



IPA Cross-border Programme  
CCI Number 2007CB16IPO007

# Project activities and results



Project No 2007CB16IPO007-2012-3-008

Strengthening textile industry capacities  
in the cross border region through  
learning best practices and  
implementation of promotional activities



The eligible area for the CBC Programme between Bulgaria and the former Yugoslav Republic of Macedonia covers a territory of 18 736 sq. km with total population of 1 065 605 people. The overall borderline length is 165 km.



## Macedonia

North-East region:  
6 municipalities - Kratovo, Kriva Palanka, Rankovce, Kumanovo, Lipkovo and Staro Nagoricane;

South-East region:  
10 municipalities - Valandovo, Gevgelija, Bogdanci, Dojran, Radovis, Konce, Strumica, Bosilovo, Vasilevo and Novo Selo;

East region:  
11 municipalities - Berovo, Pehcevo, Vinica, Kocani, Cesinovo - Oblesevo, Zrnovci, Probistip, Stip, Karbinci, Delcevo and Makedonska Kamenica.

## Bulgaria

District of Blagoevgrad:  
14 municipalities  
Bansko, Belica, Blagoevgrad, Gotce Delchev, Garmen, Kresna, Petrich, Razlog, Sandanski, Satovcha, Simitli, Strumiani, Hadjidimovo, Yakoruda;

District of Kyustendil:  
9 municipalities  
Bobovdol, Boboshevo, Dupnitsa, Kocherinovo, Kyustendil, Nevestino, Rila, Sapareva Banya, Trekliano.



## IPA Cross Border Programme CCI Number: 2007CB16IPO007

The programme for cross-border cooperation presents a coherent and effective response to the constraints and weaknesses of the region and defines suitable strategies for a common future development of the border region on the basis of the experiences of the last programming period and the conclusions from the regional analysis. The strategy includes an overall strategic objective of the programme and identifies specific objectives to be reached by the measures under the chosen priority axes of the programme.

The **global objective** of the regional co-operation across sectors and administrative units that has to be reached by the definition of the Programme is:

**Sustainable Development in the Border Region in Support of the Wider European Cooperation and Integration Efforts.**

In order to increase the efficiency of the interventions, the programme intends to concentrate the funds on a limited number of strategically selected **specific objectives** with promising growth potentials and opportunities for development:



### **SPECIFIC OBJECTIVE N. 1:**

#### **To foster the sustainable economic growth in the cross-border region**

Diversification of the current economic activities, support for the region to evolve into an economically strong region with high standard of living; development of new value chains; stimulus for research and development cooperation; clustering and business-support services; support to new technologies and innovations.

### **SPECIFIC OBJECTIVE N. 2:**

#### **To promote social cohesion and cross-border cooperation**

Investment in human resource development; people to people actions; labour market initiatives; cultural exchanges; support for raising the adaptability of the labour force to the market demands; cross-border networks at all levels and sectors of activity, incl. support for preparation of mutually benefiting project proposals.

### **SPECIFIC OBJECTIVE N. 3:**

#### **To further develop the attractiveness and quality of life in the cross-border area**

Balanced regional development based on protection and wise use of natural and cultural resources in the region; preservation of the ecological and cultural diversity; support for development of tourism based on the adequate and reasonable exploitation of the existing environmental and cultural assets in the target area.



## Priority Axes

### ***Priority Axis 1***

Economic development  
and social cohesion

Spheres of Intervention:

- 1.1 Economic Development
- 1.2 Social Cohesion
- 1.3 Project preparation

### ***Priority Axis 2***

Improvement the  
quality of life

Spheres of

Intervention:

- 2.1 Utilization of eco resources
- 2.2 Utilization of cultural resources

### ***Priority Axis 3***

Technical assistance

To ensure an effective programme management and information flow the technical assistance goal is to improve the quality of cross-border cooperation and management tools.



|                 |  |                  |
|-----------------|--|------------------|
| Project name    | <b>Strengthening textile industry capacities in the cross border region through learning best practices and implementation of promotional activities</b> |                  |
| Lead partner    | <b>Textile Trade Association-<br/>Textile Cluster</b>  | <b>Macedonia</b> |
| Project partner | <b>Textile and Clothes Branch<br/>Organization</b>   | <b>Bulgaria</b>  |



Текстилно Трговско Здружение - Текстилен Кластер - Македонија


*Textile Trade Association - Textile Cluster - Macedonia*

- Textile Trade Association - Textile cluster is a nonprofit organization representing Macedonian companies involved in different way in the textile industry. Its primary goal is better communication between members in the association, in order to create favorable conditions for development of the textile industry and improvement of their competitiveness by following world trends in the global market, as well as adjusting the participants own production to such trends. The association was established in October 2003 in Stip.
- TTA-TC **mission** is achievement of new markets, improving productivity of textile companies, strengthening of human potential; share of expertise; promote Macedonian textile industry, engaging Macedonian government in issues related to competitiveness of the textile industry etc.



- Textiles and Clothes Branch Organization (TCBO) is an association of active companies operating in the field of textile and apparel and it carries out its activity on the territory of Bulgaria. The association was established in April 2006 in Kyustendil. Ever since its establishment the organization has been constantly expanding its operational range and as of the present its members are among the most reputable and competent domestic companies in the branch.
- TCBO **mission** is to assist the growth of the industry, to establish fellowship and cooperation between its members and representative of the textile and clothing industry, to promote its members' activities and to assist the establishment of professional relationships, exchange of information and collaboration with similar organizations in the country and abroad.





|                                    |   |
|------------------------------------|---|
| Project duration                   | <b>26.07.2014 to 25.01.2016</b>   |
| Total budget                       | <b>87 369,32 €</b>  |
| EU contribution                    | <b>87 369,32 €</b>  |
| Project objectives and outputs met | <p><b>Overall objective: To improve the image and support the competitiveness of the textile and apparel industry sector in order to increase its economic potentials through capacity building measures, sharing best common practices, implementation of promotional activities and institutional strengthening of the textile industry stakeholders in the cross border region.</b></p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"><li><b>1. To evaluate current capacities of the textile and apparel industry stakeholders in the cross border area in order to develop measures that will provide realistic solutions to overcome the burdens of the sector;</b></li><li><b>2. To strengthen the competitiveness of the industry and the management capacities of the industry stakeholders through establishment of tailored capacity building programme;</b></li><li><b>3. To strengthen the competitiveness through joint presentation of the textile and apparel industry local products/brands and promotion of the sector and the cross – border area as a single region.</b></li><li><b>4. To promote the textile sector as a generator for creating economic stability in the cross border region</b></li></ol> |



# ACTIVITIES



## 1. Setting- up project management system

This activity involved implementation of a good management team of persons involved in implementation of the project. Project team was set up and was prepared letters of appointments and contracts with the project team. Under this activity three project staff meetings were organised.



## 2. Implementing communication strategy and project promotion

This activity included informing stakeholders and public about the project, presentation of project objectives, activities and results in order to build cooperation and inform the public for economic and social benefits. All project activities and results were promoted also on the web pages of the project partners.

[www.tta.org.mk](http://www.tta.org.mk)

[www.botobg.org](http://www.botobg.org)



IPA CROSS-BORDER PROGRAMME  
CCI Number 2007CB16IPO007

Project title: Strengthening textile industry capacities in the cross border region through learning best practices and implementation of promotional activities

Име на проект: Укрепување на капацитетите на текстилната индустрија во трансграничниот регион преку учење на добри практики и реализирање на промоционални дейности

Ref: 2007CB16IPO007-2012-3-008

Beneficiaries:

- Textile and Clothes Branch Organization - Kuyumstevci, Bulgaria
- Textile Trade Association – Textile cluster - Štip, Macedonia

The project is co-funded by EU through the IPA Cross-Border Programme CCI number 2007CB16IPO007.



IPA CROSS-BORDER PROGRAMME  
CCI Number 2007CB16IPO007

Project title: Strengthening textile industry capacities in the cross border region through learning best practices and implementation of promotional activities

Име на проект: Јакнење на капацитетите на текстилната индустрија во пограничниот регион преку учење на добри практики и имплементација на промотивни активности

Ref: 2007CB16IPO007-2012-3-008

Beneficiaries:  
Textile Trade Association – Textile cluster / Textile and Clothes Branch Organization

This project is co-financed by the European Union

### 3. Assessment and Analysis of existing situation and development of the Textile and apparel industry in the cross border region

Project partners in each country checked and identified the potential tenderer that will respond for Assessment and Analysis of existing situation and development of the Textile and apparel industry in the cross border region, tender procedure was held and contract with a service provider for the implementation was concluded. The study involved holding deep interviews with representatives of textile companies in the region and various stakeholders such as chamber branches, associations, relevant experts and etc.

Based on that, proposals and solutions for overcoming the identified challenges, gaps and bottlenecks were made, including SWOT analysis provided with focus groups of entrepreneurs from cross-border region.



IPA Cross-Border Programme (CCI Number 2007CBIP0007)

PROJECT TITLE: "STRENGTHENING TEXTILE INDUSTRY CAPACITIES IN THE CROSS BORDER REGION THROUGH LEARNING BEST PRACTICES AND IMPLEMENTATION OF PROMOTIONAL ACTIVITIES"

ИМЕ НА ПРОЕКТ: "ЈАКНЕЊЕ НА КАПАЦИТЕТИТЕ НА ТЕКСТИЛНАТА ИНДУСТРИЈА ВО ПОТГРАНИЧНИОТ РЕГИОН ПРЕКУ УЧЕЊЕ ДОБРИ ПРАКТИКИ И ИМПЛЕМЕНТАЦИЈА НА ПРОМОТИВНИ АКТИВНОСТИ"

Текстилно Трговско Здружение  
Текстилен Кластер - Македонија

Бранчова организација за текстил и облека (БОТО)

СТУДИЈА ЗА ПРОЦЕНКА И АНАЛИЗА НА ПОСТОЕЧКАТА СОСТОЈБА И РАЗВОЈ НА ТЕКСТИЛНАТА И КОНФЕКЦИСКАТА ИНДУСТРИЈА ВО ПРЕКУГРАНИЧНИОТ РЕГИОН

European Union, North Macedonia, Bulgaria



IPA Cross-Border Programme (CCI Number 2007CBIP0007)

Текстилно Трговско Здружение  
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The project is co-financed by the European Union

European Union, North Macedonia, Bulgaria

#### 4. Development and delivery of Capacity Building Programme - Module 1

This activity conducted on 2 two-day workshops/trainings in Macedonia.

First training was held in Berovo, Macedonia on 28-29.03.2015, on topic "Production planning - development of management skills for effective production".

Second training was on topic "Production and quality control - development of manager's skills for continuous scheduling and monitoring" held on 3 and 4 October 2015 in Stip, Macedonia. Organization of this meetings and trainings enable exchange of experiences and good practices between textile companies from Macedonia and Bulgaria that in future should continue in mutual cooperation, distribution of products and joint appearance on third markets. Companies from both sides of the cross-border region strengthened their capacities by introducing with new principles of organization and planning of production, monitoring the flow of articles in the finishing stages and proper quality management.



## 5. Development and delivery of Capacity Building Programme - Module 2

First capacity building programme, training on topic “Introduction of the principles and good practices in accordance to the quality standards - ISO standards, environment protection, social corporate responsibility, etc.” was organized on 16-17 may 2015 in Dupnitsa, Bulgaria.

Second capacity building programme was held on topic “Online trade and development of soft skills of mid-level management (team work, conflict resolution, decision making, etc.)” on 17-18 October 2015 in Kystendil, Bulgaria.

High absorption and application of new knowledge and skills into practice were obtained through various teaching methods, such as games, group tasks etc. The seminars had influence on strengthening companies capacities and knowledge for implementing standards and developing soft skills and online trade.





# *Companies visits*





## 6. Exchange of experience and transfer of know-how by linking regional stakeholders and relevant governmental bodies through organization of forums

This activity consisted of organization of two forums, two day events in Stip and Kyustendil.

Participants: Representatives of textile and clothes companies from cross-border region, representatives form the Ministry of economy, representatives of Customs from Bulgaria and Macedonia, local institutions /Regional governmental authority Kystendil and Municipality of Kystendil and Stip.

Forum enabled exchange of experience and transfer of know-how by linking regional stakeholders and relevant governmental bodies.

On the forum was discussed the problems that factories are having such as, lack of qualify skilled work force, decreased interest of young people to work in industry, than the importance of Government support in modernization and automatization of textile companies and the need of improve the image of the textile industry in the region.



## 7. Development and promotion of a Strategic document – Promotional Strategy of the industry of the cross border area

Development of the Policy Paper with proposal to the governments for improvement of the framework and business climate in the textile sector; and

Development of a strategic document - Promotional Strategy of the industry in the cross border area, covering the essential needs for promotion and popularization of the textile industry and provision of joint recommendations and tools (trademark, logo, slogans etc.) for promotion and popularization of the sector at regional, national and international level.



## 8. Joint promotion of the Textile and apparel industry sector in the cross border region

The project ended with final event FASHION SHOW, that present Bulgarian and Macedonian production possibilities and brands. The event shows, in front of the wider public, the unique production possibilities that this cross border region can offer and the companies readiness to cooperate and to promote together in front of the foreign buyers.



The poster is for a 'FASHION SHOW' event. At the top, it features logos for 'KUM' (Текстилна Търговска Асоциация - Текстилен Кластер - Македонија) and a green circular logo. Below these are the project details: 'PROJECT: STRENGTHENING TEXTILE INDUSTRY CAPACITIES IN THE CROSS BORDER REGION THROUGH LEARNING BEST PRACTICES AND IMPLEMENTATION OF PROMOTIONAL ACTIVITIES' and 'Ref. 2007CB16IP0007-2012-3-008'. The main title 'Invitation FASHION SHOW' is in large blue letters. To the left are black silhouettes of a man and a woman. To the right, the date 'Saturday NOVEMBER 28 2015' is displayed in large blue numbers, with the time '18.00h' and location 'Bezisten Stip' below it. A horizontal zipper line separates the top section from the 'PARTICIPANTS' section. This section lists logos for YAFG, AMOZ, Vasidoro, KuliConfection, LARS TRADE, Berman, MARTEX-2, Piro, and Silver. At the bottom, it states 'This project is co-financed by the European Union through IPA Cross-Border Programme' and includes the European Union flag logo.






## RESULTS

Two analytical reports with assessment of current needs, problems and with proposed remedies for overcoming the identified challenges, gaps and bottlenecks, were prepared under the project.

Strengthened capacities of middle management staff in textile companies through the implementation of two capacity building programs on the following topics:


- Quality Management and Production planning
- International standards applicable in the industry and Online trading and managerial skills.

Strengthened capacities of stakeholders in order to promote the industry as a major economic sector in the cross border region and a generator of economic stability - developed Strategic document – Proposal initiatives for improvement of business climate in the textile sector and promotion strategy of the textile industry in the border region Macedonia – Bulgaria, that already beginning to be used to lobby in Government institutions.



Exchange of experience and know-how among stakeholders in the industry - organized and held two forums with participation with representatives of relevant ministry authorities, state and local authorities, customs authorities, institutions, organizations and experts which have an influence in development of textile and clothing industry.

Establishment of closeness business relationships and intensify of cooperation between the projects partners and members of the two associations, as well as other companies in the sector in the cross border region



Organized Fashion show reached more than 150 participants at the event. The aim was to give a positive image of the sector, to make identification of the region as a good place for production of clothing and to attract young people in this creative industry. The show was covered by the high number of media and was presented to all Macedonian and Bulgarian public and wider. You can see parts of the show in next slides.

The information about all production possibilities and companies database with profiles can be found at the official partners web pages :

[www.tta.org.mk](http://www.tta.org.mk)

[www.botobg.org](http://www.botobg.org)

# Macedonian collection



**Astibo Fashion Group**



**Amor-company**



**Kuli**



**Lars**



# Bulgarian collection



**Silver day**



**Vital**



**Marteks**



**Nov svet**



**Piros**



# Project team





Трговска Асоцијација - Текстилен Кластер - Македонија  
 Trade Association - Textile Cluster - Macedonia



PROJECT: STRENGTHENING TEXTILE INDUSTRY CAPACITIES IN THE CROSS BORDER REGION  
 THROUGH LEARNING BEST PRACTICES AND IMPLEMENTATION OF PROMOTIONAL ACTIVITIES  
 Ref: 2007CB16IP0007-2012-3-008

# FASHION SHOW



Saturday  
NOVEMBER  
**28**  
2015

18.00h  
Bezisten  
Stip

## PARTICIPANTS



KuliConfection



LARS TRADE



MARTEX-2



The project is co-financed by the European Union through  
 the IPA Cross-Border Programme



European Union



Текстилно Трговско Здружение - Текстилен Кластер - Македонија

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