sent;
- Partner Organisation - Ventspils Digital Centre "Ventspils Digitālais centrs" – ICC City selected;
- Online meetings and communication with Ventspils team held;
- Project proposal submitted.

Initiative #2 Tender Procedure and Contract Implementation/ execution of the platform – in case of approval of the PP

Initiative #3 Dissemination of information and communication (raising awareness) - in case of approval of the PP



# High level implementation roadmap for solution (“10000m plan”)

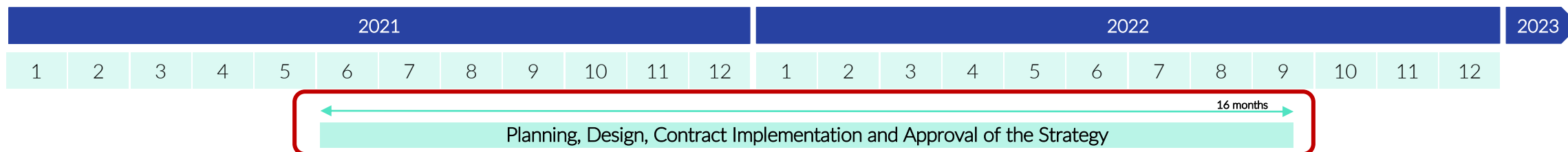
## Solution #1 Elaboration of a Municipal Strategy for Development of Education 2021 - 2027

Activity

★ Milestone

	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021
1 Initiative 1 Strategy preparation	Activity 1 Setting a Project Team					Activity 2 Tender procedure and contract implementation
2 Initiative 2 Development of Register of stakeholders	Activity 1 Preparatory Activities				Activity 2 Register Development and Presentation	
3 Initiative 3 Dissemination of Information -Comm	Dissemination of Information - Communication and Publicity					
	★ Establishing working group	★ Establishing working group	Engagement of students	★ ★ Engagement of students	Engagement of students	★ ★ Data entry
	★ Communication strategy preparation			★ Agreed template		
	★ Establishing contact with NSI-Haskovo - to provide data					
	★ Analysis of the necessary resources	★ Analysis of the necessary resources				
Overarching Milestones	Meetings ★	Meetings ★	★ Meetings	★ Meetings	★ Meetings	★ Meetings

# Initiative #1 Strategy preparation

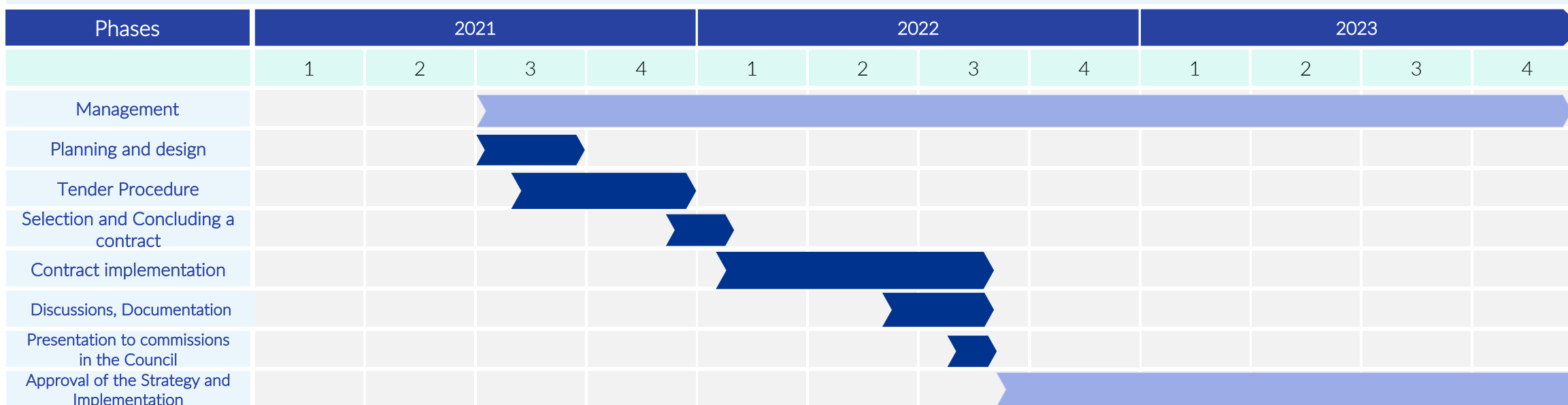


Establishing working group, multiple meetings with tangible results, Analysis of the necessary resources, several meetings

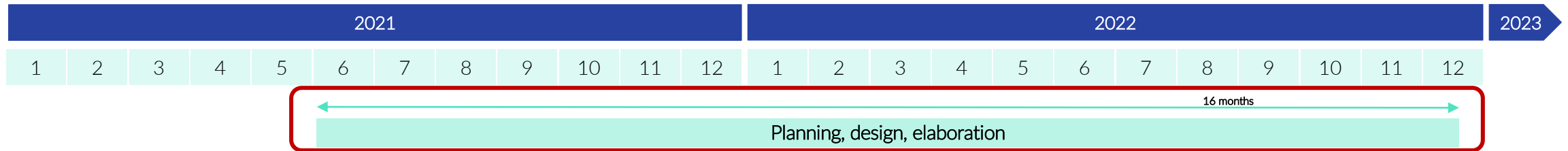
Activity #1 Setting a Project Team for the Strategy Preparation – Planning and Design, Elaboration of terms of reference for the strategy preparation

Activity #2 Tender Procedure and Contract Implementation - Carrying out tender procedure and selection of Contractor for strategy preparation, Concluding a contract, Contract implementation

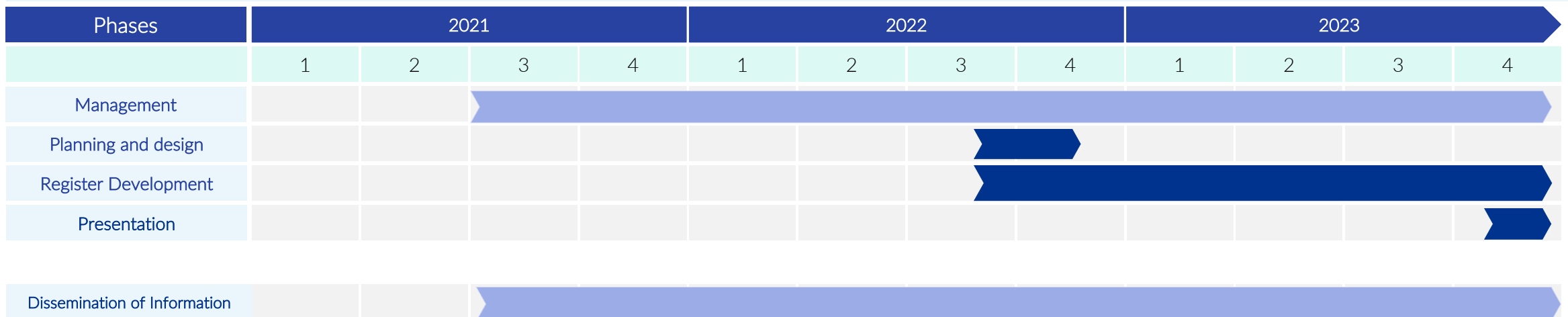
Activity #3 Approval of the Strategy by the Municipal Council



# Initiative #2 and #3 Development of Register of stakeholders and Dissemination of Information



Establishing working group, multiple meetings with tangible results, Analysis of the necessary resources, several meetings  
 Activity #1 Preparatory Activities - Planning and design  
 Activity #2 Register Development and Presentation  
 Dissemination of Information - Communication and Publicity



# Rationale to road map

## Solution #1

- Contract implementation – till September 2022;
- Presenting solutions and their implementation steps to Mayor – May-June 2022;
- Review of the draft strategy – June - July 2022;
- Approval of the Strategy – August - September 2022.

## Solution #2










- Searching for financing

## Solution #3

- Exchange of good practices regarding development of e-platforms;
- In case the PP under Erasmus+ is approved – implementation of the project;
- In case the PP under Erasmus+ is not approved – searching for funding/ other opportunities/ decision.



# Initiative charter Solution #1: Elaboration of a Municipal Strategy for Development of Education 2021 - 2027

Strategy	Stakeholders involved	Inputs, outputs, outcomes and impacts	
<div>Description</div> <div></div> <div><p><b>What:</b> The strategy is aimed at quality education and care in early childhood, for the acquisition of functional literacy, civic and socio-emotional skills, practice-oriented knowledge and skills, development of creative and critical thinking and for enhanced training in ICT and STEM. The aim is to form key competencies for sustainable development.</p><p><b>Why:</b> Lack of efficient and effective development of a strategy oriented to the future business needs and labor market.</p><p><b>How:</b> Activity #1 Setting a Project Team for the Strategy Preparation – <b>completed</b>;</p><p>Activity #2 Tender Procedure and Contract Implementation – <b>in progress</b>;</p><p>Activity #3 Approval of the Strategy by the Municipal Council – <b>planned for the Session of the Municipal Council on 29 July 2022</b>.</p></div>	<div><div>Solution lead:</div><div></div><div>Department of Education, Culture, Youth Activities and Sports, ENPP Department, Haskovo Municipality and NGOs</div></div> <div><div>Solution working team:</div><div></div><div>Working team officially established. Municipal departments, Universities and Education institutions</div></div> <div><div>Contributors:</div><div></div><div>Municipal departments, Universities and Education institutions, State institutions, Companies, NGOs, citizens</div></div> <div><div>Risks and mitigation</div><div></div><div><ul style="list-style-type: none"><li>• project risks - affect the project schedule or resources;</li><li>• product risks - affect the quality of the subcontractor's work.</li><li>• Insufficient analysis - affect the target group: lack of proper connection with companies; misunderstanding of the goals from the respondents etc.</li></ul><p>Mitigating measures – Support from ICC lead experts team and thematic expert. organization of meetings with the business representatives, elaboration the register with the stakeholders etc.</p></div></div>	<div><div>Source of funding and estimated cost</div><div></div><div><p>Source: Municipal budget</p><p>Estimated costs: approx. BGN 25 000</p></div></div> <div><div>Solution maturity outputs</div><div></div><div><p>Concrete interventions that will lead to results in five years - students in the Municipality of Haskovo to have access to quality education regardless of which region of the municipality they live, which school they attend and what are the financial opportunities of their families are.</p><p><i>Technological solutions, e-communication, online researches, online discussions etc.</i></p></div></div> <div><div>City performance outcomes and impacts</div><div></div><div><p>Impact assessment - conducting a survey among the citizens on "Quality of life of the citizens of Haskovo Municipality and trends for its increase" - analysis of the obtained results.</p><p>Future projects based on strategy elaborated.</p></div></div>	
<div>Link to vision</div> <div></div> <div><p>Creating educational opportunities linked to the business and the market.</p><p>Entrepreneurial and active citizens.</p><p>A city that offers opportunities for youth development and a dignified life for adults and elderly people.</p></div>			

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# Initiative charter Solution #1: Elaboration of a Municipal Strategy for Development of Education 2021 - 2027

## Strategy

### Link to ambition statement



To enhance skilling, reskilling and building key competencies in innovative sectors of the economy (knowledge and skills) in the field of circular economy, green economy, recreational activities, digital, social and foreign language competences












### Expected impact and timing



**Expected impact:** New competence approach related to the change from teaching knowledge to mastering key competencies.

**Timing:** July/ August 2022

# Initiative charter Solution #2: Elaboration of a Municipal Strategy for Upskilling and reskilling

Strategy		Stakeholders involved		Inputs, outputs, outcomes and impacts	
<b>Description</b> 	<b>What:</b> Design and development of strategy - new solutions for smart growth of the local business through development of skills needed for successful realization on the labor market.	<b>Solution lead:</b>  Department of Education, Culture, Youth Activities and Sports, Haskovo Municipality and NGOs		<b>Source of funding and estimated cost</b> 	<b>Funding source:</b> European programs – eg. Erasmus+
	<b>Why:</b> The strategy will set the concrete actions that contribute to reaching the city ambition in skilling and reskilling	<b>Solution working team:</b>  Local working group to be established – contribution of all local stakeholders		<b>Solution maturity outputs</b> 	Technological solutions – partner search platforms, Social media contacts etc.
	<b>How:</b> Activity #1 Setting a Project Team for the Strategy Preparation – <b>planned</b> ; Activity #2 Tender Procedure/ External Contractor – <b>planned</b> ; Activity #3 Approval of the Strategy by the Municipal Council – <b>planned</b> .	<b>Contributors:</b>  Other municipal departments, Universities and Education institutions, Ecosystem		<b>City performance outcomes and impacts</b> 	Impact assessment - conducting a survey among the citizens on "Quality of life of the citizens of Haskovo Municipality and trends for its increase" - analysis of the obtained results. Participation in Campaigns.
<b>Link to vision</b> 	Creating educational opportunities linked to the business and the market. Entrepreneurial and active citizens. A city that offers opportunities for youth development and a dignified life for adults and elderly people.	<b>Risks and mitigation</b>  <ul style="list-style-type: none"> <li>• Long administrative process for tender procedure;</li> <li>• Insufficient resources (funding, experts, etc.), need for financial support;</li> <li>• Lack of coordination with the ecosystem;</li> </ul> Mitigating measures – Hold regular meetings to discuss the level of progress on the plan with the with the business representatives, including new experts in the team etc. Support from ICC lead experts team and thematic expert and core cities.			
<b>Link to ambition statement</b> 	The solution links to all AS: Ambition statement 1, Ambition statement 2, Ambition statement 3, Ambition statement 4				
<b>Expected impact and timing</b> 	Adopted and implemented new solutions for smart growth of the local business through development of skills needed for successful realization on the labor market. To ensure that all local needs are taken in consideration / <b>Timing:</b> June - July 2023				

# Initiative charter Solution #3: Platform creation - network between municipality, education providers and business

## Strategy

### Description



**What:** Platform that offers opportunity to connect business and schools and develops the skills of the citizens.

**Why:** One city platform that reflects the narrower and broader educational needs linked to the business

**How:** Activity #1 Analysis of the available resources (implementation only with external financial resources) Activity #2 Tender Procedure and Contract Implementation/ execution of the platform. Initiative #3 Dissemination of information and communication (raising awareness)

### Link to vision



To ensure that there is one platform that reflects the narrower and broader educational needs linked to the business

### Link to ambition statement

The solution links to all AS: Ambition statement 1, Ambition statement 2, Ambition statement 3, Ambition statement 4



### Expected impact and timing

Integrated and easily accessible platform which functions as a tool to meet the needs and goals of business, citizens and municipality.

**Timing:** TBD/ June - August 2023



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## Stakeholders involved

### Solution lead:



European and National Programs and Projects Department, IT experts, Department of Education, Culture, Youth Activities and Sports, Haskovo Municipality and NGOs

### Solution working team:



TBD

Developed by the local working group and a Contractor, IT company

### Contributors:



Contribution of all local stakeholders, Other municipal departments, Universities and Education institutions, business, NGOs

### Risks and mitigation



- Insufficient resources (funding, experts, etc.), need for financial support;
- Lack of internal and external capacity;
- Uncoordinated activity of all stakeholders
- Business not enough involved in the process

Mitigating measures - organization of meetings with the business representatives, coordination meetings with ecosystem representatives, including new experts in the team etc. Support from ICC lead experts team, thematic expert and core cities.

## Inputs, outputs, outcomes and impacts

### Source of funding and estimated cost



External financial resources – looking for opportunities

### Solution maturity outputs



Technological solutions – partner search platforms for finding partner – e.g.. IT company, Social media contacts etc.

### City performance outcomes and impacts



Impact assessment - conducting a survey among the citizens on "Quality of life of the citizens of Haskovo Municipality and trends for its increase" - analysis of the obtained results.





# Key Performance indicators – Solution #1

Solution #1	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Elaboration of a Municipal Strategy for Development of Education 2021 - 2027	<b>Initiative #1 Strategy preparation</b> Activity #1 Setting a Project Team for the Strategy Preparation Activity #2 Tender Procedure/ External Contractor	Approved technical specification and package for tender procedure for the strategy development; Contract signed; Team for Strategy Preparation Interviews Discussions; Focus groups	Persons Employed with 'skills of tomorrow' (also known as 21st century skills/future skills/skills for jobs in the digital and green transitions) Business satisfaction on the availability of skills (21st century skills) Technical support; Technical specification for the strategy; Networking/ Partners with good practices; Activation of the ecosystem in the process of the implementation
Elaboration of a Municipal Strategy for Development of Education 2021 - 2027	<b>Initiative #2 Dissemination of information - communication and publicity</b> Activity #1 Measures for communication and capitalization	New register elaborated for information and collaboration; Established connection with the business - number of NGOs and business representatives; Presentation/ Discussions for the activity	Ecosystem established
Elaboration of a Municipal Strategy for Development of Education 2021 - 2027	<b>Initiative #3 Management of the implementation</b>	Number of published documents of the municipality web site Number of public meetings/ information meetings held; Number of media included;	Degree of involvement of skills community (share of relevant stakeholders engaged)

# Key Performance indicators – Solution #2 – in progress

Solution #2	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Elaboration of a Municipal Strategy for Upskilling and Reskilling	Initiative #1 Strategy preparation Activity #1 Setting a Project Team for the Strategy Preparation Activity #2 Tender Procedure and Contract Implementation Activity #3 Approval of the Strategy by the Municipal Council	Persons Employed with 'skills of tomorrow' (also known as 21st century skills/future skills/skills for jobs in the digital and green transitions) Business satisfaction on the availability of skills (21st century skills) Approved full package of documents for tender procedure for the platform development;	Funding; Technical support; Technical specification for the strategy; Networking/ Partners with good practices; Activation of the ecosystem in the process of the implementation
Elaboration of a Municipal Strategy for Upskilling and Reskilling	Initiative #2 Development of Register of stakeholders with the participation of the universities Activity #1 Preparatory Activities Activity #2 Register Development and Presentation	Well functioning new register for information and collaboration. Presentation/ Discussion for the initiative	Networking/ Partners with good practices; Elaborated register with details of stakeholders Ecosystem established
Elaboration of a Municipal Strategy for Upskilling and Reskilling	Initiative #3 Dissemination of Information - Communication and Publicity	Number of published documents of the municipality web page Number of public meetings/ information meetings held; Number of media included;	Number of published documents of the municipality web page Number of public meetings/ information meetings held; Number of media included;

# Key Performance indicators – Solution #3 – in progress

Solution #3	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Platform creation - network between municipality, education providers and business	<b>Initiative #1 Technical specification/ solution</b> Activity #1 Analysis of the available resources (implementation only with external financial resources)	Funding; Technical support; Technical specification for the strategy; Networking/ Partners with good practices; Activation of the ecosystem in the process of the implementation	Persons Employed with 'skills of tomorrow' (also known as 21st century skills/future skills/skills for jobs in the digital and green transitions) Business satisfaction on the availability of skills (21st century skills) Approved full package of documents for tender procedure for the platform development;
Platform creation - network between municipality, education providers and business	<b>Initiative #2 Tender Procedure and Contract Implementation/ execution of the platform</b>	Tender procedure Contractor for platform elaboration signed; Platform created and maintained new functionalities rollout etc.	Well functioning new register for information and collaboration. Presentation/ Discussion for the initiative Number of included in the platform users
Platform creation - network between municipality, education providers and business	<b>Initiative #3 Dissemination of information and communication (raising awareness)</b>	Communication strategy elaborated	Number of published documents of the municipality web page Number of public meetings/ information meetings held; Number of media included;

# Key Performance indicators - Cross cutting indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Solution 1: Elaboration of a Municipal Strategy for Development of Education 2021 - 2030	Number of elaborated documents Number of meetings with the stakeholders Number of survey respondents Number of developed reports	Approved and put in implementation Strategy Elaborated Strategy Action plan	People acquired digital skills (CVET and Training centers database) Share of tertiary educated people; Increase the number STEM graduates in your city/region (VET Schools and HEI database) Share of STEM graduates employed in the local economy (Haskovo labour office database) Impacts Creating conditions for the inclusion of STEM HEIs of the region in the city skills programmes; Increasing the interest of adolescents in STEM classes
	Development of Register of stakeholders with the participation of the universities Elaborated database/ registers Number of included in the register/database stakeholders Number of established contacts with stakeholders	Well-functioning database/ register	Reach a sufficient number of stakeholders registered and use the register/database stakeholders; Number of established contacts with stakeholders; Created accessible conditions for establishing partnerships and new contacts, development of joint projects in the sphere of education and training.
	Dissemination of information - communication and publicity	Published news releases, documents on the municipality web page Organizing and holding public meetings and information meetings; Number of media included; Number of publications / broadcasts in the local media, incl. e-media;	Increase awareness of the new Strategy and the database;



# Key Performance indicators - Cross cutting indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Solution 2: Elaboration of a Municipal Strategy for Upskilling and reskilling	Resource analysis - human resources, financial resources. Strategy preparation	Identified amount of funding for the strategy preparation Set up implementation teams	Persons Employed with 'skills of tomorrow' (also known as 21st century skills/future skills/skills for jobs in the digital and green transitions) Business satisfaction on the availability of skills (21st century skills)
	Number of elaborated documents Number of meetings with the stakeholders Number of survey respondents Number of developed reports	Approved and put in implementation Strategy Elaborated Strategy Action plan	
	Dissemination of information - communication and publicity	Number of published documents of the municipality web page Number of public meetings/ information meetings; held; Number of media included; Number of publications / broadcasts in the local media, incl. e-media; Number of press conferences.	

# Key Performance indicators - Cross cutting indicators

Solution		Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Solution creation	3: Platform	Number of elaborated documents, Number of reports from meetings Number of meetings	Approved full package of documents for tender procedure for the platform development	Number of included in the platform users Number of covered employers Number of successful matchings Number of entrances in the platform
		Tender Procedure and Contract Implementation/ execution of the platform Number of reports from meetings Number of meetings	Well-functioning new platform for development of skills	
		Dissemination of information and communication (raising awareness)	Number of published documents of the municipality web page Number of public meetings/ information meetings; held; Number of media included; Number of publications / broadcasts in the local media, incl. e-media; Number of press conferences.	

# Key Performance indicators - Cross cutting indicators

## Cross cutting indicatrs

Established strong cooperation with the local ecosystem

Improved communication between schools and Haskovo Municipality

Education in Haskovo municipality with accompanying key objectives, areas of impact, priority activities and measurable indicators of success, which correspond to the needs and capabilities of local authorities, population and business

Greater opportunities for professional realization of the young people completing their secondary education in Haskovo municipality. It will increase the share of students and graduates from Haskovo and thus support the economic development of the municipality, which needs well-prepared and motivated professionals for their various industries.

## Rationale to KPI approach

The city of Haskovo set up quite carefully the Solutions KPIs trying to select indicators which clearly reflect the achievements under the solutions. The approach followed the best practices for indicators development and the focus was on indicators which are specific for the solution, measurable and there are sources for their validation and most important they are achievable.

All three solutions has clear output indicators which can be easily monitored and validated with mainly qualitative data. As a final result, the city has to present two strategies and platform providing employment and a well-structured and established ecosystem which is supporting actively the city development.

The monitoring of the outcome and impact indicators will be done on later stage when the city starts to implement the activities envisaged in both strategic documents and when the platform becomes operational. Some of the KPIs for the solutions are also set in the Municipal Strategy for Development of Education 2021 – 2027.

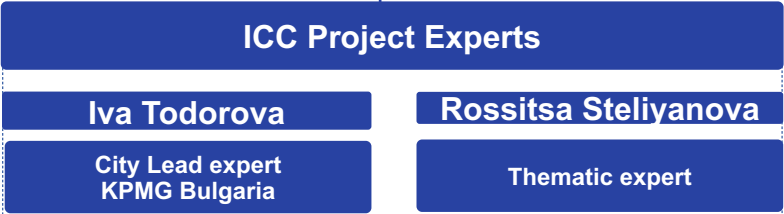
All KPIs were discussed and agreed with the ecosystem during the workshops.



# Rationale to road map - ICC work achievements in Haskovo Municipality

- Established ecosystem involved in skilling and reskilling in Haskovo Municipality;
- Raising the attention of the citizens in the region on the education, skills, youth, unemployment etc.
- The roadmap depends on the availability of funding and on sources.
  - ✓ Availability of Municipal budget for Solution 1 - Elaboration of a Municipal Strategy for Development of Education 2021 – 2027. There is a need for finding budget for funding the activities set in Solution 2 and Solution 3.
  - ✓ Not enough funding for smart and digital initiatives in the municipality.
- What could be kept and improved is the active communication from the administration side with all stakeholders. Elaboration of register of the ecosystem based on good practices, in which all interested parties in the city could participate will be very beneficial. The city has to establish a functioning network of active organizations and there should be a continuing process incl. a registry of the businesses and organizations from different sectors and to be encouraged their participation and active involvement when developing strategies, policies or projects.
- There is a need to develop more technology-based, engaging participatory initiatives.
- The city should listen all the proposals and solutions made by the stakeholders with respect to strong opinions they share about the upskilling, reskilling and long-life learning.
- The elaboration of the strategies of Haskovo will be implemented with the active participation of all stakeholders from the local ecosystem which will contribute with comprehensive analysis and data.
- The city relies on the support and cooperation with the thematic expert and the lead expert from ICC.
- Organizing a meeting with local business and establishing cooperation relations;
- Creating a register of ecosystem representatives for the purpose of making contacts;
- Opening of the university infrastructure for local administration training and business.

# Governance structure for roadmap implementation



Solution #1		
Initiative 1	Initiative 2	Initiative 3
Strategy preparation	Development of Register of stakeholders with the participation of the universities	Dissemination of Information - Communication and Publicity
Initiative lead	Initiative lead	Initiative lead
<ul style="list-style-type: none"><li>• Deputy Mayor</li><li>• Head of ECY and Sports Dept;</li><li>• ENPP Department;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Deputy Mayor</li><li>• Head of ECY Activities and Sports Dept;</li><li>• ENPP Department;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Mayor;</li><li>• Deputy Mayor</li><li>• Head of ECY Activities and Sports Dept;</li><li>• ENPP Department;</li><li>• Ecosystem experts.</li></ul>

Solution #2		
Initiative 1	Initiative 2	Initiative 3
Strategy preparation	Dissemination of information - communication and publicity	Management of the implementation
Initiative lead	Initiative lead	Initiative lead
<ul style="list-style-type: none"><li>• Deputy Mayor</li><li>• Head of ECY Activities and Sports Dept;</li><li>• ENPP Department;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Mayor;</li><li>• Deputy Mayor</li><li>• Head of ECY and Sports Dept;</li><li>• ENPP Department;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Deputy Mayor</li><li>• Head of ECY and Sports Dept;</li><li>• ENPP Department</li><li>• Ecosystem experts.;</li></ul>

Solution #3		
Initiative 1	Initiative 2	Initiative 3
Technical specification/ solution	Tender Procedure and Contract Implementation/ execution of the platform	Dissemination of information and communication (raising awareness)
Initiative lead	Initiative lead	Initiative lead
<ul style="list-style-type: none"><li>• Mayor;</li><li>• Deputy Mayor</li><li>• Head of ECY and Sports Dept;</li><li>• ENNP Dept;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Deputy Mayor</li><li>• Head of ECY Activities and Sports Dept;</li><li>• ENNP Dept;</li><li>• Ecosystem experts.</li></ul>	<ul style="list-style-type: none"><li>• Mayor;</li><li>• Deputy Mayor</li><li>• Head of ECY Activities and Sports Dept;</li><li>• ENNP Dept;</li><li>• Ecosystem experts.</li></ul>



Section

3+4

February 2021 to May 2021

# Haskovo: Impact

ICC Transformation



# Impact executive summary

## Haskovo Municipality – The ICC journey

With the ICC project the city of Haskovo made an important step developing the education sector and facing the new challenges in the innovative education and training area and mainly development of digital skills of all citizens. Furthermore it is expected through the ICC project solutions to be stimulated the labour market in the city and better to be addressed the business needs for skillful and educated workforce.

The successful implementation of the first solution Elaboration of a Municipal Strategy for Development of Education 2021 – 2027 will lead to the development of education in Haskovo municipality with accompanying key objectives, areas of impact, priority activities and measurable indicators of success, which correspond to the needs and capabilities of local authorities, population and business. The strategy serves to plan the tasks and resources of the municipal administration and its key partners regarding education in the municipality in the coming years. It gathers in one place the vision for the education of Haskovo Municipality, its goals and the activities to achieve them. This will allow both better coordination between the responsible institutions, as well as more effective communication of what is set out in the Strategy to all interested parties, attracting partners for fulfillment of goals and a deeper understanding of the problems facing education in the municipality.

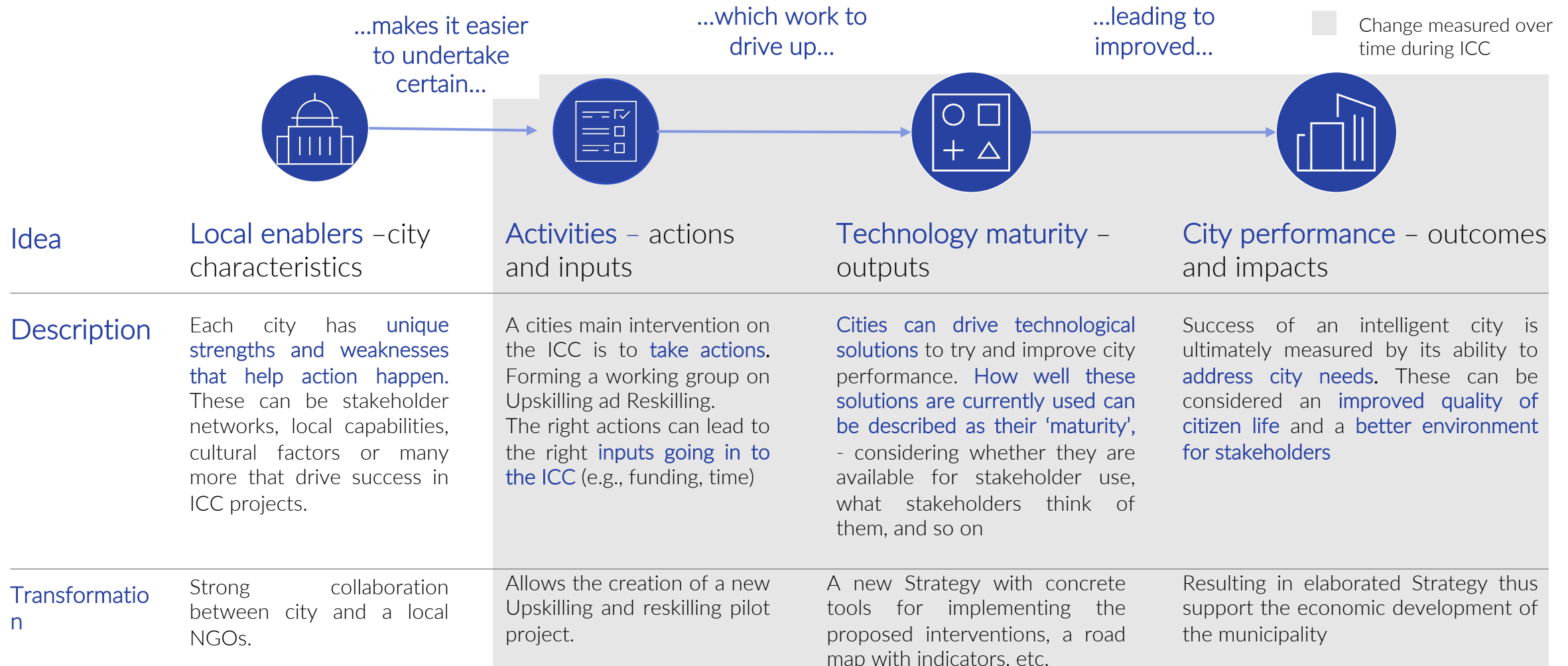
Each priority area in the Strategy is described in this chapter with its expected results, specific activities and steps to achieve them. In the next part of the document an action plan has been drawn up for the implementation of the Strategy with priority for the next two years of activities. It is the intent of this condition that all parties involved be responsible for the achievement of greater efficiency of the set activities.

Very important impact is the established strong cooperation with the local ecosystem. We now face the challenge of activate the business representatives in the skilling and reskilling transformation in order to create wider participation of the NGOs and SMEs in the activities of the municipality.

Haskovo Municipality can play an essential role in motivating, coordinating and even the management (when and where necessary) of the interaction processes between the different players at the local level. Improved communication and collaboration work will have a positive result on a better educational climate, will support the processes related to making shared and supported by the community solutions, and last but not least will create conditions for better learning throughout life and development of pedagogical specialists.



# The success in the ICC





# Assessment of city performance - progress against KPIs

Where we started		Final results
City performance		
1 KPI 1	Networking/ Partners with good practices; Activation of the ecosystem in the process of the implementation; Increased and wider participation of the ecosystem in the Strategy preparation.	Involvement in the Strategy preparation of 18 SMEs, 5 large companies, 3 Business associations, 2 Universities, 6 Civil Society Organizations/ NGOs
2 KPI 2	Funding; Technical support; Technical specification for the strategy;	Funding – municipal budget; Technical specification for the strategy elaborated and contract successful signed;
3 KPI 3	Published documents of the municipality web site; Number of public meetings/ information meetings held; Number of media included;	Active communication – 4 local events, web site publications and social media publication – more than 15

# Assessment of city performance - discussion

Based on the analysis and needs assessment, the city choose 2 main solutions: Elaboration of a Municipal Strategy for Development of Education 2021 – 2027 and Elaboration of a Municipal Strategy for Upskilling and Reskilling.

Then on the basis of the best practices shared and the good example of the House of Skills of Amsterdam city, Haskovo decided to add third solution - to develop Platform - network between municipality, education providers and business. It was quite ambitious decision but as employment increase and meeting the business needs of quality personnel are crucial for the economic development of the city, it was decided the solution to be added to the Strategy.

Implementation of the first solution went very well. Funding for the activities were secured through the municipal budget. Implementation started according to the plan in July 2021 and the Strategy was approved by the Municipal Council in August 2022.

Second solution is not implemented. The reason is the lack of financial resources.

The third solution is our main challenge and we need to ensure funding. Regarding this, thanks to the ICC we have already made collaboration with the city of Ventspils to write a new project proposal.

Haskovo city will continue to look for financing to implement the set goals.

# Assessment of city ecosystem and activities - discussion

30 solutions and activities were identified based on the city needs and the city vision and ambition statements.

All identified solutions were reviewed by the Thematic expert who gave feedback regarding their effectiveness, impact and opportunities to be implemented.

Ranking table with all solutions was prepared and sent to the representatives of the ecosystem and participants in the seminar, so they can prioritize identified solutions.

Received ranking results from the participants were summarized and final ranking table with solutions was presented for discussion.

Three priority solutions were selected by the ecosystem representatives as most relevant and appropriate to the city ambition statements.

There was very good collaboration with the ecosystem and representatives of the ICC ecosystem become stakeholders in the Strategy.

# Key lessons



## What went well?

- The ICC team (ICC city team, Lead experts and Thematic expert) worked well since the beginning of the project.
- Very good communication with the Contractor (Solution#1 and support from the ecosystem (except the business)).



## What could be improved?

- Exchange of good practices regarding development of strategies and e-platforms - The communication with other cities.
- Better visibility, communication and capitalization of all ICC activities.



## What to change?

- Continuing to work with the ecosystem;
- Continuing searching for opportunities, collaboration with ICC cities and developing project proposals.

# Challenges

## Solution #1

- Transformation management;
- Lack of skills;
- Timing;
- Change of Mindset.

## Solution #2

- Secure Funding;
- Collaboration opportunities searching;
- Secure       adequate  
Complex       Software  
and Technology.

## Solution #3

- Secure Funding;
- Collaboration opportunities searching;
- Matching partner needs/ project activities.



# Commitments

## Commitments to on-going resources

Haskovo will continue to work on the topics:

- Strategy implementation
- Searching for funding
- Involvement of the business representatives deeper in the discussions

## Commitments to on-going collaboration

- Elaborated project proposal
- Development and strengthening of the collaboration opportunities
- Support of the schools in development and implementation of projects
- Development of common projects with NGOs

## Commitments to on-going KPIs

- Striving to fulfill the indicators
- Continuing interaction with NGOs and Business representatives
- Ensuring successful implementation of the Education Strategy of Haskovo Municipality.
- Further development of the city digitalization through constant collaboration with the local ecosystem and strengthening the partnership with the other cities for realization of our common priorities.

## 3 Year plan - ambitions

### Haskovo City – the way forward

*Building on the ICC, what would will the city aim to achieve in 3 years time?*

Restructure the economic profile and labour market of Haskovo Municipality to achieve the green, digital and demographic transformation of the city.

Develop digital infrastructure in the city providing access to digital & green technologies to citizens, SMEs and public bodies.

Accelerate the transition to resource-efficient, low carbon and sustainable economy of Haskovo by applying innovative and entrepreneurial approaches in policy measures and initiatives.

*What steps will you take over the next 3 years to achieve these goals?*

Build a roadmap of the workforce to feed into the investors' and the economic profile we want to achieve in Haskovo Municipality.

Implement the Municipal Strategy for Upskilling and Reskilling.

Establish the digital platform that will equip the workforce of Haskovo Municipality with the skills needed to future-proof their careers.

Provide training in innovative, digital and green skills and technology to students, business and citizens, incl. socially disadvantaged.

Co-develop opportunities and policy initiatives with the local ecosystem stakeholders to acquire knowledge, skills, abilities and attitudes of students, business and citizens. Set up new channels for local stakeholders to support publicly-led initiatives (e.g. green bonds and crowdfunding opportunities).

Create new and green jobs.

# City solutions and delivery strategy

## Quick wins



Participation in an integrated project – involvement of all local stakeholders

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Organizing a meeting with local business

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Creating a register of ecosystems for the purpose of making contacts

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Organizing meetings to discuss program partnerships in the new programming period



Organizing a meeting with representatives of the nationally represented business organizations in Haskovo

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Opening of the university infrastructure for local administration training and business

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Organizing trainings for digital skills in administration

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Conducting research