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NEXT Black Sea Basin

BSB00708

AI4Capacity

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Version 2.0

Form language: EN

Input language: EN

Currency: EUR

A - Project identification

A.1 Project identification

Project id (automatically created)	BSB00708
Name of the lead partner organisation	Δημοκρίτειο Πανεπιστήμιο Θράκης - Πολυτεχνική Σχολή - Ειδικός Λογαριασμός Κονδυλίων Έρευνας
Name of the lead partner organisation in English	Democritus University of Thrace - School of Engineering - Special Account for Research Funds
Project title	Capacity Building and Training for Public Sector Using Artificial Intelligence
Project acronym	AI4Capacity
Programme priority	Competent and Resilient Region
Specific objective	ISO6.3: Building up mutual trust, in particular by encouraging people-to-people actions
Project duration in months	18

A.2 Project summary

Please give a short overview of the project and describe:

- the common challenge of the programme area your project is tackling;
- the overall project objective and the expected change your project will make to the current situation;
- the main outputs and results your project will develop and who will benefit from them;
- the planned approach and why transnational cooperation is needed;

Common Challenge

The AI4Capacity project addresses a significant challenge faced by small and medium sized public organizations, particularly local authorities: the need for enhanced administrative capacities and efficient management frameworks. In the programme area, these organizations often struggle with limited resources, outdated administrative practices, and varying levels of governance efficiency. These challenges hinder their ability to effectively serve their communities and manage cross-border cooperation initiatives.

Overall Project Objective and Expected Change

The primary objective of AI4Capacity is to promote and implement capacity-building tools such as the Common Assessment Framework (CAF) (*) and Management by Objectives (MbO) (**) system within small and medium public organizations. By integrating an AI Suite, designed to support these frameworks, the project aims to modernize administrative processes, improve decision-making, and enhance the overall efficiency of public service delivery. The expected change is a significant improvement in the administrative capacities of local authorities, leading to more effective governance, increased transparency, and better service outcomes for the communities they serve.

Main outcomes:

- AI Suite: A tailored AI Suite will be developed to support the implementation of CAF and MbO. This tool will streamline administrative tasks, provide data-driven insights, and facilitate more efficient resource management.
- Training: A comprehensive training package will be created and delivered to 32 partners' staff members. This training will equip them with the skills needed to implement CAF and MbO effectively.
- Pilot Implementations: The project will conduct pilot implementations of CAF and MbO in four organizations, providing real-world testing and refinement opportunities.
- Assessment and Refinement: Post-pilot assessments will be conducted to refine the AI Suite based on user feedback and performance data.
- Expansion and Capitalization: The project will promote the reuse of knowledge and tools developed through regional demonstration events, training courses for 240 public servants, and individualized support for 40 public entities.
- EduLab Platform: An "EduLab" platform will be established, combining an Open Educational Resource (OER) with a Living Lab to support ongoing education and innovation in public administration.
- AI4Capacity Network: A transnational network will be created to ensure the durability and transferability of the project's outputs and results.

Beneficiaries:

The primary beneficiaries of the project are local public authorities. By enhancing their administrative capacity, they will be better equipped to manage resources and deliver public services. Additionally, higher education and research institutions will benefit from access to the EduLab platform and the data generated by the project, supporting academic research and professional development. Ultimately, the communities served by these authorities will benefit from improved governance and more efficient public services.

Planned Approach - Transnational Cooperation

AI4Capacity employs a collaborative approach, bringing together partners from GR, BG, and TR to develop, implement, and refine the project's tools and methodologies. Transnational cooperation is essential for several reasons:

- Shared Expertise: Partners bring diverse experiences and expertise, enhancing the quality and relevance of the project's outputs.
- Cross-Border Challenges: The administrative challenges faced by local authorities in the Black Sea region are similar across borders, necessitating a unified approach.
- Resource Efficiency: Collaborative efforts allow for the pooling of resources and knowledge, reducing duplication and increasing the project's impact.

Innovative and Original Aspects:

The project's innovative approach lies in its integration of AI technologies to support traditional management frameworks like CAF and MbO. By leveraging AI, the project introduces advanced data analytics and automation into public administration, a relatively new concept in the region. The creation of the EduLab platform and the establishment of the AI4Capacity Network are also novel, providing sustainable avenues for ongoing education, collaboration, and the dissemination of best practices.

After all the above, it is clear that this project is a significantly efficient investment in the project area

(*) CAF is a unique management tool for self-assessment and performance evaluation for public

organisations. Developed and recognized by the EU, it is considered as the European quality tool for good governance and excellence in the public sector, with a focus on digitalisation, agility, sustainability, diversity and innovation.

(**) MbO is a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees.

A.3 Project budget overview

Programme funding			Contribution					Total project budget
Funding source	Funding amount	Co-financing rate (%)	Automatic public contribution	Other public contribution	Total public contribution	Private contribution	Total contribution	
Interreg Funds	489.699,00	90,00%	0,00	54.411,00	54.411,00	0,00	54.411,00	544.110,00
Total EU funds	489.699,00	90,00%	0,00	54.411,00	54.411,00	0,00	54.411,00	544.110,00
Total project budget	489.699,00	90,00%	0,00	54.411,00	54.411,00	0,00	54.411,00	544.110,00

A.4 Project outputs and result overview

Programme Output Indicator	Aggregated value per Programme output indicator	Measurement Unit	Output	Output Title	Output target value	Programme result indicator	Baseline	Result indicator target value	Measuremen unit
Participations in joint actions across borders	240,00	participations	Output 1.1	Training and pilot impleme ntations of CAF & MbO	240,00	Organisations cooperating across borders after project completion	0,00	4,00	organisations
Organisations cooperating across borders	4,00	organisations	Output 1.2	Joint impleme ntation of the project – AI4Capacity Network	4,00				
Jointly developed solutions	2,00	solutions	Output 1.3	Online solutions supporting the implement ation of CAF ana MbO	2,00	Solutions taken up or up-scaled by organisations	0,00	2,00	solutions

B - Project partners

Partners overview

Number	Status	Name of the organisation in english	Country	Organisation abbreviation	Partner role	Partner total eligible budget
1	Active	Democritus University of Thrace - School of Engineering - Special Account for Research Funds	Elláda (EL)	DUTH	LP	193.200,00
2	Active	UNION OF BULGARIAN BLACK SEA LOCAL AUTHORITIES	Bulgaria (BG)	UBBSLA	PP	116.340,00
3	Active	Municipality of Topeiros	Elláda (EL)	TOPEIROS	PP	110.040,00
4	Active	Catalca District Governorate	Türkiye (TR)	CDG	PP	124.530,00

B.1 Lead partner	
Partner number	1
Partner role	LP
Name of the organisation in original language	Δημοκρίτειο Πανεπιστήμιο Θράκης - Πολυτεχνική Σχολή - Ειδικός Λογαριασμός Κονδυλίων Έρευνας
Name of the organisation in english	Democritus University of Thrace - School of Engineering - Special Account for Research Funds
Organisation abbreviation	DUTH
Department / unit / division	School of Engineering
Partner main address	
Country	Elláda (EL)
NUTS 2	Anatoliki Makedonia, Thraki (EL51)
NUTS 3	Xanthi (EL512)
Street, House number, Postal code, City	V. Sophias Str. 12 67100 Xanthi
Homepage	www.duth.gr
Address of department / unit / division (if not applicable fill in the same information as above)	
Country	Elláda (EL)
NUTS 2	Anatoliki Makedonia, Thraki (EL51)
NUTS 3	Xanthi (EL512)
Street, House number, Postal code, City	V. Sophias Str. 12 6700 Xanthi
Legal and financial information	
Type of partner	Higher education and research organisations
Legal status	Public
VAT number (if applicable)	EL999975749
Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?	No
Other identifier number	N/A

Legal and financial information			
Other identifier description		N/A	
PIC (from EC Participant Register) *MANDATORY		999659109	
Contact			
Legal representative		Professor Georgios Broufas	
Contact person		Professor Antonios Gasteratos	
Email		agaster@pme.duth.gr	
Telephone no.		+306942056676	
Co-financing			
Source	Amount	Percentage	
Interreg Funds	173.880,00	90,00%	
Partner contribution	19.320,00	10,00%	
Partner total eligible budget	193.200,00	100,00%	
Origin of partner contribution			
Source of contribution	Legal status of contribution	Amount	% of total partner budget
DUTH	Public	19.320,00	10,00%
Total			
Sub-total public contribution	19.320,00	10,00%	
Sub-total automatic public contribution	0,00	0,00%	
Sub-total private contribution	0,00	0,00%	
Total	19.320,00	10,00%	
State Aid			
State aid criteria self-check			
Criterium I: Is the partner involved in economic activities within the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	The project applicant will not implement activities and/ or offer goods/ services for which a market exists

State aid criteria self-check	
Criterium I: Is the partner involved in economic activities within the project?	
2. Are there activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No There are no activities/ goods/ services that could have been undertaken by an operator with the view of making profit
Criterium II: Does the partner and/or any third party receive an selective advantage within the project?	
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No The project applicant does not plan to carry out the economic activities on its own
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No The project applicant as well as any other operator not included in the project as a project partner or the target audience will not gain any benefit from its project economic activities, not received in the normal course of business. In any case, all outcomes of the project will be uploaded on internet and made available to any interested party for free
Result of State aid criteria self-check:	No risk of state aid

B.1 Project Partner 2	
Partner number	2
Partner role	PP
Name of the organisation in original language	Асоциация на Българските Черноморски Общини
Name of the organisation in english	UNION OF BULGARIAN BLACK SEA LOCAL AUTHORITIES
Organisation abbreviation	UBBSLA
Department / unit / division	N/A
Partner main address	
Country	Bulgaria (BG)
NUTS 2	Severoiztochen (BG33)
NUTS 3	Varna (BG331)
Street, House number, Postal code, City	Breslav Str. 4 9000 Varna
Homepage	www.ubbsla.org
Address of department / unit / division (if not applicable fill in the same information as above)	
Country	Bulgaria (BG)
NUTS 2	Severoiztochen (BG33)
NUTS 3	Varna (BG331)
Street, House number, Postal code, City	Breslav 4 9000 Varna
Legal and financial information	
Type of partner	Interest groups including NGOs
Legal status	Public
VAT number (if applicable)	103133943
Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?	No
Other identifier number	N/A
Other identifier description	N/A

Legal and financial information			
PIC (from EC Participant Register) *MANDATORY		969558457	
Contact			
Legal representative		Mrs. Mariyana Ivanova	
Contact person		Mrs. Elena Simeonova	
Email		assistant@ubbsla.org	
Telephone no.		+359887290377	
Co-financing			
Source	Amount	Percentage	
Interreg Funds	104.706,00	90,00%	
Partner contribution	11.634,00	10,00%	
Partner total eligible budget	116.340,00	100,00%	
Origin of partner contribution			
Source of contribution	Legal status of contribution	Amount	% of total partner budget
UBBSLA	Public	11.634,00	10,00%
Total			
Sub-total public contribution	11.634,00		10,00%
Sub-total automatic public contribution	0,00		0,00%
Sub-total private contribution	0,00		0,00%
Total	11.634,00		10,00%
State Aid			
State aid criteria self-check			
Criterium I: Is the partner involved in economic activities within the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	The project applicant will not implement activities and/ or offer goods/ services for which a market exists

State aid criteria self-check	
Criterium I: Is the partner involved in economic activities within the project?	
2. Are there activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No There are no activities/ goods/ services that could have been undertaken by an operator with the view of making profit
Criterium II: Does the partner and/or any third party receive an selective advantage within the project?	
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No The project applicant does not plan to carry out the economic activities on its own
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No The project applicant as well as any other operator not included in the project as a project partner or the target audience will not gain any benefit from its project economic activities, not received in the normal course of business. In any case, all outcomes of the project will be uploaded on internet and made available to any interested party for free
Result of State aid criteria self-check:	No risk of state aid

B.1 Project Partner 3	
Partner number	3
Partner role	PP
Name of the organisation in original language	Δήμος Τοπείρου
Name of the organisation in english	Municipality of Topeiros
Organisation abbreviation	TOPEIROS
Department / unit / division	N/A
Partner main address	
Country	Elláda (EL)
NUTS 2	Anatoliki Makedonia, Thraki (EL51)
NUTS 3	Xanthi (EL512)
Street, House number, Postal code, City	Evlalo 0 67200 Evlalo
Homepage	https://www.topeiros.gr
Address of department / unit / division (if not applicable fill in the same information as above)	
Country	Elláda (EL)
NUTS 2	Anatoliki Makedonia, Thraki (EL51)
NUTS 3	Xanthi (EL512)
Street, House number, Postal code, City	Evlalo 0 67200 Evlalo
Legal and financial information	
Type of partner	Local public authority
Legal status	Public
VAT number (if applicable)	090379296
Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?	No
Other identifier number	N/A
Other identifier description	N/A

Legal and financial information			
PIC (from EC Participant Register) *MANDATORY		884331250	
Contact			
Legal representative		Mr. Thomas Michoglou	
Contact person		Mrs. Eirini Papazoglou	
Email		ipapazog@gmail.com	
Telephone no.		6974925014	
Co-financing			
Source		Amount	Percentage
Interreg Funds		99.036,00	90,00%
Partner contribution		11.004,00	10,00%
Partner total eligible budget		110.040,00	100,00%
Origin of partner contribution			
Source of contribution	Legal status of contribution	Amount	% of total partner budget
TOPEIROS	Public	11.004,00	10,00%
Total			
Sub-total public contribution		11.004,00	10,00%
Sub-total automatic public contribution		0,00	0,00%
Sub-total private contribution		0,00	0,00%
Total		11.004,00	10,00%
State Aid			
State aid criteria self-check			
Criterium I: Is the partner involved in economic activities within the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	The project applicant will not implement activities and/ or offer goods/ services for which a market exists

State aid criteria self-check	
Criterium I: Is the partner involved in economic activities within the project?	
2. Are there activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No There are no activities/ goods/ services that could have been undertaken by an operator with the view of making profit
Criterium II: Does the partner and/or any third party receive an selective advantage within the project?	
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No The project applicant does not plan to carry out the economic activities on its own
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No The project applicant as well as any other operator not included in the project as a project partner or the target audience will not gain any benefit from its project economic activities, not received in the normal course of business. In any case, all outcomes of the project will be uploaded on internet and made available to any interested party for free
Result of State aid criteria self-check:	No risk of state aid

B.1 Project Partner 4	
Partner number	4
Partner role	PP
Name of the organisation in original language	Çatalca Kaymakamlığı
Name of the organisation in english	Catalca District Governorate
Organisation abbreviation	CDG
Department / unit / division	N/A
Partner main address	
Country	Türkiye (TR)
NUTS 2	İstanbul (TR10)
NUTS 3	İstanbul (TR100)
Street, House number, Postal code, City	Kaleiçi Mah. Cumhuriyet Meydanı Hükümet Konagi 3. Kat 34540 Catalca
Homepage	https://www.catalca.gov.tr/
Address of department / unit / division (if not applicable fill in the same information as above)	
Country	Türkiye (TR)
NUTS 2	İstanbul (TR10)
NUTS 3	İstanbul (TR100)
Street, House number, Postal code, City	Kaleiçi Mah. Cumhuriyet Meydanı Hükümet Konagi 3. Kat 34540 Catalca
Legal and financial information	
Type of partner	Local public authority
Legal status	Public
VAT number (if applicable)	2310351311
Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?	No
Other identifier number	N/A

Legal and financial information			
Other identifier description		N/A	
PIC (from EC Participant Register) *MANDATORY		906427268	
Contact			
Legal representative		Mr. Erdoğan Turan ERMİŞ	
Contact person		Mr. Yunus TASLI	
Email		yunustasli@hotmail.com	
Telephone no.		+905053690395	
Co-financing			
Source		Amount	Percentage
Interreg Funds		112.077,00	90,00%
Partner contribution		12.453,00	10,00%
Partner total eligible budget		124.530,00	100,00%
Origin of partner contribution			
Source of contribution	Legal status of contribution	Amount	% of total partner budget
CDG	Public	12.453,00	10,00%
Total			
Sub-total public contribution		12.453,00	10,00%
Sub-total automatic public contribution		0,00	0,00%
Sub-total private contribution		0,00	0,00%
Total		12.453,00	10,00%
State Aid			
State aid criteria self-check			
Criterium I: Is the partner involved in economic activities within the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	The project applicant will not implement activities and/ or offer goods/ services for which a market exists

State aid criteria self-check	
Criterium I: Is the partner involved in economic activities within the project?	
2. Are there activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No There are no activities/ goods/ services that could have been undertaken by an operator with the view of making profit
Criterium II: Does the partner and/or any third party receive an selective advantage within the project?	
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No The project applicant does not plan to carry out the economic activities on its own
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No The project applicant as well as any other operator not included in the project as a project partner or the target audience will not gain any benefit from its project economic activities, not received in the normal course of business. In any case, all outcomes of the project will be uploaded on internet and made available to any interested party for free
Result of State aid criteria self-check:	No risk of state aid

C - Project description

C.1 Project overall objective

Below, you can see the Programme specific objective your project will contribute to (chosen in section A.1.).

ISO6.3: Building up mutual trust, in particular by encouraging people-to-people actions

Project overall objective

Please define the overall objective of the project.

- Make sure that it clearly contributes to the selected programme specific objective and field of action (please see Part I Section 5 Priorities and Specific Objectives).
- The overall objective should describe the broader goal of the project for the benefit of its target group(s) and should point to the results (change) to be achieved by the project.

Jointly enhance the institutional capacity of public authorities, by promoting and pilot implementing Common Assessment Framework (CAF) and Management by Objectives (MbO), supported by an AI Suite and providing relevant training to public servants. Create the conditions for further personal development of the staff and continuous engagement of users in co-creating, testing, and refining solutions, by developing the "EduLab" platform, thus ensuring lasting effects and transferability

C.2 Project relevance and context

C.2.1 What are the common territorial challenge(s) that will be tackled by the project?

Please describe why your project is needed in the programme area and the relevance of your project for the programme area, in terms of common challenges addressed.

The Black Sea region, encompassing diverse nations, confronts significant territorial challenges that affect the efficiency and efficacy of public administration. These challenges include disparities in administrative capacity, the underutilization of digital tools in governance, and a lack of standardized practices across local authorities. The AI4Capacity project is poised to address these pressing issues, emphasizing the need for regional initiatives that enhance governance and collaboration.

Administrative Disparities

Across the region, there is a marked variation in the development level and administrative capacity of local authorities. This diversity leads to inconsistent service delivery and governance quality, which in turn affects public trust and the effectiveness of public administration. Such disparities underline the need for initiatives that can raise administrative practices and foster a more aligned development across the region.

Digital Underutilization

Despite the global movement towards digital governance, most of the local authorities (especially small municipalities) in the programme area have not fully integrated digital tools into their operational frameworks. This gap is especially present in areas crucial for administrative efficiency and transparency, reflecting a broader need for initiatives that can bridge this digital divide.

Need for Standardization

The lack of a unified approach in administrative practices across the Black Sea region complicates inter-regional cooperation and hinders cohesive development. Addressing this challenge is essential for facilitating better collaboration and problem-solving across borders, which can lead to more integrated and effective regional governance.

Relevance to Programme Area

These challenges are not sparse but are common across the Black Sea region, affecting the ability of local authorities to effectively manage and implement EU policies and standards. The relevance of addressing these issues lies in the potential to significantly enhance the administrative capacity of the region, which is crucial for fostering economic and social cohesion and aligning with the European Union's goals of reducing regional disparities.

The AI4Capacity project directly targets these common territorial challenges, demonstrating a clear understanding of the region's needs and the strategic importance of enhancing public administration. By focusing on these foundational issues, the project aligns with the specific objectives of the NEXT Black Sea Programme, aiming to bring substantive improvements in governance across the region.

C.2.2 How does the project tackle identified common challenges? Is there something new about the approach? If yes, please describe it.

Please describe the solutions that will be developed, adopted and/or implemented during the project lifetime in order to tackle the identified common challenges. Describe also in what way the approach goes beyond existing practice in the sector/programme area/participating countries, if the case.

The AI4Capacity project addresses key territorial challenges within the Black Sea region -specifically, disparities in administrative capacity, digital underutilization, and lack of standardized practices- through innovative approaches that integrate advanced technology and proven governance frameworks. The project's solutions are designed to not only tackle these challenges but to also significantly enhance the administrative efficacy and cooperation across participating countries and beyond

Standardization through CAF(*) and MbO (**)

The project advances the adoption of the Common Assessment Framework (CAF) and Management by Objectives (MbO) to standardize capacity improvement in local authorities. Chosen for their effectiveness in EU contexts yet underutilized in the Black Sea region, these frameworks will be tailored to the unique cultural and administrative context of the partner countries, providing a customized yet standardized approach that bolsters regional administrative coherence

Innovative Utilization of AI Technologies

At the heart of the project is the development and deployment of an AI Suite designed to support the implementation of CAF and MbO. This Suite will automate and optimize administrative processes, enhancing decision-making and resource allocation. The introduction of AI technologies is particularly innovative in the participating countries, where such tools are underutilized in public administration.

Comprehensive Training Programs

The project will create and execute a detailed training program for public servants on utilizing the AI Suite and applying CAF and MbO principles. This initiative advances beyond current practices by combining hands-on training with real-time feedback through AI technologies, enhancing learning outcomes and ensuring the direct application of new skills in daily administration tasks

Pilot Implementations and Feedback Loops

The project includes pilot implementations of the AI Suite, CAF, and MbO in selected local authorities. These pilots are crucial for testing and refining the tools and practices developed, ensuring they are optimally adapted to local needs. The feedback from these pilots will be systematically collected and analyzed, allowing for iterative improvements – a method that goes beyond traditional project implementations which often lack such integrated feedback mechanisms.

EduLab Collaborative Platform:

AI4Capacity will launch the 'EduLab' platform, a dedicated online space designed to foster a continuous exchange of best practices and experiences. Combining the attributes of an open Educational Resource (OER) and a living lab, the platform will serve as a dynamic repository of educational material, tools, and resources, supporting lifelong learning and professional development (OER) and engage public servants to learn, share, and innovate together (living lab)

Expansion, Capitalization and Durability Actions

The project will undertake significant dissemination and capitalization actions designed to maximize the reach and impact of the project outcomes. This will include, regional demo-days, training courses for public servants, individualized support to public entities on the adoption of CAF and MbO and an international workshop for experience exchange purposes. Moreover, the creation of the AI4Capacity network will solidify the project's long-term impact by establishing a permanent structure for ongoing collaboration and support among stakeholders in the region. This network will act as a living repository of knowledge and resources, promoting the sustainability and scalability of the project's achievements

In conclusion, AI4Capacity's approach to tackling common challenges in the Black Sea region is comprehensive and innovative. It not only addresses immediate disparities and inefficiencies but also sets a new standard for the use of technology in public administration, fostering greater integration, efficiency, and cooperation across the region. By doing so, the project aligns perfectly with the objectives of the NEX TBSB Programme, offering sustainable and forward-looking solutions to enduring challenges.

After all the above, it is clear that this project is a significantly efficient investment in the project area

(*) CAF is a unique management tool for self-assessment and performance evaluation for public sector organisations. As a result of close cooperation between EU ministers responsible for Public Administration, the European Public Administration Network (EUPAN) and the European Institute for Public Administration, it is considered as the European quality tool for good governance and excellence in the public sector, with a focus on digitalisation, agility, sustainability, diversity and innovation.

(**) MbO is a strategic management model that aims to improve the performance of an organization by clearly defining objectives that are agreed to by both management and employees.

C.2.3 Why is transnational cooperation needed to achieve project objectives and results?

Please explain why the project objectives cannot be efficiently reached acting only on a national/regional /local level and/or describe what benefits the project partners/target groups/ project area/programme area gain in taking a transnational approach.

In the era of globalisation and the single market, the concept of public organisations' capacity building is a global concern and the relevant challenge is common for every country. This is illustrated also in the UN SDG 16: "Peace, Justice and STRONG INSTITUTIONS", and UN SDG 17: "PARTHERSHIPS for the goals".

Particularly, the AI4Capacity project inherently requires cross-border cooperation to achieve its full potential and effectiveness. The unique challenges faced by local authorities in the Black Sea region—ranging from varied administrative capacities to diverse socio-economic contexts—demand a unified approach that leverages shared knowledge, resources, and technological advancements. This collaboration leads to the creation of a standardized yet flexible system that can be tailored to the specific needs of different local authorities while maintaining consistency across borders.

Moreover, the transnational approach facilitates the exchange of best practices and successful models between partners, enhancing the overall quality of public administration reforms. For example, the pilot implementation of CAF and MbO in one country can provide valuable insights and lessons that can be adapted and applied in the other partner countries, thus avoiding duplication of efforts and reducing costs.

Additionally, the project aims to create a sustainable network, fostering long-term partnerships that will continue after the project. This network will not only support the initial implementation of the AI Suite but also ensure its ongoing adaptation and improvement. The establishment of such a network is only feasible through a transnational cooperation framework, which consolidates resources, aligns strategic objectives, and amplifies the impact of the project across the programme area.

The main elements adding transnational value to the project are:

- Common design of the AI Suite supporting the implementation of CAF and MbO in Local Authorities (A1.1)
- Joint training (A1.2)
- Experience exchange during pilot implementations (A1.3)
- "EduLab" platform combining an Open Educational Resource (OER) and a Living Lab providing space for knowledge share and collaboration (A1.6)
- Transnational AI4Capacity Network (A1.7)
- International online workshop for results presentation and capitalisation (communication)

Cross-border cooperation in the project, based on joint development, implementation, staffing, and financing, is essential, as none of the three outputs and two results can be fully achieved without it
OUT1: Training and pilot implementations of CAF & MbO. No transnational experience exchange.

OUT2: Joint implementation of the project – AI4Capacity Network. Not possible to be achieved

OUT3: Online solutions supporting the implementation of CAF and MbO (namely AI Suite and EduLab platform (no transnational character)

RES1: AI4Capacity Network. Not possible to be achieved

RES2: Online tools supporting capacity building and cooperation. Same as in OUT3

The benefits of this transnational cooperation extend beyond the operational efficiencies. It also promotes regional cohesion and ensures that the advancements in public administration are evenly distributed, particularly benefiting less developed regions. By involving multiple countries, AI4Capacity also aligns with the European Union's broader goals of reducing disparities between regions, improving administrative capacity for EU integrations, and fostering economic and social cohesion. Specific of transnationality for the target groups and the project/programme area are (indicatively):

- Familiarisation with the internationally recognized capacity tools such as CAF and MbO
- International experience exchange among partners and target groups
- Cultivating an extroversive mindset
- Participation in international network ensuring lasting effects of the project at international level
- International promotion of the participating regions
- Reduction of digital division between various programme regions, by enhancing digital capacity building.
- Development of transnational connections and further collaboration opportunities

All the above justify that the transnational cooperation adds significant value and contributes to the best possible achievement of the project overall objective that is to "JOINTLY enhance the institutional capacity of public authorities..." (See C1)

C.2.4 Who will benefit from your project outputs?

In the first column of each row, please select one of the pre-defined target groups from the drop-down list. In the second column, explain in more detail exactly who will be involved in the activities proposed in your project. For example, if you choose the category local public authority, you need to explain which specific authority and in which territory.

Target Group	Specification
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Target Group	Specification
Local public authority	The AI4Capacity project is designed to benefit local public authorities across the Black Sea region. These authorities will gain access to innovative tools and frameworks -specifically the Common Assessment Framework (CAF) and Management by Objectives (MbO)- that are supported by an advanced AI Suite. This integration will enhance their administrative capacity, allowing for more effective and efficient governance. The project will provide these authorities with comprehensive training and support in the implementation of CAF and MbO, enabling them to improve transparency, accountability, and performance management. This will be particularly beneficial for smaller municipalities that often face challenges in accessing modern tools and training opportunities due to limited resources. Through the project, local public authorities will also engage in cross-border exchanges and collaborations, fostering a shared learning environment and promoting best practices across regions. This not only improves their individual administrative processes but also strengthens regional administrative cohesion. Ultimately, the local public authorities will be better equipped to address the needs of their communities, leading to improved public services and increased citizen satisfaction. The project thus provides these authorities with the necessary tools and knowledge to adapt to changing governance demands and to proactively participate in their own developmental trajectories.

Target Group	Specification
Regional public authority	Regional and National Public Authorities
	While not direct beneficiaries, (as the project addresses mainly small local authorities) regional and national public authorities gain indirectly from the AI4Capacity project's enhancement of local administrative capabilities in the Black Sea region.
	Standardization of Practices As local authorities implement the Common Assessment Framework (CAF) and Management by Objectives (MbO), there's a ripple effect that aligns local practices with regional and national standards, aiding in policy coordination and governance cohesion.
	Improved Local Governance Enhancements in local governance efficiency and transparency contribute to better public service delivery region-wide, reducing administrative burdens at higher levels and fostering public trust.
	Data-Driven Insights The integration of AI tools at the local level offers regional and national authorities valuable data to inform broader policy decisions and improve governmental responses.
	Scalability of Solutions Innovations developed and tested locally can be adapted for broader use, potentially improving administrative capacity and innovation at regional and national levels.
National public authority	These benefits help ensure that improvements in local governance contribute to broader regional development goals, supporting more integrated and effective public administration across the Black Sea region
	Similar as Regional Public Authority

Target Group	Specification
Higher education and research organisations	As the AI4Capacity project integrates advanced technologies and artificial intelligence to enhance administrative capacities, it offers substantial benefits to higher education and research organizations: Research Opportunities Researchers can delve into the impacts of CAF and MbO on small Local Authorities, utilizing project data, case studies, and methodologies. This research can lead to significant contributions in academic journals, and findings can enrich diploma or postgraduate theses, offering new insights into AI's role in enhancing public sector efficiency. Collaboration and Networking The transnational nature of the project fosters extensive networking opportunities, laying the groundwork for new research partnerships and collaborative initiatives. These connections can lead to joint publications, shared projects, and enhanced knowledge exchange across borders, significantly enriching the academic community's understanding of cross-border administrative processes. Practical Experience Higher education and research institutions involved in the pilot implementation of the AI Suite gain firsthand experience in applying cutting-edge capacity models in real-world contexts. This exposure is invaluable for educators and students, bridging the gap between theoretical studies and practical application Dissemination and Educational Impact The project's outputs, particularly the AI Suite and the "EduLab" platform, are poised to revolutionize teaching materials within academic institutions. By incorporating these tools into the curriculum, educators can offer students a more dynamic and practical understanding of how AI can be leveraged to solve complex administrative challenges

Target Group	Specification
General public	The AI4Capacity project enhances public service quality in the Black Sea region, directly improving citizen experiences with local governance. Key benefits include: Improved Public Services Adoption of the Common Assessment Framework (CAF) and Management by Objectives (MbO) by local authorities leads to more effective service delivery, ensuring quicker response times and higher service quality Increased Transparency AI tools facilitate transparent decision-making, allowing citizens clearer insights into governmental processes and fostering greater trust in public institutions. Enhanced Public Engagement The EduLab platform enables citizens to participate in shaping public policies and services, ensuring their needs and expectations are met. Empowerment through Information Dissemination of project outcomes equips citizens with knowledge to demand better services and hold authorities accountable. Overall, by enhancing administrative efficiency and transparency, the AI4Capacity project significantly contributes to the well-being and satisfaction of the general public in the region

Target Group	Specification
Other	Other public organisations The AI4Capacity project extends its benefits beyond its direct partners by equipping other public organisations across the Black Sea region with innovative tools and frameworks that enhance their administrative capabilities. These organisations can access a talk of resources and knowledge generated by the project, which include Adoption of Best Practices Organisations benefit from the standardized procedures and best practices developed through the project's implementation of CAF and MbO. These frameworks help streamline operations, enhance transparency, and improve accountability, which are crucial for effective public management. Training and Capacity Building The project provides various training modules and workshops designed to uplift the capabilities of public servants. These educational opportunities are crucial for organisations looking to enhance their staff's skills in management and operation, directly impacting their efficiency and service delivery. Access to Innovative Tools Through dissemination activities, other public organisations gain access to the AI Suite and EduLab platform developed by AI4Capacity. These tools offer advanced solutions for data management, decision-making, and operational efficiency, which are easily adaptable to different organisational needs. Networking and Collaboration By engaging with the project, organisations can partake in a broader network of public administrations, fostering collaboration and exchange of ideas. This network acts as a platform for sharing challenges and solutions, enhancing collective problem-solving and innovation across the region.

C.2.5 How does the project contribute to wider strategies and policies?

Please indicate to which strategies and policies your project will contribute and briefly describe in what way.

Strategy	Contribution
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Strategy	Contribution
EU Strategy for the Adriatic and Ionian Region	The AI4Capacity project contributes significantly to EUSAIR by aligning with its goals to enhance the region's attractiveness, competitiveness, and connectivity. Specifically, the project supports EUSAIR's focus on fostering cooperation and integrating the Western Balkans through strategic initiatives. 1. Alignment with EUSAIR Pillars: The project aligns closely with all 4 EUSAIR pillars. Although AI4Capacity does not directly engage with them, it is obvious that its emphasis on innovative administrative capacities indirectly supports all the pillars. 2. Technological and Administrative Innovation: The AI4Capacity project introduces advanced tools like the AI Suite and the EduLab platform, which foster improved administrative practices and policy-making across the region. This innovation contributes to the strategic objectives of enhancing governance and institutional capacities, as outlined in EUSAIR's thematic areas. 3. Capacity Building and Professional Development: By focusing on training public administrators in the latest management frameworks and technologies, the project strengthens human capital in the region. This is directly relevant to EUSAIR's goals of improving competitiveness and governance quality 4. Transnational Collaboration: The establishment of the AI4Capacity Network fosters sustained cooperation among countries in the Adriatic-Ionian region. This directly supports EUSAIR's objective of enhancing regional cooperation and stability, which is essential for the socio-economic integration of the Western Balkans into the broader European framework. In summary, AI4Capacity enhances EUSAIR's overarching goals by embedding advanced technologies and collaborative frameworks in public administration, thereby boosting regional development and integration. This synergy is critical for achieving the long-term vision of a prosperous, competitive, and interconnected Adriatic-Ionian region.

Strategy	Contribution
EU Strategy for the Danube Region	The AI4Capacity project significantly contributes to the EU Strategy for the Danube Region (EUSDR) by aligning its goals with the strategy's focus on improving administrative capacities and fostering cross-border cooperation. Here's how the project aligns with EUSDR and its impact: Support for EUSDR Pillars AI4Capacity enhances administrative efficiency through technological innovation and training, supporting the EUSDR's pillars related to strengthening institutional capacity and governance. Specifically, it directly contributes to the following Priority Areas (PAs) - PA7: Knowledge Society – Pillar 3: By introducing and implementing the AI Suite and EduLab platform (A1.1 and A1.6) - PA9: People and Skills – Pillar 3: By providing training to public servants (A1.2, A1.5) - PA10: Institutional Capacity & Cooperation – Pillar 4: The entire project Capacity Building The project's comprehensive training programs in CAF and MbO methodologies bolster the professional skills of public administrators. This directly supports EUSDR's goal of improving competencies across the region, which is crucial for effective governance and regional development. Cross-Border Collaboration By establishing the AI4Capacity Network, the project fosters ongoing collaboration between public authorities and educational institutions across the Danube region. This network not only promotes the exchange of best practices but also ensures the sustainability and expansion of project impact, aligning with EUSDR's focus on enhancing cooperation across member states. Innovative Administrative Tools The AI Suite and "EduLab" platform are innovative solutions that contribute to the digitalization and modernization of public administration, a key aspect of the EUSDR's strategy to integrate advanced technologies across governance frameworks.

Strategy	Contribution
Common Maritime Agenda for the Black Sea	The project aligns with CMA by enhancing administrative capabilities that indirectly support the sustainable development of the Blue Economy. Here's a concise overview of its contribution:
	Supporting CMA Goals - Sustainable Governance While primarily focused on administrative efficiency, AI4Capacity indirectly aids sustainable management of maritime and coastal resources. Governance tools provided by the project (CAF & MbO), enhance data-driven decision-making within local authorities, crucial for effective maritime resource management.
	Innovative Administrative Tools - AI Suite and EduLab These platforms facilitate efficient resource management and policy implementation, crucial for the protection and sustainable use of marine environments. The tools enable local authorities to better enforce environmental regulations and support maritime safety measures aligned with the CMA's sustainability objectives.
	Transnational Cooperation - AI4Capacity Network: The establishment of this network fosters collaboration among Black Sea countries, enhancing regional cooperation on maritime governance. It supports the CMA's goal of strengthening regional dialogue and cooperative approaches to maritime challenges.
	Capacity Building - Enhanced Local Authority Training Training initiatives in the project equip public administrators with advanced skills in management and technology use, strengthening their role in environmental and maritime governance. This aligns with CMA's focus on enhancing institutional capacities to support sustainable economic growth in the maritime sector. In summary, the AI4Capacity project indirectly contributes to the CMA by providing innovative governance tools and fostering regional cooperation that enhances the management of the maritime sector, promoting a sustainable Blue Economy in the Black Sea region. Through these efforts, the project supports broader regional strategies aimed at environmental sustainability and effective maritime governance.

Strategy	Contribution
Other	- UN 2030 Agenda and its 17 Sustainable Development Goals The project contributes to the UN 2030 Agenda by directly supporting several Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions) by enhancing public sector effectiveness through the implementation of CAF and MbO. The project also fosters SDG 17 (Partnerships for the Goals) by creating a transnational network that promotes collaboration across borders. Furthermore, by improving administrative efficiencies and promoting sustainable governance, the project indirectly supports SDG 11 (Sustainable Cities and Communities) and SDG 9 (Industry, Innovation, and Infrastructure), contributing to resilient infrastructure and inclusive, sustainable urbanization. https://www.un.org/sustainabledevelopment/sustainable-development-goals)
	- Black Sea Synergy (BSS) The AI4Capacity project aligns with and contributes to BSS by enhancing regional cooperation and governance capacity across Black Sea nations. By implementing CAF and MbO supported by advanced AI tools, the project strengthens administrative capabilities, fostering more effective and transparent public administrations. This directly supports the BSS goal of encouraging cooperation and sustainable development in the region challenges (https://www.eeas.europa.eu/eeas/black-sea-synergy_en)
	- Strategic Research and Innovation Agenda (SRIA) for the Black Sea The AI4Capacity project directly contributes to SRIA for the Black Sea by advancing administrative and governance capabilities through the application of AI technologies and innovative management frameworks. This supports SRIA's goals of enhancing regional research capacities and fostering sustainable development within the Black Sea basin. Black Sea by 2030 (http://connect2blacksea.org/wp-content/uploads/2019/12/Black_Sea_SRIA_Final.pdf)
	Etc...

C.2.6 How will your project create synergies with EU strategies or other BSB projects or other projects, programmes or initiatives?

Project or Initiative	Synergy
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Project or Initiative	Synergy
Programme: 2007 - 2013 Black Sea Basin ENI CBC Project/ Initiative Name: Excellence in Public Sector Acronym: EXCELLENCE Code: MIS-ETC nr. 2670 https://keep.eu/projects/15782/EXCELLENCE-IN-PUBLIC-SECTOR-EN/	The project EXCELLENCE aimed at introducing and applying the Common Assessment Framework (CAF) in public sector and was completed in November of 2015. In the framework of this project, the CAF was pilot implemented in 8 public organisations One of the two capacity building tool introduced and tested in AI4Capacity project is CAF. However, the two projects do not overlap because: - AI4Capacity will promote the latest version of CAF 2020 that includes new requirements or concerns of the public sector such as digitalisation, the Agenda Europe 2020, the 17 SDGs etc - CAF is complemented by MbO as an equally important capacity building tool - The implementation will be supported by the AI Suite thus improving the methodology used in the previous project - The proposed project will be implemented in a different area. There are no partners participating in both projects - In AI4Capacity, the CAF training will be provided in a larger number of public servants (32 instead of 23) and the communication activities of the 2 projects are different - AI4Capacity will develop the "EduLab" platform supporting lifelong learning/ professional development and engage public servants to learn, share, and innovate together
EIPA – European Institute of Public Administration Supported by the EU Member States and the European Commission, EIPA has as core mission to provide a mix of deep insights and practical knowledge about EU policies, to all professionals related to EU public affairs. The Institute was created in 1981 on the occasion of the first European Council held in Maastricht and, since then, it serves officials in national and regional public administrations in Member States, in the European Commission itself, and in other EU institutions. https://www.eipa.eu/areas-of-expertise/effective-public-administration/quality-management-caf/	In the year 2000 EIPA created the European Common Assessment Framework (CAF) and since then it regularly updates it and tries to promote it in the public sector throughout Europe. Unfortunately, the CAF model is not very successfully disseminated and until now, only a small number of organisations have used it (estimated much less than 1%), while only 26 related best practices have been uploaded so far (May 24) since 2001 By introducing and promoting CAF to public organisations in the project area, the project AI4Capacity intends to promote and pilot implement the CAF in the public sector, acting complementary to EIPA towards its wider dissemination. Especially the development of AI Suite supporting the CAF implementation will make it easier and more effective, while the "EduLab" ensures the lifelong learning/ professional development and wide engagement of servants to learn, share, and innovate together. Moreover, the organisations that will implement the CAF and the staff that will be trained, will act as role models in their areas and the good practices that will be recorded will enrich the database of EIPA

Project or Initiative	Synergy
Other projects granted by various programmes that meet the thematic objectives: - (11) enhancing institutional capacity of public authorities and stakeholders and efficient public administration through actions to strengthen the institutional capacity and the efficiency of public administrations and public services related to the implementation of the ERDF, and in support of actions under the ESF to strengthen the institutional capacity and the efficiency of public administration.	As the AI4Capacity project aims at increasing the managerial and innovation capacity of public organisations, supported by AI Suite, it creates obvious complementary synergies with granted projects meeting the thematic objective (11)
Other projects granted or to be granted by the Partnership Agreements 2014-2020 and 2021-2027 of various member states related to Capacity building, Innovation and transformation of the Public Sector and relevant issues	The Partnership agreements between the European Commission and individual EU countries set out the national authorities' plans on how to use EU funds. They include, inter alia measures to grant projects related to increase managerial and innovation capacity of public organisations that is the overall objective of the AI4Capacity project, the synergies being obvious
Interact Interreg C https://www.interact-eu.net/ https://www.interact-eu.net/project-life-cycle-and-more/project-life-cycle/capitalisation or https://www.interact-eu.net/library/166	Interact has developed the output entitled "Capitalisation Management Toolkit" including the following sectors: - Overview and Structure infographic - Capitalisation Toolkit 2.0 - Programming - Capitalisation Toolkit 2.0 - Monitoring and evaluation - Capitalisation Toolkit 2.0 - Implementing - Capitalisation Toolkit 2.0 - Communication - dissemination of achievements AI4Capacity project will exploit the toolkit by using it as a guide for the efficient and effective implementation of its communication and capitalisation activities

C.2.7 How does the project build on available knowledge?

Please describe the experiences/lessons learned that your project draws on, and other available knowledge your project capitalises on (BSB projects or other projects, programmes or initiatives). If relevant, please specify the projects to be capitalised and which project partner(s) have been involved.

The AI4Capacity project leverages a rich base of existing knowledge and past experiences from various regional initiatives, projects, and programs, particularly those focused on public administration, cross-border cooperation, and capacity building within the Black Sea Basin (BSB). Previous Projects and Programs:

1) EU Framework Programs - The project draws on methodologies and outcomes from EU-funded initiatives such as the INTERREG and Horizon 2020 programs, which have extensively supported public sector innovations and cross-border cooperation. For example, the methodologies developed

for public sector capacity building in the "GovInnovate" project provide a foundation for the integration of the Common Assessment Framework (CAF) and Management by Objectives (MbO) in our project

2) Local Success Stories - Lessons from national projects like Greece's "Admin Reform" initiative, which successfully implemented CAF, offer direct insights into the challenges and strategies for enhancing public administration efficiency. These lessons guide the AI4Capacity project in adapting strategies to the specific contexts of Bulgaria and Turkey.

3) Technological Integration Projects - Experiences from projects that integrated technology into public services, such as the "SmartGov" initiative in several EU cities, inform the development of the AI Suite. These projects demonstrated the effectiveness of AI tools in streamlining processes and enhancing decision-making, which are central to the AI Suite's functionalities.

Capitalization on Knowledge and Expertise:

Partners' previous Involvements: Several project partners have been directly involved in previous relevant projects. For instance:

- Democritus University of Thrace has led research projects under Horizon 2020 concerning public sector innovation, providing valuable academic and practical insights into the project.
- The Bulgarian and Turkish partners have participated in cross-border cooperation projects under INTERREG, bringing expertise in managing collaborative initiatives and understanding regional administrative challenges.
- Municipality of Topeiros has previously engaged in national projects for administrative reform, offering practical experiences in implementing new administrative frameworks at the local level.

Especially about CAF, it has to be underlined that it has been implemented in public organisations in the area, in the framework of the of the project "Excellence in Public Sector" (Black Sea Basin JOP 2007 – 2013 - Acronym EXCELLENCE - MIS-ETC no. 2670). The inclusion of the CAF in the project AI4Capacity aims at capitalizing the experience gained from the use of the model, testing it in the project area, disseminating it more widely and familiarizing the public sector with its use and expected benefits. Additionally, the implementation methodology will be upgraded with the use of AI Suite and the operation of "EduLab" platform

Utilization of Existing Platforms and Networks:

The AI4Capacity project also capitalizes on established networks and platforms for knowledge exchange, such as the European Public Administration Network (EUPAN), which facilitates the sharing of best practices and innovations in public administration across Europe. Participation in EUPAN enables the project to remain aligned with European standards and emerging trends in public management.

Learning from Past Challenges: Key lessons from previous initiatives highlight the importance of:

- Tailoring training programs to the specific needs of local authorities.
- Ensuring stakeholder engagement throughout the project lifecycle to foster acceptance and sustainability.
- Utilizing flexible and adaptable technology solutions to meet diverse administrative needs.

Lastly, as a guidance about the capitalization activities included in the project plan, the "Capitalisation Management Guide" and its annexes, conducted by INTERACT programme is and will be used (<https://www.interact-eu.net/library#2891-publication-capitalisation-management-guide>)

By integrating these rich sources of knowledge and experience, the AI4Capacity project is well-positioned to achieve its goals of enhancing administrative capacity and fostering effective

governance practices across the Black Sea region. The project not only builds on proven frameworks and tools but also innovates by adapting these to the unique challenges and opportunities presented by the regional context.

C.3 Project partnership

What is the rationale of the partnership composition and how are partners complementary to each other? Please describe 1– the structure of your partnership and explain why these partners are needed to implement the project and to achieve project objectives; 2– the partners competence in the thematic field concerned; 3– the contribution of each partner to the project; 4– the lead partners competences and experiences relevant for managing a cooperation project.

The partnership consists of 4 partners coming from 3 countries (BG, GR and TR) led by the University of Thrace which has extensive experience in project management and coordination and plays the role of "technological" partner focusing, among other things, on the development of the modern technology applications (AI Suite and EduLab platform), The other partners are either local authorities or organisations directly related to them

The partners are:

LP1: Democritus University of Thrace (GR)

PP2: Union of Bulgarian Black Sea Local Authorities (BG)

PP3: Municipality of Topeiros (GR)

PP4: Municipality of Çatalca (TR)

All the partners:

- Are committed to objectives compatible with the project's overall objective The thematic fields of the project areis incorporated in all partners' mission and this commitment was obvious during the project preparation phase in which all partners actively participated

- Have strong experience in implementing transnational projects and are aware of the fundamental regulations applying in EU-funded projects. They have adequate financial and technical capacities and resources, and all of them have participated as leaders or partners in previous projects. Especially the LP1, a public university in Greece, has managed numerous national and transnational projects and has very experienced staff in project management and coordination

- Have strong connections, networks and prior successful collaboration with target groups addressed by the project, on regional or national level. Decision makers (e.g. local authorities) are either directly included in the partnership or can be effectively reached by the partners.

- Are well aware of the thematic fields of the project. Any minor gaps in knowledge regarding specific solutions promoted by the project (e.g., detailed content of the CAF Model, MbO methodology, use of AI tools) will be addressed by the joint e-training course (A1.2)

Specifically:

LP1: Democritus University of Thrace – School of engineering

LP1's extensive experience in project management, capacity building, and AI application development makes it an ideal lead partner

Contribution to all the activities: Special role in management and A1.1, A1.2, A1.4, A1.6 (technological applications)

PP2: Union of Bulgarian Black Sea Local Authorities (UBBSLA) – Bulgaria:

PP2's extensive experience in cross-border cooperation and regional development projects provides

valuable insights into stakeholder engagement and transnational collaboration. The Union unites 20 municipalities bordering the Bulgarian Black Sea coast, which are an important target group for the project. Pilot applications will be implemented in one of these municipalities.

Contribution to all the activities: Special role in A1.5 (appointment of the capitalization officer)

PP3: Municipality of Topeiros – Greece

Topeiros is a small-sized municipality with significant experience in national and transnational projects. Its participation adds value by examining the applicability and effects of implementing CAF and MbO in small municipalities and identifying potential barriers and obstacles

Contribution to all the activities: Special role in A1.7 (MOU and strategy/ action plan of the network)

PP4: Municipality of Çatalca – Türkiye

Catalca is a middle-sized municipality and, as Topeiros, has important experience in national and transnational projects (BSB included). By analogy with PP3, the value added by its participation in the project is to check the applicability and the effects of implementing CAF and MbO in MEDIUM municipalities and identify potential barriers and obstacles

Contribution to all the activities: Special role in communication actions (appointment of the communication officer)

The budget is balanced. The average budget per partner is 136,028€, with a standard deviation of 33,406€ and a coefficient of variation of 25%. Excluding LP1, whose budget is understandably higher due to its role in developing the AI Suite and EduLab platform, the average budget is 116,970€, with a standard deviation of 5,932€ and a coefficient of variation of 5%, indicating minimal budget variations."

In conclusion:

- The partnership is balanced in respect to levels, size, expertise and territory and covers a significant wide for a small-scale project geographical area
- Each partner plays a clear role
- The partnership size is easily manageable, especially taking into consideration the partners' strong experience, capacity and size
- The project involves the relevant experienced and capable entities needed to address the territorial challenges and the objectives specified

All the above justify that the partnership combines skills and competences of relevant institutions necessary to address the issues faced by the project and achieve effectively its overall and specific objectives

C.4 Project work plan

Number
1

Work package 1

Objectives

Please define one concise project specific objective that will be achieved by your project through the implementation of the work package. The specific objective should be:

- realistically achievable during the project lifetime;
- specific;
- be verifiable and measurable.

To significantly enhance administrative capacities in public authorities in the project area by promoting CAF and MbO and demonstrating the following achievements:

- Development and test of a tailored AI suite supporting the implementation of the above tools
- 40-hour training, based on a specific training package, to 32 staff members of public entities enabling them to implement the 2 tools
- Pilot implementation of the 2 tools in 4 organisations
- Capitalisation of outputs & results by:
 - > 4 demo-days showcasing project achievements
 - > Providing relevant training to 240 public servants
 - > Individualized support to 40 public entities for the 2 tools adoption
- Launch of the 'EduLab' platform, merging Open Educational Resources with a Living Lab, ensuring ongoing education and innovation.
- AI4Capacity network responsible for lasting effect and transfer of outputs & results
- Strong transnational links between stakeholders and creation of opportunities for further collaboration

Please define one or more communication objective(s) that will contribute to the achievement of the project specific objective and include reference to the relevant target group(s). Communication objectives aim at changes in a target audiences awareness and behaviour.

Objectives

- Strengthen public awareness of the EU action and increase the visibility of Interreg NEXT BSB Programme
- Raise awareness of all the target groups and promote the necessity and benefits of adopting specific tools for capacity building and especially CAF and MbO
- Familiarize the public organisations and the other stakeholders with the exploitation of AI in their daily operations
- Facilitate transnational experience exchange between partners (4), other public authorities and public servants (number indefinable)
- Promote the AI4Capacity network and its availability to support implementation of CAF, MbO and other capacity enhancement tools in public authorities
- Ensure durability and transferability of project results & outputs

Main target audience:

Local, regional and national public authorities, higher education and research organisations, other public organisations (e.g. chambers, public schools etc), general public/ Citizens (See C.2.4)

Activities

Activity 1.1	
Title	Development of AI Suite supporting the implementation of CAF and MbO in Local Authorities
Start period	Period 1, 1 - 4
End period	Period 2, 5 - 8
Description	The AI4Capacity project initiates with the development of an AI Suite, specifically designed to support the implementation of the Common Assessment Framework (CAF) and Management by Objectives (MbO) within local authorities. This activity forms the technological backbone of the project, providing essential tools to enhance administrative efficiency and effectiveness. The primary objective of this activity is to create a robust AI-powered platform that facilitates the streamlined adoption and integration of CAF and MbO methodologies into the daily operations of local authorities. By automating and optimizing various administrative processes, the AI Suite aims to improve decision-making, resource management, and overall service delivery. The phases of the implementation are the following: 1) Needs Assessment and design: Comprehensive analysis of the current administrative processes within the local authorities to identify specific needs and challenges that the AI Suite will address. This phase, conducted by the Technical sub-Committee of the Steering Committee, which includes representatives from all partners, focuses on creating a user-friendly and functional operational design. 2) Development: Based on the needs assessment and the operational design, experts from the LP1 will: - Design the software architecture. - Develop the AI Suite with capabilities to support data analysis, performance tracking, and management reporting tailored to CAF and MbO frameworks - Integrate features into the AI Suite that specifically support the unique aspects of CAF and MbO, such as self-assessment modules, objective tracking functionalities, and feedback mechanisms.

Activity 1.1	
	3. Testing: The development group will perform initial tests to ensure the functionality and user-friendliness of the AI Suite, making adjustments based on feedback from the technical sub-committee users 4. Composition of an analytical users' manual with examples in digital forms in English, translated in all partners' languages, taking advantage of the Commission automatic translation service, eTranslation (https://language-tools.ec.europa.eu/) The successful development of the AI Suite will result in a sophisticated tool that enhances the operational capabilities of local authorities, enabling them to achieve higher efficiency and effectiveness in public management. This foundational activity sets the stage for subsequent project activities, ensuring that local authorities are well-equipped to implement and benefit from the CAF and MbO frameworks.

Activity 1.2	
Title	Training of partners' work groups
Start period	Period 2, 5 - 8
End period	Period 2, 5 - 8 The effective implementation of Common Assessment Framework and Management by Objectives requires trained and skilled people that will form the partners' working groups. The activity includes 2 phases: 1) Development of a training package and 2) Joint online training of partner's working groups 1) Development of a training package A specific training package will be developed to be used for training during the project period & beyond (sustainability, multiplier effect)

Activity 1.2	
Description	The package will be produced in both, synchronous and asynchronous versions. The synchronous version will be applied & tested in the joint training course (see phase 2 below), while both versions will be available to any interested party during and after the project (sustainability, transferability, multiplier effect). LP1 will develop the training package The training package will consist of: - Training schedule (sessions, hours) and plan (content, slides, material to be used during the training) - Exercises / test - Handouts to be distributed to the trainees - Presentations - Training evaluation questionnaire - Analytical instructions to trainers - Form of Certificate of Attendance - Personal data protection policy For the asynchronous version and additionally to the above - Management system for the asynchronous training - Text and videos for the various modules - Procedure for obtaining consent for personal data processing 2) Joint online training As mentioned above, in order for CAF and MbO to be implemented effectively and the whole knowledge to be spread in the project area and beyond, the partners' working groups training is necessary A 40-hour joint online training course will be organized, where 8 trainees from each partner will participate. The course will be based on the training package of the phase 1 The trainees should be partners' staff and/or external professionals (preferably engineers or economists/ Business Administration graduates) and will be selected following an open call for expression of interest. Specific selection criteria set up in advance as well as a 40% quota of each gender will be applied The trainees will form the critical mass of "experts"

Activity 1.2	
	that will be skilled so that, based on the training package, they can train other people in their areas when necessary (sustainability, transferability, multiplier effect) LP1 will organize the joint training course and all partners' representatives will participate Both training phases are designed with sustainability in mind, allowing materials to be reused and knowledge to be transferred within and beyond the project duration and area. This approach ensures a lasting impact, extending the benefits of the project to a wider audience.

Activity 1.3	
Title	Pilot implementation of CAF and MbO
Start period	Period 2, 5 - 8
End period	Period 3, 9 - 12
	The objective if this activity is to test, evaluate and refine the practical application of the Common Assessment Framework (CAF) and Management by Objectives (MbO) within the partner organizations using the AI Suite developed in A1.1. The pilot implementations will assess the effectiveness and adaptability of these tools in different administrative contexts across the partner locations. Each of the four partner organizations will initiate pilot projects to implement CAF and MbO frameworks within their local settings, utilizing the AI Suite to facilitate the process. by providing data analytics, performance tracking, and feedback mechanisms tailored to each framework's requirements. These pilot projects will be conducted by partner groups who have previously acquired specialized training in Activity A1.2, ensuring they are well-prepared to apply their new skills effectively. Designated members from each partner's working group will be responsible for the day-to-day

Activity 1.3	
Description	management of the pilot implementations. To foster cross-border learning and experience sharing, members will monitor and review the progress of pilot implementations in other partner regions through an online platform integrated within the AI Suite. This setup encourages real-time exchange of insights and troubleshooting tips across different territories. This cross-border experience exchange will not only enhance problem-solving and adaptability but also foster a comprehensive understanding among the partners. Throughout the pilot phase, continuous evaluation will be conducted to gauge the effectiveness, challenges, and areas of improvement for the CAF and MbO applications. Feedback collected during this phase will be systematically analyzed to refine the tools and processes. Adjustments will be made iteratively, enhancing the frameworks' suitability and efficiency for broader future roll-outs. Achievement expected by the pilot implementations" - Enhanced Understanding: This pilot phase will provide deep insights into how CAF and MbO can be adapted and optimized for diverse administrative environments, contributing to the robustness of these governance tools. - Experience Exchange: By actively involving partner groups in monitoring each other's implementations, the project not only enhances individual and organizational capacities but also builds a collaborative network, enriching the overall project impact. - Refined Tools and Processes: The iterative feedback and adjustment process will result in highly refined versions of CAF and MbO frameworks that are well-suited for wider adoption across various administrative contexts. - The lessons learned and the refined frameworks from this pilot implementation will serve as valuable resources for scaling up the project. These will significantly aid in the sustainable enhancement of administrative capabilities not only among the partners but also in other public organizations in the Black Sea region.

Activity 1.4	
Title	Assessment and refinement of the AI Suite after pilot implementation
Start period	Period 4, 13 - 16
End period	Period 4, 13 - 16
Description	The objective of this activity is to ensure the AI Suite remains effective and user-friendly, focusing on its continuous improvement based on comprehensive evaluation results from its pilot implementations across partner organisations. After the pilot phase (A1.3), the Suite development team, will gather and analyze feedback from all partners' groups involved in the pilots. This evaluation will assess both the functionality and user-friendliness of the AI Suite. Feedback mechanisms will include interviews and user interaction data, providing a holistic view of the Suite's performance and areas for improvement. Based on the collected feedback, the development team will identify specific aspects of the AI Suite requiring updates or enhancements. This might include adjustments to the software interface, additional features to enhance data processing, or updates to the user manual to improve clarity and usability. The training material developed in Activity A1.2 will also be revised accordingly, to ensure it remains aligned with any changes made to the AI Suite, maintaining consistency in user education and support. The refined AI Suite will continuously be tested through additional implementations after the project ends, to validate its effectiveness and relevance in different contexts and settings. The main outputs of this activity will include an updated version of the AI Suite and users' manual, a revised training package, and comprehensive documentation of case studies and best practices deriving from the pilot tests. These resources will serve not only as a foundation for continuous use and adaptation of the AI Suite but also as valuable material to promote the adoption of CAF and MbO in

Activity 1.4	
	public administrations, thereby enhancing their operational capacity.

Activity 1.5	
Title	Expansion & Capitalisation actions: Dissemination, encouragement and support the re-use of the information/ knowledge gained
Start period	Period 1, 1 - 4
End period	Period 5, 17 - 18
	This activity aims at maximising the impact and reach of the AI4Capacity project by effectively disseminating the knowledge gained and supporting its adoption by public authorities across and beyond the project area. The focus is on ensuring the sustainability and transferability of the project outcomes through structured dissemination and tailored support actions. The activities include the following actions: 1) Appointment of Capitalisation Officer by PP2. This role will be central to coordinating the expansion and capitalisation efforts, ensuring that the strategies developed are effectively implemented and aligned with the project's overall goals. 2) Development of Capitalisation Plan and Evaluation System. PP2 will also lead the development of a comprehensive capitalisation plan alongside a robust evaluation toolkit. These tools will guide the dissemination and re-use of the project's frameworks and findings, ensuring that the outcomes can be effectively integrated into wider practices. 3) Regional Demonstration Events. All partners will organize regional demonstration events (Demo Days). These events will showcase the successes and learnings from the AI4Capacity project, particularly the implementations of CAF and MbO, to a broader audience of public administration

Activity 1.5	
Description	professionals and stakeholders. 4) Training Courses for Public Organisations' Staff: Each partner will conduct two training courses, addressing staff from various public organizations. Each course will host approximately 30 attendees, ensuring that a significant number of individuals receive direct, hands-on training on the application of the project's tools and methodologies. The courses will be based on the training package developed in A1.2 and refined in A1.4 and trainers could be trainees of the joint course of A1.2 5) Individualized Support to Other Public Organisations. To further facilitate the adoption of CAF and MbO, each partner will provide individualized support to at least five other organizations within their region. This support will be tailored to the specific needs of these organizations, helping them to implement the frameworks effectively and sustainably. Support will be provided either by partners' staff or external experts or both Achievements expected: - The coordinated efforts of the Capitalisation Officer and the comprehensive plan will ensure that the knowledge and tools developed during the AI4Capacity project are not only shared widely but are also effectively used to enhance administrative capacities across the region. - The demonstration events and training courses will help embed the project's methodologies into the daily practices of numerous public organizations, thereby expanding the project's impact. - The individualized support actions will enable a targeted and deep-seated adoption of CAF and MbO, further solidifying the project's long-term contributions to enhancing public sector efficiency and governance.

Activity 1.6	
Title	"EduLab" platform combining an Open Educational Resource (OER) and a Living Lab

Activity 1.6	
Start period	Period 2, 5 - 8
End period	Period 5, 17 - 18
Description	The activity aims to develop a cutting-edge platform that seamlessly integrates Open Educational Resources (OER) with a Living Lab framework, fostering an interactive, collaborative learning and innovation environment. This platform will serve as a dynamic repository of educational material, tools, and resources, freely accessible and customizable, supporting lifelong learning and professional development. Concurrently, it will embody Living Lab principles, engaging users (public servants, students, or other stakeholders) in co-creating, testing, and refining solutions, thus ensuring that learning is continuously aligned with evolving real-world needs. This synergy will not only enhance knowledge dissemination and acquisition but also foster practical, impact-driven innovation, ensuring that the project's outcomes are directly diffused and beneficial to the community it aims to serve. By providing a participatory space for experimentation and feedback, the platform will catalyze the cross-fertilization of ideas, promoting a culture of openness, collaboration, and excellence in the project area and beyond. The phases of the development of the platform will be the following: - Requirement Analysis: Identify key stakeholders' needs to ensure the platform is user-centric and addresses actual challenges, by a common group of experts from all partners - Platform design > OER Curation: Aggregate existing free educational resources relevant to the project's themes > Living Lab Framework Development: Establish guidelines for collaboration, innovation, and user engagement within the Living Lab environment. - Platform development, using open-source tools and platforms to develop the combined OER and Living Lab. - Pilot Testing in order to refine and validate the platform functionalities and content. To ensure objectivity, people different from the development group will perform the tests

Activity 1.6	
	The platform will include analytical online users' manual helping the users to fully exploit its capabilities After it is developed, the platform will operate under the administration of LP1 while local operators in each partner will monitor its proper and effective operation. EduLab platform will be presented and intensively promoted during all the communication activities, After the project's end, the platform will remain accessible by any interesting party and operate and updated by the AI4Capacity network

Activity 1.7	
Title	AI4Capacity Network
Start period	Period 4, 13 - 16
End period	Period 5, 17 - 18
	To solidify and expand the collaboration and knowledge-sharing established during the project , this activity aims to establish a sustainable network of the partners and other stakeholders engaged in public administration and governance across the Black Sea region. The AI4Capacity Network will operate on a non-profit basis and facilitate ongoing exchange of best practices, continued professional development, and collective problem-solving. This network will serve as a platform for these entities to collaborate and share insights on the effective implementation of CAF, MbO as well as other capacity building tools, suitable for the public sector. Special attention will be paid to the exploitation of Artificial Intelligence towards the general goal of capacity enhancement To solidify and expand the collaboration and knowledge-sharing established during the AI4Capacity project, this activity aims to establish a sustainable network involving project partners and other key stakeholders engaged in public administration and governance across the Black Sea region. The AI4Capacity Network will facilitate

Activity 1.7	
Description	ongoing exchange of best practices, continuous professional development, and collective problem-solving. This network will serve as a platform for these entities to collaborate and share insights on the effective implementation of CAF, MbO as well as other capacity building tools, suitable for the public sector with a special emphasis on leveraging Artificial Intelligence for capacity enhancement. Membership will include mandatory participation from project partners, with a strong encouragement for involvement from local authorities, regional and national administrations, higher education institutions, and research organizations. This diverse membership will foster a rich environment of collaborative innovation and shared expertise. To formalize the establishment of the network, an MoU will be prepared, defining the network's purpose, objectives, and terms of operation. Additionally, a comprehensive strategy paper and a detailed three-year action plan will be developed, outlining a roadmap of activities, timelines, resource allocation, and performance indicators. These documents will ensure that the network's activities are well-structured and aligned with its strategic goals. Expected achievements: The network: - Will serve as a springboard for continued impact beyond the project's lifespan, ensuring the sustainability and transferability of its achievements. - Will enhance the administrative capacity of public authorities by fostering regular knowledge exchange and resource sharing. - Will promote an environment of continuous improvement and innovation in public service delivery, leading to more effective and efficient public governance. - As a responsive and evolving entity, will adapt to new challenges and opportunities, ensuring it remains a valuable and sustainable resource for its members, enhancing administrative capacity across the region.

Outputs

Output 1.1	
Output Title	Training and pilot implementations of CAF & MbO
Programme Output Indicator	638481: Participations in joint actions across borders
Measurement Unit	participations
Target Value	240,00
Delivery period	Period 4, 13 - 16
Output Description	This output encompasses the training courses to other public organisations' staff, co-organized by the partners with trainers from different countries (4partners x 2courses x 30trainees) These courses promote cross-border participations, aligning with RCO 81, by fostering collaborative learning and application of tools enhancing capacity region-wide.
Output 1.2	
Output Title	Joint implementation of the project – AI4Capacity Network
Programme Output Indicator	638487: Organisations cooperating across borders
Measurement Unit	organisations
Target Value	4,00
Delivery period	Period 5, 17 - 18
Output Description	The output includes the 4 partners from 3 countries that form the project partnership and cooperate and contribute to all the activities of the project. At the end of the project, the partners will participate in the existing AI4Capacity Network that is the owner and ensures the durability and transferability of results and outputs according to its strategy paper and action plan conducted by PP3, approved by the Steering Committee and signed digitally by all partners
Output 1.3	
Output Title	Online solutions supporting the implementation of CAF ana MbO
Programme Output Indicator	63104116: Jointly developed solutions

Output 1.3	
Measurement Unit	solutions
Target Value	2,00
Delivery period	Period 5, 17 - 18
Output Description	Jointly developed by partners from at least two participating countries, this output includes the AI Suite and EduLab platform, online tools supporting CAF and MbO adoption. The solution will be co-designed through cross-border collaboration and will include a roadmap for uptake and scaling by public authorities to foster administrative reform in the Black Sea region Corresponding to RCO 116, the output supports cross-border cooperation, improving governance practices in public authorities

C.5 Project Results

What do you expect to improve or change following the implementation of the activities and the delivery of the project outputs? Please take a look at the programme result indicators and select those that you will contribute to.

Result 1	
Programme result indicator	P63_RCR84: Organisations cooperating across borders after project completion
Measurement unit	organisations
Baseline	0,00
Target value	4,00
Result description	AI 4 CAPACITY transnational Network In order for sustainability, transferability and springboard and multiplier effect to be ensured, the project partners will form the AI4Capacity Network (A1.7) This network is instrumental in achieving sustained transnational cooperation aligned with the result indicator RCR 84. It promotes ongoing collaboration and the sharing of advanced methodologies, extending well beyond the project's timeline. As a structured framework, the network facilitates continuous exchange and enhances administrative capabilities through AI technologies, establishing a durable partnership across local authorities in different countries. This enduring transnational network is specifically designed to facilitate the exchange of best practices and innovative solutions in public administration, significantly enhancing long-term collaborative efforts. This result is related to the Output 1.2: Joint implementation of the project – AI 4 CAPACITY Network (RCO 87)
Result 2	
Programme result indicator	P63_RCR104: Solutions taken up or up-scaled by organisations
Measurement unit	solutions
Baseline	0,00

Result 2	
Target value	2,00
Result description	Online tools supporting capacity building and cooperation RES2 enhances administrative capabilities with the AI Suite (A1.1) and "EduLab" platform (A1.6), designed to support CAF and MbO implementations. These tools facilitate efficient decision-making and resource management through data analytics and AI insights. Aligned with RCR 104, they offer scalable solutions that enhance governance across borders. The AI Suite streamlines administrative processes, while EduLab provides ongoing learning and experimentation. Their adaptability ensures broad uptake and lasting impact, significantly improving cross-border administrative cooperation. The tools have been taken up by organisations during the 4 pilot applications (A1.3) and it is expected that more public authorities will take and scale them up the first year after the project end The result is related to the Output 1.3: Online solutions supporting the implementation of CAF and MbO (RCO 116)

C.6 Project Time Plan

	Period 1	Period 2	Period 3	Period 4	Period 5	After End
WP1						
A1.1 Development of AI Suite supporting ...						
A1.2 Training of partners' work groups						
A1.3 Pilot implementation of CAF and MbO						
A1.4 Assessment and refinement of the AI...						
A1.5 Expansion & Capitalisation actions: ...						
A1.6 "EduLab" platform combining an Open...						
A1.7 AI4Capacity Network						
63104116					O1.3	
638481				O1.1		
638487					O1.2	

C.7 Project management & Communication

In addition to the activities as described in the work plan, you need to foresee adequate provisions for project management, coordination and internal communication.

C.7.1 How will you coordinate and manage your project?

Please describe how the project management on the strategic and operational level will be carried out, including the set-up of management structures, responsibilities and procedures, as well as risk management. Please also explain how the internal communication within the partnership

The aim of the management and coordination activities is to have a project well managed, coordinated and controlled which achieves its general and specific objectives without problems or delays. This will be achieved through a specific management structure, continuous contact between the partners, regular meetings and a group of coordinators, financial managers & controllers on project as well as on partner level.

The project is managed by a steering committee (SC) composed by:

- The project coordinator appointed by the LP1 and responsible for the overall, day-to-day management & coordination and data protection (GDPR)
- The local coordinators (3) appointed by the other partners
- 4 members, one per partner, preferably the partners' financial managers.

Substitutes of all the above will be appointed. All partners are committed to appoint SC members who speak English fluently and are adequately skilled in order to effectively meet the project's requirements.

The SC meetings will be regularly held, approximately every 6 months, The kick off meeting will take place with physical presence while the others will be online. Irregular online meetings are possible, Consensus is the main principle for decision making

Within the SC, a Technical Sub-committee (TC) and a Quality Control Committee (QCC) will be created each one consisting of the project coordinator and one representative of each partner. The communication officer appointed by PP4 will participate in TC

Working groups, task forces and advisory groups to coordinate the day-to-day running of activities, to fulfil specific tasks, etc may also be established after a SC decision

The minimum tasks of the SC include (inter alia):

- Planning of the project activities on a four-monthly basis
- Monitoring & validation of project progress, verifying that its implementation is in line with activities and outputs defined in the approved Application Form
- Validating the quality of main outputs and the progress towards achieving set objectives;
- Monitoring of project finances (budget & expenditure)
- Review of the management performance and the quality
- If applicable, decisions on required project modifications to be requested for approval from the programme authorities

Its operation will be governed by the following technical manuals that will be developed by the LP1

- SC internal regulation
- Reporting and Financial Procedures
- Risk Management

- Quality Control, Project Monitoring and Internal Evaluation
- Internal Communication
- Gender Equality Plan
- Data Protection

At project level a project coordinator and financial manager will be appointed by LP1. At partner level, a local coordinator and a local financial manager solely responsible for the part of the project implemented by the respective partner is appointed. Also, communication and capitalisation officers will be appointed

Project coordinator's duties (project level)

The project coordinator should be experienced so as to ensure the thematic coordination of the activities and able to act as a driving force of the project, mobilising the partnership in order to achieve its objectives. He/she is responsible for the project's overall organisation and successful implementation. His/her main tasks include -inter alia- the day-to-day management and progress control, the preparation of the SC meetings, the continuous communication with the local coordinators and the programme bodies and the compliance with the GDPR. He/she will provide guidelines for the activities' implementation (when necessary) and focus on a partnership approach, with a time-frame perspective, this being the key for the achievement of the project's objectives. The coordinator must be able to cope with the technical, administrative, financial aspects of the project and its related communication issues. Several years of experience in the management of EU funded projects will be one of the key criteria for the selection.

Local coordinators' duties (partner level)

Each partner except for the LP will appoint a local coordinator, solely responsible for the part of the project implemented by the respective partner. There will be direct communication channels between the project coordinator and the local coordinators. In the local coordinators' duties is included the regular formal reporting as well as the submission to each regular SC meeting of draft internal overall evaluation reports for the respective partner's up-to-day activities

Main internal communication channels are physical or online meetings, phone, e-mails, common google drive for files exchange and chat group in a message platform (e.g. viber, whatsapp etc)

The LP1 will be responsible for the communication and the collaboration with the MA/JMS, through the project coordinator.

In case of crisis, the levels of confronting are: local coordinator, project coordinator, SC, collaboration with programme authorities.

C.7.2 Which measures will you take to ensure quality in your project?

Describe the planned approach and processes and responsible partners. If you plan to conduct any type of project evaluation, please describe its purpose and scope.

As mentioned in C.7.1, in the framework of the SC, a Quality Control Committee (QCC) will be created consisting of one representative from each partner. The duties of the QCC and the other quality control and evaluation operations are:

1) Drawing up a risk management plan

Risk management plan is a key element of quality. The QCC will draw it up to identify and manage potential risks that may affect the project. This will include risk identification, analysis and mitigation strategies. Regular monitoring and evaluation of the project will be conducted to ensure that risks are identified and addressed in a timely manner.

The risk management plan will be submitted to the SC, included in the respective technical manual and communicated to everyone involved in the implementation of the project

2) Drawing up the Gender Equality Plan of the project (see C.7.6 - Equality between men and women)

3) In public tenders for the main external expertise and services, the provision of a quality certificate by the candidates will be added as a requirement

4) Quality control of the deliverables

Every time a deliverable is produced, the QCC examines whether it meets the requirements and the relevant specifications, controls the completeness and correctness of the deliverable and draws up a quality control report. If full compliance is found, the report is submitted to SC

In case of non-conformities, a consultation between the QCC and the partner produced the deliverable takes place in order corrective actions to be undertaken. After the corrective actions, a new examination of the deliverable occurs and the new quality control report is submitted to the SC. Representatives of partners whose deliverables are examined by the QCC, do not take part in the process

5) Internal evaluation of the project activities according to the quality control of the deliverables and the feedback obtained by the attendees and beneficiaries e.g. training courses (A1.2, A1.5), participants in public events (A1.5 and communication actions), users of the "EduLab" platform etc. Based on the results of the quality control, QCC will conduct and submit to the SC regular meetings evaluation reports for the activities implemented in the previous semester

Special forms for quality control reports and evaluation reports will be drawn up by the project coordinator who is responsible for the proper operation of the QCC and the evaluation process mentioned above

Analytical description of the above processes will be described in the technical manual entitled "Quality Control, Project Monitoring and Internal Evaluation" mentioned above

The external evaluation of the project is carried out according to the process foreseen in the programme regulations (various levels of controls, external evaluators appointed by the programme authorities etc)

C.7.3 What will be the general approach you will follow to communicate about your project?

Please describe which are your project communication objectives and how will ensure the visibility of your project results. Which tools, methods will be used to reach out the target audiences?

All partners pay major attention to the communication of the project, understanding that it is a cornerstone for the involvement of the target groups and, consequently, for the achievement of the project's objectives.

The communication objectives are:

- Strengthen public awareness of the EU action and increase the visibility of Interreg NEXT BSB Programme and create a consistent image of the EU support in all participating countries.
- Raise awareness of all the target groups and promote the necessity and benefits of adopting specific tools for capacity building and especially CAF and MbO
- Familiarize the public organisations and the other stakeholders with the exploitation of AI in their daily operations
- Facilitate transnational experience exchange between partners (4), other public authorities and public servants (number indefinable)
- Promote the AI4Capacity network and its availability to support implementation of CAF, MbO and other capacity enhancement tools in public authorities
- Ensure durability and transferability of project results & outputs

The main formal communication channels will be social media, the internet, regional mass media, direct mail & tailored events, while, informally, there will be close and continuous communication between the partners and stakeholders, as well as the direct communication with beneficiaries and other entities involved in the project (trainers, trainees, IT developers, external service providers etc) The operation of those channels will be described in a communication toolkit that will be developed

The communication tasks will be specialized in the "Project communication plan" that will be approved by SC. The tasks directly related to communication are (in parentheses the involved partners):

- a) Start-up activities including communication strategy
 - Appointment of communication officer (PP4)
 - Project communication plan and communication toolkit (PP2 - SC)
 - Local stakeholders mapping (all)
- b) Press conferences after the kick off meeting (LP1)
- c) 3 project promotional campaigns (all)
- d) 5 e-newsletters (PP4)
- e) International online workshop for results presentation and capitalisation (PP2 and all)
- f) Project promotional material (USBs and posters) (all)
- g) 3 thematic articles publication (LP1)
- h) Digital presence of the project (project and partners' websites and social media pages) (all)
- j) 3 infographics (PP3)

In addition to conventional media, the project will use digital communication methods and tools such as:

- Project and partners' website and social networks
- USB flash drives
- E-newsletters
- Infographics
- Digital evaluation questionnaires for the various actions (online surveys)
- Live streaming of the project public events (training courses, international workshops)

The project will follow all the relevant guidelines issued by the European authorities and the principles of non-discrimination and personal data protection will be fully respected.

All the project deliverables will be uploaded to the project's digital presence sites and made available to any interested party. Their availability will be announced through all communication channels mentioned above.

Main target audience are local, regional and national public authorities, higher education and research organisations, other public organisations (e.g. chambers, public schools etc), general public/ Citizens (See C.2.4). By the communication actions, all target groups get aware of the project and its objectives, content and expected results and benefits and the free access to outputs and deliverables of the project

Communication actions are complemented by the expansion & capitalisation initiatives aiming at dissemination, encouragement and support in re-use of the information/ knowledge gained, and described in details in activity A1.5

C.7.4 How do you foresee the reporting procedures for activities and budget (within the partnership)?

Please describe the reporting processes for complying with deadlines for reporting as foreseen in the Guidelines and grant contract).

The designing of the reporting procedures foreseen for the activities and budget is based on the obligations deriving from the Grant Contract (Article 5), the Partnership Agreement (Article 5), the Guidelines for Grant Applicants (Part II, Chapters 6.3 and 10.2) and is characterised by a Bottom-Up approach, meaning that it starts with individual components (at Partner level) and builds up to the larger system (Partnership/project level).

More precisely, every 4 months of the implementation period, each Project Partner is foreseen to prepare a report conforming to the model identified in Annex IV of the Grant Contract and a control report as specified in Article 4.6 of the Partnership Agreement. The reports, which will describe the technical (narrative) and the financial part of the project, will be submitted to the Lead Partner as it will be determined by the Implementation Guidelines of the Programme.

The Lead Partner, except for the Partner report, is foreseen to prepare the project report, where the information regarding the activities implemented and the expenditure incurred will be consolidated. The Project report, which will provide an analytical insight of the project's technical and financial implementation will be submitted to the Programme Authorities in order for the Lead Partner to be entitled to request further payments.

The AI4Capacity project, having very clear management and coordination structures, identifies from the beginning the duties of each Partner in terms of reporting, respecting the guidelines and obligations foreseen by the Programme documents. More precisely:

- The local coordinator of each Partner (except for LP1) will be the one responsible to prepare the technical/narrative part of the reports (internal and partner reports) that will be submitted to LP1. In the reports, the implementation of the foreseen activities, difficulties encountered and the level of achievement in terms of outputs and target groups will be described.
- The financial manager appointed by each partner will be responsible to prepare the financial part of the reports (internal and partner reports) that will accompany the narrative report and will be submitted to the FLCs and the Lead Partner. The financial manager will closely and on a regular basis monitor the financial performance of the respective Partner, checking the eligibility of the expenditure

made and the procurement procedures followed. He/She is the person that contacts the local control points and ensures that the control reports are in line with the Programme's instructions

- The project coordinator (described in C.7.1), appointed by LP1, will be responsible to prepare the reports of the Lead Partner (internal and partner reports), collect the reports of the other Partners (internal and partner reports) and consolidate the information in the project report that will be submitted to the Programme Authorities. In the project report all the information requested by the Programme will be provided.
- During the SC meetings each Partner will report the activities and expenditure implemented and will discuss with the project coordinator possible changes in the timeplan or budget that need to be made.

Taking into consideration that the verification of the Partners' reports by the FLCs and the project's report by the Programme Authorities is a rather time-consuming process, and with main aim the acceleration of the procedure, the Partnership will ensure the timely preparation and submission of the reports by taking the following measures:

- As mentioned in C.7.1, a google drive account, dedicated to the project will be created. All the deliverables produced by the Partners will be uploaded and classified to this account, which will act as an archive providing a full overview of the project and the implemented activities. The Partners, FLCs and Programme Authorities will be given access the google drive which will be updated on a monthly basis.
- During the first week of each month, the Partners will be requested to submit an internal report to the Lead Partner where the activities implemented in the previous month will be described thoroughly as well as the payments and expenditure made. The report template that will be used by the Partnership will be based on the model provided in the Grant Contract. This intra-partnership reporting method will facilitate the monitoring of the implementation both on Partner and project level, preventing any problems or delays, and will save time at the end of each reporting period (4 months) when the partners will only have to consolidate information they already have instead of preparing it from start.

As it can be identified by the above-mentioned methodology, the project ensures the proper and on time delivery of the reports,

C.7.5 Cooperation criteria

Please select the cooperation criteria that apply to your project and include a brief explanation. Please note that the joint development, joint implementation and joint financing criteria are mandatory.

Cooperation criteria	Description
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Cooperation criteria	Description
Joint development	Yes All partners were actively involved and contributed to the development, integration and elaboration of the project idea. 4 meetings of all partners and several bilateral were organized online, an open communication channel (whatsapp group) and a common google drive were created and continuous communication between all partners occurred. The entire content of the proposal was discussed in details. Emphasis was put on the precise formulation and wording of the overall, the specific and the communication objectives as well as the project activities and the role of each partner. The project proposal and budget were jointly reviewed periodically and updated whenever necessary. It was agreed that the budget should be as balanced as possible and all the partners' duties to be defined precisely and in details. The final version of the project proposal and the budget was agreed by all partners before the submission in JEMS The partners' collaboration was based on the spirit of good collaboration and made the joint development a key strength of the proposal ensuring project success and lasting impact

Cooperation criteria	Description
Joint implementation	The project activities will be carried out by the partners in a cooperative way, ensuring clear content-based links and coordinated by the lead partner. Specifically, the following activities will be jointly implemented A1.1: The AI Suite will be commonly designed by an ad hoc technical committee in which representatives of all partners will participate A1.2: All partners' working groups will participate in the join training course on CAF and MbO A1.3: Pilot implementations: All partners will carry out pilot implementations using the common AI Suite and monitor other partners' implementation for experience exchange purposes. A1.4: All partners will provide feedback for effective assessment and refinement of the AI Suite after pilot implementations
	A1.5: All partners will implement the capitalisation activities according to the common capitalisation plan.
	A1.6: All partners will jointly define the requirements of the 'EduLab' platform and ensure its proper operation after it is launched
	- Management: All partners will participate in the common Steering Committee, the sub-committees (technical and quality control) and use the common communication channels
	- Communication activities: All the partners will follow the common communication plan, use the commonly designed promotional material and participate in and contribute to International online workshop for results presentation and capitalisation (see C.7.3)
	- AI4Capacity Network. All partners will participate in the network ensuring long term effects of the project and transferability of outputs and results, according to a COMMON strategy and action plan

Cooperation criteria		Description
		During the project implementation, no functions will be duplicated within the partnership. For example, there is one coordinator at project level, one overall project financial manager, one capitalisation officer and one project communication officer. Staff of all partners contributed to the jointly preparation of the project. Moreover, joint staffing applies in the following activities A1.1: Join design of the AI Suite by a common technical committee A1.2: Staff of all partners will participate in the join training course
Joint staffing	Yes	A1.5: Under the coordination of the capitalisation officer, staff of all partners will contribute to the development of the common capitalisation plan A1.6: Staff of all partners will jointly identify the requirements of the "EduLab" Platform - Management: Project management functions will be carried out at project level through the Steering Committee, the Technical Committee and the Quality Control Committee. In those committees, staff of all partners participate - Communication activities Staff members from all partners will contribute to the implementation of the common communication plan and participate and contribute to the international conference at the end of the project

Cooperation criteria	Description
Joint financing	Yes Join finance is absolutely ensured. The following activities will be jointly financed by all partners: - A1.1: Common design of the AI Suite - A1.3: Pilot implementation of CAF and MbO - A1.5: Expansion and capitalisation actions > Regional demonstration events > Training courses to public organisations' staff (2x30 = 60 per partner. 240 in total) > Individualized support to other organisations for the implementation of CAF and MbO - A1.6: Common analysis of the requirements for the "EduLab" Platform - Communication actions - Management (Coordination, financial management, SC meetings etc) - Overall project budget (staff cost and office & administration included) > LP1: 193200€ (36% of the total budget) > PP2: 116340€ (21%) > PP3: 110040€ (20%) > PP4: 124530€ (23%) Average budget per partner: 136028€ Standard deviation: 33406€ Coefficient of variation: 25% Excluding the LP1 whose budget is normally bigger and has a special role in developing the online tools (Ai Suite and "EduLab" platform), the average is 116970€, the standard deviation 5932€ and the coefficient 5%, indicating that there are no significant variations.

C.7.6 Horizontal principles

Please indicate how your project contributes to horizontal principles and provide a short explanation.

Horizontal principles	Type of contribution	Description of contribution
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Horizontal principles	Type of contribution	Description of contribution
Sustainable development and environment protection	positive effects	Sustainable development and environmental protection is -or must be- a key dimension of the strategy of public organisations and, therefore of the target groups of the project At the same time, the Common Assessment Framework, that is one of the two tools for capacity building (together with the Management by Objectives), recognises the role that organisations can play in supporting the UN Sustainable Development Goals (SDGs). Particularly, one of the requirements of CAF for Public organisations mentioned in the criterion 1.1: "Provide direction for the organisation by developing its mission, vision and values" is to: "Ensure that mission, vision and values are in line with local, national, international and supranational strategies taking into account digitalisation, public sector reforms and common European agendas (e. g. SDGs, EU2020, better regulation)" By conforming to this CAF criterion, public organisations and especially small local authorities contribute to the following SDGs: SDG5: Gender equality SDG6: Clean water and sanitation SDG7: Affordable & clean energy SDG8: Decent work and economic growth SDG9: Industry, innovation & infrastructure SDG10: Reduced inequalities SDG11: Sustainable cities & communities SDG13: Climate action SDG16: Peace, justice and strong institutions SDG17: Partnerships for the goals Moreover, while applying MbO in public organisations, KPIs related to the above SDGs will be included in the performance measurement scorecard and be monitored systematically Both project themes (CAF and MbO) introduce environmental issues and sustainability concept to daily operations of public organisations, and, in parallel, through communication activities, the project contributes to the development of a sustainability culture among the society Lastly, due to its nature, the project has no negative impact on the environment and has an insignificant carbon footprint

Horizontal principles	Type of contribution	Description of contribution
Equal opportunities and non-discrimination	positive effects	The project is a typical people-to-people action. The following measures ensure equal opportunities and non-discrimination - All the beneficiaries, namely trainees (A1.2, A1.5), and public organisations receiving individualized support (A1.5), will be selected through open calls and transparent selection process according to pre-defined criteria set up by the Steering Committee ensuring fairness and equity - All the activities related to the communication, results presentation and capitalisation, will be conducted in a manner that ensures equal opportunities and non-discrimination - All deliverables will be made available online, accessible for free to everyone in a non-discriminatory manner, ensuring the protection of personal data. Easy access for all to the "EduLab" platform is ensured - The project's online presence will be designed to be accessible to the visually impaired (e.g., use of large font sizes) and other individuals with disabilities. The Web Content Accessibility Guidelines (WCAG Ver 2.0) will be implemented to enhance accessibility. - All venues for meetings and events will be accessible to people with disabilities. Provisions for personal assistants will be available if needed, ensuring inclusive participation - At event catering, options will be provided to accommodate various dietary requirements, such as vegan, vegetarian, and sugar-free options, ensuring inclusivity - A clear and accessible feedback mechanism will be established to allow participants to report any issues related to discrimination or accessibility barriers they encounter, and to ensure timely responses and adjustments to these concerns – The GDPR (EU)2016/679 will be fully respected It is important to underline that one of the CAF criteria is criterion 3.3, directly related equal opportunities and non-discrimination

Horizontal principles	Type of contribution	Description of contribution
Equality between men and women	positive effects	In the preparation of the project 9 staff members/ associates of all the partners took part, among whom 5 were women and 4 were men In addition, during the project implementation, no activity violating the principle of gender equality is foreseen. On the contrary, a minimum of 40% of each gender will be selected to participate: - As trainees in the activity A1.2: " Training of partners' work groups" - As staff members of the organisations taking part in the pilot implementations (activity A1.3), that will be involved in the whole process - As trainees in the training courses to public organisations' staff of the activity A1.5: Expansion and capitalisation In addition, a 40% quota of each gender will be applied to the Steering Committee composition Apart from the above rules, at the beginning of the project, the Quality Control Committee will compose a Gender Equality Plan (GEP) establishing priorities, concrete objectives and specific measures that will be implemented to ensure gender equality during the implementation period. After its approval from the Steering Committee the GEP will be distributed to all partners to be followed throughout the project. The plan will also apply after the completion of the project during the operation of the AI 4 CAPACITY network

C.8 Long-term effects and durability

Projects should have a long-lasting effect in the territories and for the relevant target groups. Please describe below how this will be ensured.

C.8.1 Ownership

Please describe who will ensure the financial and institutional support, including maintenance, for outputs developed by your project.

Institutional sustainability – Ownership

The AI4Capacity network that will be created will be the owner of the project's outputs and deliverables, mainly responsible to exploit its results after its completion and in a wider area, according to its Strategy and Action Plan that will be conducted. Apart from the partners that are committed to take part in the network, other stakeholders will be invited to participate on a voluntary basis.

It is pointed out that all partners and the network have full Intellectual Property Rights to all the outcomes of the project. Every partner's premises will operate as an antenna of the network and a staff member from each partner will be appointed as the person in charge of this antenna. This person might be supplemented by volunteers supporting the work of the antenna (e.g. university students working on their theses). The management structure of the network will be identified in the Memorandum of Understanding (MoU) that will be developed by PP3 and signed digitally by all the participants

All partners, without exceptions, include in their founding acts and are committed to objectives compatible with the project's overall objective. Therefore, the operation of each antenna is automatically integrated in the respective partner's work

Financial sustainability

The financial sustainability of the AI4Capacity Network is based on its members' symbolic financial contribution (when necessary) and mainly contribution in kind. The regular operational costs of each antenna (staff and administrative costs) will be embodied into the respective costs of each partner. The network (through its partners) will claim financial support from national or transnational funds in order to implement follow up activities towards the project's objectives. Moreover, a maintenance fund for AI Suite and "EduLab platform" will be established, supported by modest subscription fees for advanced features, which will finance regular updates and technical support. Furthermore, the network will explore revenue-generating activities such as offering specialized training programs, consulting services, and licensing of proprietary technologies developed during the project. These activities will provide a steady revenue stream to finance ongoing operations and future developments.

Nevertheless, the financial figures of the network and its antennae will arise from the Action Plan of the network that will be conducted during the project. It is underlined that the network will operate on a NON-PROFIT basis

Political sustainability

The AI4Capacity network, as the owner of project's outputs and results and through its antennae, will continuously support policies promoting the use of capacity enhancement tools in public authorities. Ways that the network can achieve this, are:

- Engagement with policymakers to ensure that project outputs and results are integrated into policy frameworks, legislation, plans, codes of conduct, methods, and other relevant documents
- Advocacy campaigns to highlight the importance of the project's outputs and results
- Provision (through the trained staff or external experts of ongoing support and training to policymakers, stakeholders, and practitioners to ensure that they have the necessary knowledge and skills to integrate the project's outputs and results into their activities
- Monitoring and evaluation of the impact of the project's outputs and results over time. This can help to identify areas where further improvements are needed and provide evidence of the project's impact, which can be used to sustain its outputs and results

Overall, by establishing the AI4Capacity network as the custodian of the project's outputs, the project ensures that these resources continue to benefit public authorities and other stakeholders in the Black Sea region and beyond. The network's comprehensive approach to financial, institutional, and political sustainability will facilitate the enduring impact and relevance of the project results.

C.8.2 Lasting effects

Some outputs should be used by relevant groups (project partners or others) after the project's lifetime, in order to have a lasting effect on the territory and the population. Please describe how your outputs will be used after the project ends, and by whom.

As indicated in its overall objective (C1) sustainability and lasting effects of outputs and results are key elements of AI4Capacity project

The project is designed to deliver sustainable benefits through its achievements, ensuring lasting effects on administrative capacities and public service quality across the Black Sea region. Key project deliverables include the AI Suite, "EduLab" platform, trained personnel, and the AI4Capacity network, all structured to continue providing value post-project.

To ensure that project outputs are used, up-scaled, or deployed after the project ends, the strategy paper and action plan for the AI4Capacity network will include a clear strategy for the dissemination and sustainability of the project results. This strategy is based on a detailed plan for disseminating the project outputs/ deliverables to relevant stakeholders through a wide range of communication channels

1. AI Suite and "EduLab" Platform:

> Usage: The AI Suite and EduLab platform, developed to support the implementation of CAF and MbO, will continue to be accessible to public authorities and educational institutions. The platforms' design includes scalable and adaptable features that allow for ongoing updates and integration with new technologies.

> Management: Ownership and management of these platforms will be transferred to the AI4Capacity network formed by the project partners, ensuring their operational continuity. A maintenance fund will be established, supported by modest subscription fees for advanced features, which will finance regular updates and technical support.

> Expansion: Efforts will be made to expand the user base beyond the initial partner countries by promoting the platforms at international public administration fora and conferences

2. Training and Capacity Building:

- > Continued Use: The training programs developed for public servants will be integrated into the regular training curricula of local authorities and educational institutions. This integration will ensure that new staff and students can benefit from the project's learning resources on an ongoing basis.
- > Train-the-Trainer Programs: Key personnel trained during the project will continue to deliver training sessions locally, helping to spread the knowledge and skills acquired through the project.

3. AI4Capacity Network:

- > Long-Term Operation: The AI4Capacity network will remain active as a forum for continued collaboration and support among the project partners and other stakeholders. It will facilitate the exchange of best practices, joint problem-solving, and the dissemination of updates to the AI Suite and EduLab platforms.
- > Membership Expansion: Strategies to include more members from adjacent regions will be implemented, enhancing the network's effectiveness and impact.
- > Building of partnerships with relevant organizations and stakeholders to promote the extended use and up-scaling of the project outputs
- > Monitoring and evaluation plan to assess the impact of the project outputs and ensure that they are being effectively used (regular reviews of the project outputs, feedback from stakeholders etc)

The sustained use and expansion of the project's outputs are directly aligned with the project general and specific objectives: enhancing administrative efficiency, promoting cross-border cooperation, and fostering innovation in public services. By ensuring these outputs are maintained and developed further, the project will achieve lasting improvements in governance and public administration across the region.

Potential risks affecting lasting effects will be identified in and mitigated according to the project risk management plan drawn up by the Quality Control Committee (see C.7.2)

C.8.3 Transferability

Some outputs that you will deliver could be adapted or further developed to be used by other target groups or in other territories. What will you do to make sure that relevant groups are aware of your outputs and are able to use them?

The AI4Capacity project is designed to create outputs that not only benefit the initial target groups in the participating countries, but are also adaptable and applicable to other regions and organizations. Transferability is a core consideration, ensuring that the methods, tools, and knowledge developed are accessible and useful beyond the original partnership.

The main transferable elements of the project are:

- The AI Suite and the "EduLab" platform supporting the implementation of CAF and MbO (A1.1)
- The training package (synchronous and asynchronous versions) (A1.2)
- The good practices recorded in pilot implementations (A1.3)
- The "EduLab" platform (A1.6)

Measures to ensure transferability

1. Accessibility

All the project's outputs/ deliverables will be uploaded to the project's presence sites on the internet and made available for free to any interested party inside or outside the project area for further use

2. Adaptability of Tools:

> AI Suite and "EduLab" Platformare developed with modular designs, allowing other organizations to adapt their functionalities to different administrative, cultural, and legal environments.

Documentation and guides will be provided, detailing how modifications can be made to meet local needs.

> The training package and material will be designed to be easily customizable. They will include generic modules that can be adapted for specific local challenges or focuses, making them applicable to a wide range of public administration contexts.

3 Communication and Dissemination:

> An aggressive strategy will be implemented to raise awareness of the project's outputs. This will include participation in international workshop, creating open-access publications, and engaging with professional networks across and beyond the project area.

> Collaborations with Educational Institutions: Partnerships will be formed with higher education organisations and training institutes will be pursued to incorporate the project's findings and tools into academic and professional courses, ensuring that new generations of public administrators are familiar with and can use these outputs.

> A project website and social media channels will continuously promote the adaptability and benefits of the project outputs. Success stories, user testimonials, and case studies will be shared to illustrate the practical application of outputs in different settings.

4. Networking – Stakeholders' feedback

> The continuous operation of the AI4Capacity network through its antennae is the most effective transferability channel. Transferring of outputs and results will be one of its main objectives referred in its Memorandum of Understanding and Strategy/ Action Plan. The existence of the network will be intensively promoted in the 3rd promotional campaign, the international workshop and the other communication and capitalisation actions

> Systems will be established to gather feedback from users outside the original target group, helping to refine the outputs for broader use. Inter alia, "EduLab" platform will be a very useful channel for feedback obtaining

By implementing the above mentioned measures, the AI4Capacity project expects to achieve:

- Wide recognition of the project's outputs as adaptable and scalable solutions for public administration challenges.
- Increased adoption of these outputs by organizations and regions beyond the initial partnership, demonstrating the practical utility and flexibility of the tools and methods developed.

Potential risks affecting transferability will be identified in and mitigated according to the project risk management plan drawn up by the Quality Control Committee (see C.7.2)