



## **EUSBSR** EU STRATEGY FOR THE BALTIC SEA REGION

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**Turn your idea into a flagship:  
how to impact policies**

28 June 2017 | IMEAS Networking event | Turin



## Guiding principles

Macro-regional strategies **focus on societal challenges** that can't be solved solely on local, regional or national levels but **requires transnational cooperation** involving stakeholders in a **multilevel governance structure**.

In macro-regional strategies **transnational cooperation is integrated in development processes**, for example in municipalities own development processes, avoiding transnational projects to become “satellites” where projects rarely results in lasting impacts.

**Macro-regional strategies** are complex initiatives, with multiple stakeholders, **bringing different perspectives together**, with **multilevel governances** as **guiding principle**.





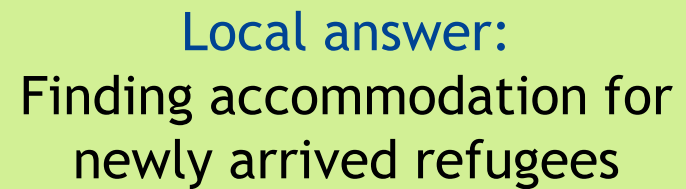
# Step 1: Choose your societal challenge

and identify the macro-regional added value in addition to local/regional/national value

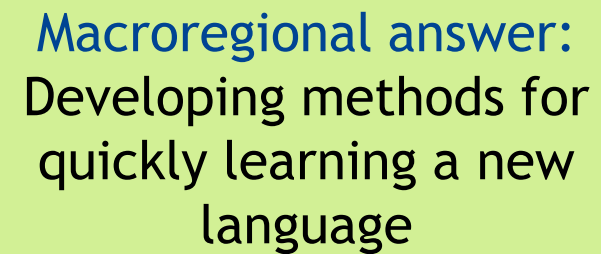





Integration of  
refugees



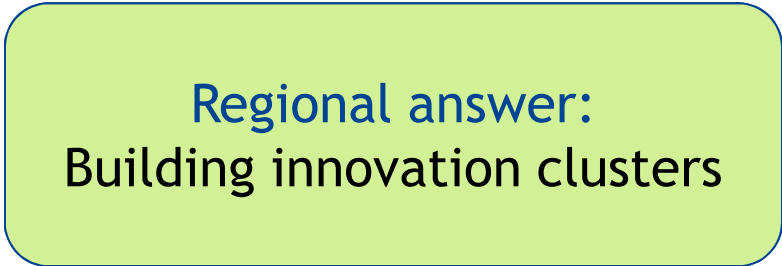
**Local answer:**  
Finding accommodation for  
newly arrived refugees



**Macroregional answer:**  
Developing methods for  
quickly learning a new  
language




International  
competitiveness  
among SMEs



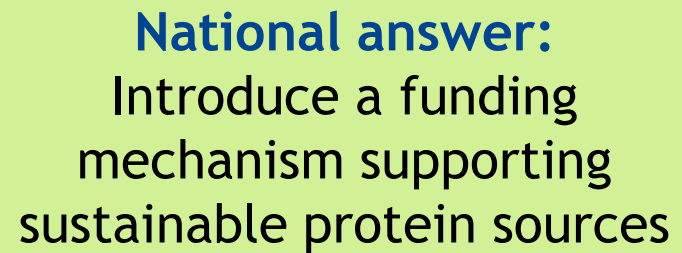
**Regional answer:**  
Building innovation clusters



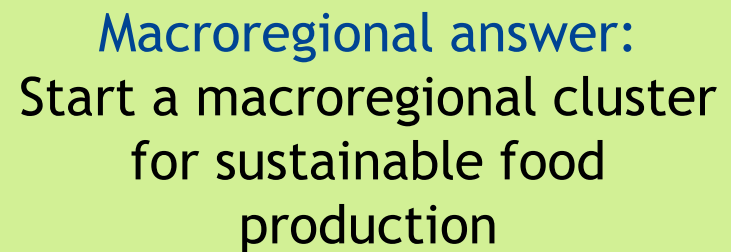
**Macroregional answer:**  
Developing joint training of  
cluster leaders




**Sustainable food  
production**



**National answer:**  
Introduce a funding  
mechanism supporting  
sustainable protein sources



**Macroregional answer:**  
Start a macroregional cluster  
for sustainable food  
production



Cultural heritage  
- both sustained  
and profitable




**Local answer:**

Invest in restoration of  
cultural heritage and make it  
accessible for tourists

**Macroregional answer:**

Develop joint education for  
plasterer and other  
professions facing the risk of  
dying out





## Step 2: Make a stakeholder analysis

identifying stakeholders that can bring about  
change, policy impact







## Step 3: Start building your flagship

invite stakeholders for knowledge platforms, start developing project chains if possible with help of seed funding





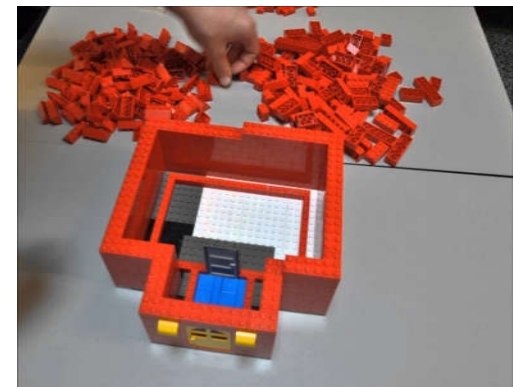


## Flagships - transnational development processes

Gather stakeholders in a multilevel governance structures - stakeholders with capacity for development, implementation and providing sustainable impact.

A mix of thematic working groups and projects.

Projects with different financing depending on the partnership and type of development.





## Flagships - transnational development processes

FLAGSHIPS are development processes that aims to create a broad impact on the development of macro-regional strategies.

PROJECT aims to find effective solutions to our common problems within narrower areas.

FLAGSHIP as concept has the potential to be the main format for the implementation of macro-regional strategies. It integrates different perspectives and financing. Gathering stakeholders from different levels; public, nonprofit and private sectors. The participating projects are often organized as a so-called PROJECT CHAINS.





## Flagships - transnational development processes

FLAGSHIPS are based on POLICY IMPACT and proceeds from the Action Plans of macro-regional strategies.

The planned POLICY IMPACT is the one who controls the design of the flagship. It defines which stakeholders must be included, which format is needed in the flagship (thematic working groups, projects, project chains) and thus the funds required.

POLICY IMPACT is the red thread running through the whole flagship. In order to follow the evolution and finally determine whether planned objectives have been achieved requires a set of objectives, indicators and monitoring methods.





# Example 1: Project Chain Development





**Societal challenge: A more effective competence supply**

**Macro-regional added value: Building a common labour market**









# Baltic Training Programme - a chain of 6 projects

**Developing and testing the method**  
focusing on students and companies

**Implementing**  
focusing on teachers

**Implementing + ECVET**  
focusing on VET providers

**Baltic Training Programme 2009 - 2012**  
Interreg Central Baltic  
SE, EE, LV

**HansaECVET 2013 - 2015**  
LdV TOI  
SE, EE, LV, LT, PL, GE, DK, FI

**Nordpraktik 2011 - 2014**  
Interreg Nord  
SE, NO, FI

**HansaVET 2011 - 2013**  
LdV TOI  
SE, EE, LV, LT

**South Baltic Training Programme 2012 - 2014**  
Interreg South Baltic  
SE, DK, GE, PL, LT

**BBVET - Boosting Business Integration through joint VET Education 2016 - 2018**  
Interreg South Baltic  
SE, DK, GE, PL, LT



## Baltic Training Programme - project partners

### INTERREG

#### Baltic Training Programme

- SE - Norden Association (NGO)
- SE - Frans Schartau Business Institute (local)
- EE - Narva Vocational Training Centre (state)
- LV - Vidzeme Planning Region (region)

#### Nordpraktik

- SE - Norden Association Norrbotten (NGO)
- SE - Nordic Aviation Centre (local)
- FI - Lapland University of Applied Sciences (state)
- NO - Troms Regional Council (region)

#### South Baltic Training Programme

- SE - Netport Karlshamn (triple helix)
- SE - Litorina Folk High school (foundation)
- GE - ITC Innovation and Trend centre (company)
- GE - HIE-RO at the University of Rostock (academy)
- LT - Rietavas Business Information Centre (company)
- LT - Zemaitija College (local VET school)
- PL - Szczecin University (academy)
- DK - EUC Zealand (local VET school)

### LLP Leonardo da Vinci TOI

#### HansaVET

- LV - National Centre for Education (state)
- SE - Norden Association (NGO)
- LV - Baltic Bright (company)
- GE - Hanse-Parliament (company)
- EE - Tartu Vocational Education Centre (state)
- LT - Vytautas Magnus University (academy)

#### HansaECVET

- SE - Norden Association (NGO)
- GE - Hamburg Institute for Vocational education (state)
- FI - Lapland University of Applied Sciences (state)

### INTERREG

#### BBVET - Boosting Business Integration through joint VET Education

- SE - NetPort Science Park (triple helix)
- GE - University of Rostock (academy)
- LT - Rietavas Business Information Centre (local)
- LT - Zemaitija College (local VET school)
- PL - University of Szczecin (academy)
- DK - EUC Zealand (local VET school)



## Example 2: Flagship





Societal challenge: Youth unemployment / exclusion

Macro-regional added value: collective/cross-sectorial knowledge /  
joint capacity building  
*e.g. WIR (one-stop-shop for newly arrived refugees)*





**A flagship within  
the Baltic Sea Strategy.**



# STRUCTURE

**FLAGSHIP LEADER**  
Swedish Association of  
Local Authorities and  
Regions  
Sweden

**EARLY SCHOOL LEAVING**  
Knowledge platform  
City of Turku  
Finland

**INTEGRATION OF REFUGEES**  
Knowledge platform  
City of Turku  
Finland

**NEETs**  
Knowledge platform  
Norden Association  
Sweden

Monitoring and  
Evaluation

Thematic working groups

Capacity building

Projects

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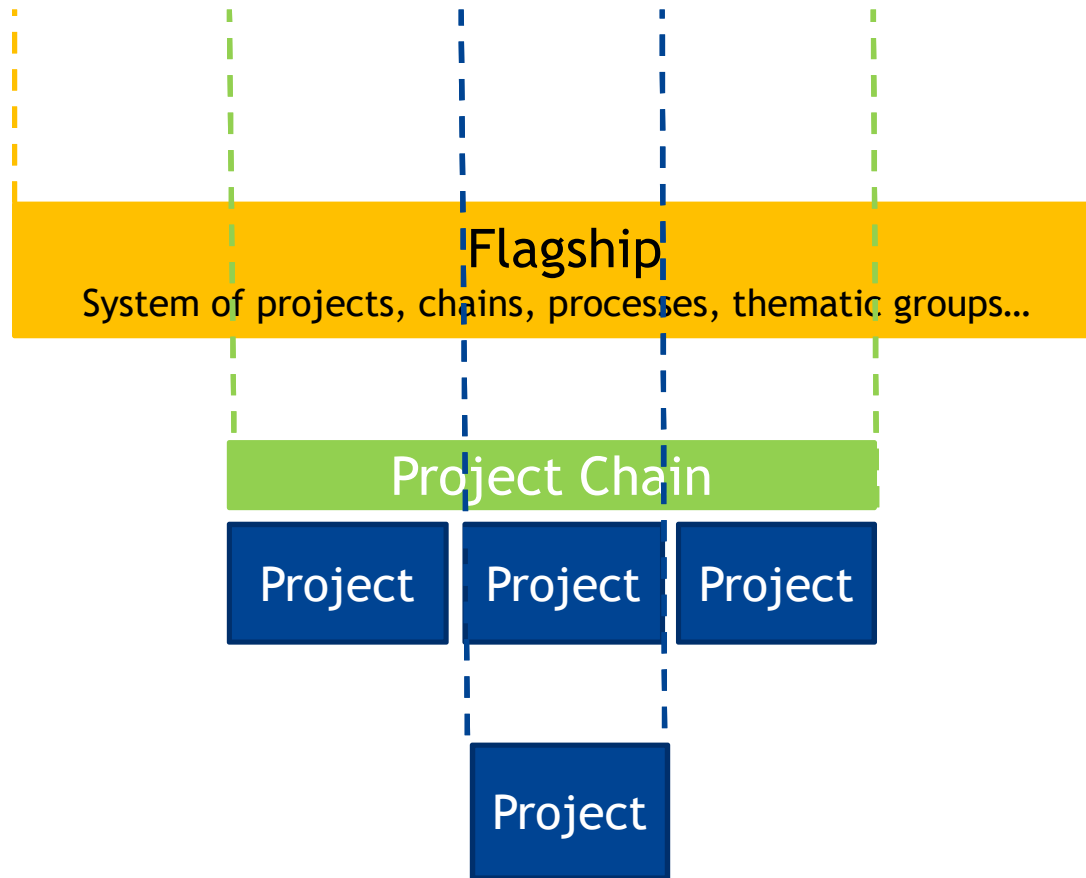
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# Policy Impact





**EUSBSR**  
EU STRATEGY  
FOR THE BALTIC  
SEA REGION

Thank you for your attention!

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