

PART A – Project summary

A.1 Project identification

Project title

Competitive territories through internationalisation: SMEs competitiveness in globalised regions

96 / 300 characters

Project acronym

COMPETE IN

10 / 22 characters

Name of the lead partner organisation in English

Municipality of Reggio Emilia

Specific objective

2.1. Improving SMEs competitiveness policies

Project duration

Phase 1

Duration

36 Months

Phase 2

Duration

24 Months

Total No. months

60

A.2 Project abstract

COMPETE IN tackles SMEs' internationalization: a key issue for SMEs growth at global scale that still present weaknesses, mainly due to high investments required and uncertainty of investments' effectiveness. Regions can tackle this, by supporting SMEs' internationalization via the international relations that each city/regions build, and by leveraging on the proximity they have to the territory. COMPETE IN will improve regional policies on internationalization of territories as a new approach to support EU SMEs' engagement in international markets. The current situation presents a number of instruments supporting internationalization of single or group of SMEs, that in the long term prove to be not completely effective, since only 13% of EU SMEs is in 3rd markets. The project deploys a new methodology: approaching internationalization not by addressing uniquely SMEs, but by addressing the regional systems' of distinctive competences, always bearing in mind that the final objective is to support SMEs internationalization. This entails a brand new shift towards a completely different approach that considers regions and cities as facilitator of internationalization processes, since they act as actors of governance of a set of local stakeholders that now have to cooperate to make regions (and not single SMEs) going international. Main results are improvements of internationalization policies and the creation of local cooperation process making all relevant stakeholders (SMEs, universities/research centres, trade associations, Chambers of Commerce, local/regional government) acting as part of a regional system to be internationalized.

1,660 / 2,000 characters

A.3 Project budget summary

Programme Funding			Partner Contributions			Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	1,204,087.90	85.00 %	212,486.10	0.00	212,486.10	Total eligible to ERDF	1,416,574.00
Norway	0.00	0.00 %	0.00	0.00	0.00	Total Norway	0.00
INTERREG Europe	1,204,087.90	85.00 %	212,486.10	0.00	212,486.10	Total INTERREG Europe	1,416,574.00
						Other Funding	0.00
						Grand Total	1,416,574.00

A.4 Overview of project partners

N°	Organisation	Country	Partner Budget			
1	Municipality of Reggio Emilia	 IT	Programme Funding	Partner Contribution	Total	
			365,420.95	64,486.05	429,907.00	
2	Valencia Entrepreneurship and Competitiveness Institute	 ES	Programme Funding	Partner Contribution	Total	
			120,491.75	21,263.25	141,755.00	
3	Upper Silesian Agency for Entrepreneurship and Development Ltd.	 PL	Programme Funding	Partner Contribution	Total	
			95,464.35	16,846.65	112,311.00	
4	WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	 PL	Programme Funding	Partner Contribution	Total	
			75,676.35	13,354.65	89,031.00	
5	Wakefield Metropolitan District Council	 UK	Programme Funding	Partner Contribution	Total	
			182,758.50	32,251.50	215,010.00	
6	Municipality of Gävle	 SE	Programme Funding	Partner Contribution	Total	
			226,078.75	39,896.25	265,975.00	
7	ERVET - Emilia-Romagna Economic Development Agency L.t.d.	 IT	Programme Funding	Partner Contribution	Total	
			138,197.25	24,387.75	162,585.00	

Lead partner confirmation

By submitting the application form the lead partner hereby confirms that:

- The information provided in this application is accurate and true to the best knowledge of the lead partner.
- The project is in line with the relevant EU and national legislation and policies of the countries involved.
- The lead partner and the project partners will act according to the provisions of the relevant national and EU regulations, especially regarding structural funds, public procurement, state aid, environment and equal opportunities, as well as the specific provisions of the programme.
- No expenditure related to the above mentioned project has been, is or will be funded by any other EU funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.

PART B – Partnership

B.1 Partner’s details

Partner 1

Partner role in the project	Lead partner		
Name of organisation in original language	Comune di Reggio Emilia23 / 200 characters		
Name of organisation in English	Municipality of Reggio Emilia29 / 200 characters		
Department/unit/division (if applicable)	Economic Development and Internationalization Unit - Competitiveness and Social Innovation Area95 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Local public authority
Address	Piazza Prampolini 119 / 200 characters		
Town	Reggio Emilia13 / 200 characters	Postal code	421215 / 200 characters
Country	Italy (ITALIA)		
NUTS 1 level	NORD-EST		
NUTS 2 level	Emilia-Romagna		
NUTS 3 level	Reggio nell'Emilia		
Legal representative	Lorenza Benedetti17 / 200 characters		
Contact person 1	Saverio Serri13 / 200 characters		
Phone office	+39 0522 45619115 / 200 characters	Mobile (optional)	+39 335 173460215 / 200 characters
Email	saverio.serri@municipio.re.it29 / 200 characters	Website (optional)	www.municipio.re.it19 / 200 characters
Contact person 2 (optional)			
Phone (optional)		Email (optional)	
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No0 / 200 characters		

Partner 2

Partner role in the project	Partner		
Name of organisation in original language	Instituto Valenciano de Competitividad Empresarial IVACE		
	56 / 200 characters		
Name of organisation in English	Valencia Entrepreneurship and Competitiveness Institute		
	55 / 200 characters		
Department/unit/division (if applicable)	IVACE Internacional		
	19 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Ciudad Administrativa 9 D Octubre, Torre 2, semisótano. Calle Catsán Tobeñas 77		
	79 / 200 characters		
Town	Valencia	Postal code	46018
	8 / 200 characters		5 / 200 characters
Country	Spain (ESPAÑA)		
NUTS 1 level	ESTE		
NUTS 2 level	Comunidad Valenciana		
NUTS 3 level	Valencia / València		
Legal representative	Mònica Cucarella Pérez		
	22 / 200 characters		
Contact person 1	Enrique del Castillo		
	20 / 200 characters		
Phone office	+34 961 20 9594	Mobile (optional)	
	15 / 200 characters		0 / 200 characters
Email	delcastillo_enr@gva.es	Website (optional)	http://www.ivace.es/
	22 / 200 characters		20 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

Partner 3

Partner role in the project	Partner		
Name of organisation in original language	Górnośląska Agencja Przedsiębiorczości i Rozwoju Spółka z o.o.		
	62 / 200 characters		
Name of organisation in English	Upper Silesian Agency for Entrepreneurship and Development Ltd.		
	63 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Business support organisation
Address	Wincentego Pola 16		
	18 / 200 characters		
Town	Gliwice	Postal code	44-100
	7 / 200 characters		6 / 200 characters
Country	Poland (POLSKA)		
NUTS 1 level	REGION POŁUDNIOWY		
NUTS 2 level	Śląskie		
NUTS 3 level	Gliwicki		
Legal representative	Bogdan Traczyk – President		
	26 / 200 characters		
Contact person 1	Andrzej Szymborski		
	18 / 200 characters		
Phone office	+48 339 31 01	Mobile (optional)	+48 509 272 261
	13 / 200 characters		15 / 200 characters
Email	aszymborski@gapr.pl	Website (optional)	www.gapr.pl
	19 / 200 characters		11 / 200 characters
Contact person 2 (optional)	Patrycja Copik-Rola		
	19 / 200 characters		
Phone (optional)	+48 339 31 11	Email (optional)	pcopik@gapr.pl
	13 / 200 characters		14 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

Partner 4

Partner role in the project	Partner		
Name of organisation in original language	WOJEWÓDZTWO WIELKOPOLSKIE z siedzibą URZĘDU MARSZAŁKOWSKIEGO WOJEWÓDZTWA WIELKOPOLSKIEGO W POZNANIU		
	99 / 200 characters		
Name of organisation in English	WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"		
	93 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	al. Niepodległości 34		
	21 / 200 characters		
Town	Poznań	Postal code	61-714
	6 / 200 characters		6 / 200 characters
Country	Poland (POLSKA)		
NUTS 1 level	REGION PÓŁNOCNO-ZACHODNI		
NUTS 2 level	Wielkopolskie		
NUTS 3 level	Poznański		
Legal representative	Marek Woźniak – Marshal of Wielkopolska Region		
	46 / 200 characters		
Contact person 1	Magdalena Kaseja-Astriab		
	24 / 200 characters		
Phone office	+48 61 62 66 250	Mobile (optional)	+48 609 499 797
	16 / 200 characters		15 / 200 characters
Email	magdalena.kaseja@umww.pl	Website (optional)	www.umww.pl
	24 / 200 characters		12 / 200 characters
Contact person 2 (optional)	Anna Maciolek		
	13 / 200 characters		
Phone (optional)	+48 61 62 66 262	Email (optional)	anna.maciolek@umww.pl
	16 / 200 characters		21 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

Partner 5

Partner role in the project	Partner		
Name of organisation in original language	Wakefield Metropolitan District Council		
	39 / 200 characters		
Name of organisation in English	Wakefield Metropolitan District Council		
	39 / 200 characters		
Department/unit/division (if applicable)	Economic Growth and Housing		
	27 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Local public authority
Address	Economic Development Services, Wakefield One, PO Box 700		
	56 / 200 characters		
Town	Wakefield	Postal code	WF1 2EB
	9 / 200 characters		7 / 200 characters
Country	United Kingdom (UNITED KINGDOM)		
NUTS 1 level	YORKSHIRE AND THE HUMBER		
NUTS 2 level	West Yorkshire		
NUTS 3 level	Wakefield		
Legal representative	Sarah Pearson, Service Director		
	32 / 200 characters		
Contact person 1	Mick McKigney		
	13 / 200 characters		
Phone office	+44 1924 305819	Mobile (optional)	+ 44 7949 595540
	15 / 200 characters		16 / 200 characters
Email	mmckigney@wakefield.gov.uk	Website (optional)	www.wakefieldfirst.com
	26 / 200 characters		22 / 200 characters
Contact person 2 (optional)	Patrick Coffey		
	14 / 200 characters		
Phone (optional)	+44 1924 302323	Email (optional)	pcoffey@wakefield.gov.uk
	15 / 200 characters		24 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

Partner 6

Partner role in the project	Partner		
Name of organisation in original language	Gävle kommun12 / 200 characters		
Name of organisation in English	Municipality of Gävle21 / 200 characters		
Department/unit/division (if applicable)	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Local public authority
Address	Drottninggatan 2217 / 200 characters		
Town	Gävle5 / 200 characters	Postal code	803 116 / 200 characters
Country	Sweden (SVERIGE)		
NUTS 1 level	NORRA SVERIGE		
NUTS 2 level	Norra Mellansverige		
NUTS 3 level	Gävleborgs län		
Legal representative	Åsa Wiklund-Lång, Helén Åleskog32 / 200 characters		
Contact person 1	Annika Lundqvist16 / 200 characters		
Phone office	+462617828311 / 200 characters	Mobile (optional)	+4676803316012 / 200 characters
Email	annika.lundqvist@gavle.se25 / 200 characters	Website (optional)	www.gavle.se13 / 200 characters
Contact person 2 (optional)	0 / 200 characters		
Phone (optional)	0 / 200 characters	Email (optional)	0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

Partner 7

Partner role in the project	Partner		
Name of organisation in original language	ERVET – Emilia Romagna Valorizzazione Economica del Territorio S.p.A. 69 / 200 characters		
Name of organisation in English	ERVET - Emilia-Romagna Economic Development Agency L.t.d. 57 / 200 characters		
Department/unit/division (if applicable)	European Union, Territorial and International Cooperation, Social Inclusion Unit 80 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Agency (different from business support organisation)
Address	Via Morgagni, 6 15 / 200 characters		
Town	Bologna 7 / 200 characters	Postal code	40122 5 / 200 characters
Country	Italy (ITALIA)		
NUTS 1 level	NORD-EST		
NUTS 2 level	Emilia-Romagna		
NUTS 3 level	Bologna		
Legal representative	Elisa Valeriani 15 / 200 characters		
Contact person 1	Roberta Dall'Olio 17 / 200 characters		
Phone office	+39 051 6450411 15 / 200 characters	Mobile (optional)	+39 3484216297 14 / 200 characters
Email	rdallolio@ervet.it 18 / 200 characters	Website (optional)	www.ervet.it 12 / 200 characters
Contact person 2 (optional)	0 / 200 characters		
Phone (optional)	0 / 200 characters	Email (optional)	0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter Of Support Required	Responsible Body Name	
1	DUP – Documento Unico di Programmazione del Comune di Reggio Emilia 2015-2019 (Single planning docum...	No	No	Municipality of Reggio Emilia	
2	Valencia ERDF Operational Programme 2014-2020. Axis 3:Enhancing the competitiveness of SMEs, the agr...	Yes	Yes	Regional Government of Valencia. Regional Ministry for Treasury and economic model. General Directorate of Financing and European Funds	
3	ERDF ROP of Silesia Voivodeship – Priority Axis 3: "Improving condition for the development of SMEs"...	Yes	Yes	Marshal's Office of Silesian Voivodeship	
4	Wielkopolska's ERDF Regional Operational Programme 2014-2020, Priority axis 1: Innovative and compet...	Yes	No	WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	
5	Leeds City Region Enterprise Partnership's European Structural and Investment Fund Strategy 2014-202...	Yes	No	Wakefield Metropolitan District Council	
6	Investment for Growth and Jobs programme, NUTS 2: North Central Sweden (C(2014)9938, decision by th...	Yes	Yes	Tillväxtverket - Swedish Agency for Economic and Regional Growth	
7	ERDF Regional Operational Plan 2014-2020, Axis 3 Competitiveness and attractiveness of the productiv...	Yes	Yes	Emilia-Romagna Region - General directorate for industry, trade and tourism	

B.2.1 Policy instrument 1

B.2.1.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

DUP – Documento Unico di Programmazione del Comune di Reggio Emilia 2015-2019 (Single planning document of the Municipality of Reggio Emilia) Strategic priority 1 - Economic development: the international city of innovation and creativity Objective 3: promotion and internationalisation

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

DUP Strategic Priority 1 tackles the transition, for Reggio Emilia, from an industrial economy to a knowledge economy, this by leveraging on local distinctive competences (Education, Mechatronics, Agrifood, Energy & Services) in line with the Regional S3 and by fostering internationalisation of the local system through the international relations built by the city with several countries, both EU and outside EU, for the benefit of SMEs.

Reasons for improvement are:

1. ERDF OP measures targeting internationalisation struggle to have complete effectiveness at local level, since mismatches between regional and local programming exist: dialogue and integration between these 2 levels must be improved, to guarantee harmonisation of internationalisation policies and a full integration of ERDF priorities in local planning.
2. Co-existence of several stakeholders with different levels of internationalisation (SMEs, universities, R&I centres) and with different roles in support of internationalisation (Local Authority, Chamber of Commerce, Trade associations): governance of these organisations has to be improved to avoid duplication, define and share a common vision for economic development and internationalisation of the regional system. The new approach must be to build and promote cooperation processes (replacing standard competitive processes) that put together different local and international actors in a "knowledge creation chain", consisting in partnerships and collaborations.

1,498 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

LP Municipality of Reggio Emilia

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

2 levels of improvement foreseen:

Policy planning level: since the Municipality is the owner of the policy instrument tackled, it is foreseen to improve the instrument itself, by improving conformity of local priorities with the regional planning (ERDF ROP) as far as SMEs competitiveness and internationalisation are concerned, and by establishing new strategies according to the GPs that will be finally adopted and used as base for the Action Plan. The result will be an improved set of priorities and a local programming integrated with the regional ESIF programmes and paving the way for cities acting as facilitator of regional systems and SMEs' internationalisation.

Project level: at least 1 concrete new project to be implemented, focused on processes to facilitate the internationalisation of regional systems and thus of SMEs, and benefiting also of the concrete application of the platform that will be developed within the project. The idea is to test, analyse and possibly re-run a local project on internationalisation of the local system; this will be done by continuing collaboration started within the LSG, identifying key SMEs/sectors to be involved as tester, and by testing the platform developed within the project as a tool to foster cooperation among all stakeholders involved in the internationalisation process.

1,339 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

1. N° of SMEs actively involved by the pilot project

52 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

local

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

In RE, 60% added value comes from export (1st ranked in Emilia-Romagna, 5th in IT), for a total worth of 9 bln€. Most of businesses are SMEs. RE has a long tradition of international relations with several countries (EU and non-EU) built upon political friendship and local development projects (South-Africa, Mozambique, Balkans). This is an added value for SMEs internationalization, to be exploited by leveraging on the new role cities can play: the development of institutional, cultural, political relations that become the base for economic relations must be supported by cities/regions, as fostering international dialogue facilitate knowledge creation and competences development: SMEs should be put in the position of benefiting from this.

This requires integration with the regional planning and intervention at local level. Integration with the regional planning is reached thanks to the involvement, within the partnership, of both the local level (Reggio Emilia) and the regional level in charge of internationalisation policies (ERVET), that defines together with the Emilia-Romagna Region ERDF priorities on economic development.

At local level what need to be improved is:

- Local competitive identity and branding intended as the aggregation of distinctive competences a region has, and the culture behind these competences, to support SMEs identification and penetration in new markets.
- Internationalisation of local brand: opening up the region (the network of stakeholders) building on existing institutional international relations. The heritage of culture, knowledge and political friendship owned by the city is the trigger facilitating region's attractiveness and penetration of local SMEs in foreign markets. This implies both the promotion of the region's local competitive identity to attract investments (finance, skilled jobs and workers, innovation opportunities) and the penetration in foreign markets of the region (value chain), for the benefit of local SMEs.

1,996 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

RIS3 Priority A: fostering a systemic approach to support growth and internationalisation of the "pillars" of regional economy (Agrifood, Mechatronics, Construction) RIS3 Priority D: need for innovation in services for enterprises, considered not adequate to strengthen the regional productive chain into the global market. "Conscious and participatory governance" refers to a strong cooperation between policy makers/stakeholders to share objectives and bring together the public/private actions.

498 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner Relevance 1

LP Municipality of Reggio Emilia

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

The Municipality has a specific Unit "Policies for economic development and internationalisation", directly responsible for policy improvement in the field of economic development and research&innovation Experience: local stakeholders group for territory internationalisation (i.e. EXPO group: enterprises, research centres/university, trade associations, Municipality) International projects for internationalisation of regional systems (AGRICULTURE project on renewable energy and food production)

500 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

The partner has full and direct control on the policy instrument, as it is the organisation responsible for the preparation and approval of the instrument addressed. Furthermore, the partner guarantees full inclusion of ERDF regional OP's priorities in its own policy instrument, thanks to close cooperation with P7 – ERVET within project implementation: ERDF regional planning is thus fully translated into local planning, enhancing effectiveness of Investments for Growth and Jobs programmes.

495 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Contribution: manage project implementation, offer good practices mainly in how building institutional international relations as a tool for economic relations, host Study Visits, contribute to the peer review/transfer workshops, participate in monitoring, working with Local stakeholder groups. Benefit: policy instrument improved, via the Action Plan and thanks to the good practices exchanged; employees with increased competences and local cooperation system reinforced and fully operational.

498 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.1.3 Stakeholder group relevant for policy instrument 1

Please provide the indicative list of stakeholders to be involved in the project

- 1. Trade associations collecting SMEs and businesses: Unindustria, Legacoop, CNA, Confcooperative, ClubDigitale
- 2. Chamber of Commerce
- 3. University of Modena and Reggio Emilia (UNIMORE)
- 4. Technological Park
- 5. Laboratories and Research&Innovation centres (CRPA, Reggio Emilia Innovazione)
- 6. Foundation E35 for international projects
- 7. Reggio-Africa Table
- 8. Loris Malaguzzi International Centre
- 9. Manodori Foundation
- 10. I Teatri Foundation
- 11. Main local companies, with solid experience on internationalization, such as Max Mara, Brevini

550 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

These local stakeholders are not directly in charge of the policy instrument, which is owned by the Municipality. Nevertheless, they are crucial since, to improve the policy instrument, the Municipality have to understand their needs and define with them common visions for local development and internationalisation strategies. All these stakeholders represent the key distinctive competences of the territory; they are the actors that can concretely build the shift towards the knowledge economy that the city wants to achieve.
Stakeholders 1 & 2 represent SMEs and have different roles that have to be coordinated (different types of services provided to SMEs).
3, 4, 5 correspond to the R&I capacity of the city, that must develop a systemic approach to industrial research and technological transfer, for the benefit of SMEs innovation and growth (and as a consequence SMEs capacity to stay in foreign markets)
6, 7, 8 brings also added value in terms of institutional international relations for the benefit of economic relations; 9,10 complete the framework of competences from the social/culture field. They all have to cooperate to deliver the most result with joint resources, and the Municipality has to coordinate them and facilitate the establishment of collaborative internationalization processes. Big companies already international are involved given their valuable experience on the subject, that can be used to detect weaknesses in the proposed system and find countermeasures.

1,498 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

The LP is responsible for the management of its own LSG and will undertake the leadership, monitoring of the activities and evaluating the results. The LSG will be involved at 2 level: local level and interregional level. Local level: LSG provides GPs to be shared with other regions; it will meet regularly at local level to share different needs and define common strategies of intervention, on the base of GPs learnt from PPs, to be then applied at regional level via the Action Plan. Interregional level: representatives of LSG will take part in all main interregional events: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings. Representatives of LSG will contribute to exchange tasks with their knowledge, expertise, contacts and network. Learning from the transnational exchange will be put in practice in the local work and will most probably affect the methods and delivery of services of each participating organisations/stakeholders. The interconnection between local and interregional cooperation and learning allows for the final preparation of a shared Action Plan.

1,500 / 1,500 characters

B.2.2 Policy instrument 2

B.2.2.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Valencia ERDF Operational Programme 2014-2020. Axis 3:Enhancing the competitiveness of SMEs, the agricultural sector and the fisheries and aquaculture. Investment priority 3d: Supporting the capacity of SMEs to grow in regional, national & international markets and to engage in innovation processes

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Valencia ERDF OP, Axis 3 is aimed at improving innovation & internationalization of SMEs, in line also with the region's general promotion strategy. The ERDF OP is intended to respond to the weakness local SMEs have demonstrated in finding new solutions to overcome the weak Spanish domestic market, and to stimulate the growth of technology oriented SMEs. Up to date, the regional programme intervenes via a set of priority actions such as:

- Selection of service providers in foreign markets.
- New services and assistance for internationalization beginners
- Foster companies to establish abroad
- Financing and insurance
- Logistics
- Foreign investment attraction

Nevertheless, this approach still presents some aspects that need improvement:

- Communication with local enterprises: not efficient, too many stakeholders involved, coordination is required
- Exporting companies' needs are constantly changing. Services and programmes must adapt to the new exporting companies' profiles
- General remark: innovation is strictly connected with internationalisation, thus need to improve internationalisation approaches to foster SME innovation
- Cooperation among SMEs is not well developed and has to be enhanced
- New emerging sectors, such as technology oriented sectors, require a specific and different approach. Knowledge has to be acquired on how to support advanced services and creative industries
- Clusters are still too weak and need improvement, especially in IT & health sectors

1,499 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Regional Government of Valencia. Regional Ministry for Treasury and economic model. General Directorate of Financing and European Funds

135 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The improvement of Valencia ERDF OP will be reached through a twofold approach, intervening both at level of projects actually implemented and at level of cooperation between regional programming tools.

The policy instrument will be firstly improved via new projects that will be implemented to assist exporting SMEs when starting their internationalization process and already exporting companies in need of improving performance. The main focus is on new strategies targeting SMEs in the field of technology products&services, which are being implemented mostly by North EU countries. Creative industries are an example of success stories in the UK, and the objective is to implement new projects based on imported good practices about how to assist SMEs to export their products and services, since the Valencia regional approach has always been focused on SMEs exporting consumers goods. Furthermore, new pilot projects will be implemented related to communication tools addressed to SMEs, to increase the involvement of companies in internationalisation processes. ERDF OP's objectives are also in line with the Valencia Internationalization Strategy, to be revised in 2016.

The support provided by the Valencia regional government and the direct involvement in the project of the regional export promotion agency (P2) guarantees that Good Practices and new approaches are learnt at the level of regional government, thus paving the way for possible programme adaptation in following years.

1,497 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Number of SMEs benefitting from new action lines

49 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

The ROP's selected priority - 3d, Supporting the capacity of SMEs to grow in regional, national and international markets, and to engage in innovation processes - has been designed considering the region's current situation.

There are over 300,000 enterprises in the Valencia Region. Just 22.000 have exported in the past and only 6.000 companies export annually on a regular basis. Companies are not adapting to the new economic environment and suffer from low levels of knowledge and technology. Valencia Region's Industrial base is made up of small and medium sized enterprises. Most of them lack the technical, financial and human resources needed to successfully implement an internationalization plan. Going international is a tough task requiring skills and resources in order to capture knowledge on finance, logistics, customs or pricing.

The current region's strategy identifies the following aspects as factors that need improvement:

- Increase the number of new exporters, assisting them to design and implement an export strategy. Currently IVACE is doing so by providing new companies with experts in their sectors with a sound experience in internationalization
- Markets diversification, since 70% of Valencia exports go to the European Union. There's a clear need to diversify the target markets, to increase competitiveness and to be able to positively respond to sudden changes in markets situation at global level. For this purpose, market introduction services in markets outside the European Union, especially in Latin America and Africa, are being newly developed, but competences must be acquired on this
- Sectors diversification, since Valencia industry is mainly based on Agro food and consumer goods, but evidence shows that internationalisation must be built in other high-innovative key sectors. In this perspective interregional cooperation is essential, to acquire knowledge and expertise from other regions to help formulate new policies.

1,971 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

RIS3 priorities are in line with the selected priorities of the Valencia ERDF Operational Programme 2014-2020: export and innovation gaps are crucial also within RIS3, that identifies inter-regional networks as learning and knowledge resources.

246 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner Relevance 1

PP2 Valencia Entrepreneurship and Competitiveness Institute

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

IVACE manages programmes for strengthening Valencia's innovativeness and internationalization and offers a wide tailor-made services to solve the specific needs of firms developing their internationalization strategies. Vast experience in international consultancy projects financed by multilateral organizations (UE and UNCTAD, Spanish Agency for Internat. Cooperation) in Latin America (Brazil, Ecuador, Argentina, Paraguay, Honduras and El Salvador), Mediterranean countries and Asia.

490 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

IVACE has direct influence on the ERDF Managing Authority as it provides technical assistance to Valencia Regional Ministry of Economy and to the Director General of Internationalization establishing the ERDF OP and the regional internationalization strategy. IVACE is the Regional Government's body in charge of encouraging the Region's economic development and competitiveness through support to Valencia's private sector internationalization, innovation, financing, foreign investment attraction .

499 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Contribution: provide Good Practices, host study visits and perform transfer workshop, support communication at regional and national level, and through own thematic international networks.
IVACE will benefit from cooperation by using solutions and know-how from other regions to redesign and improve policies and tools for exporting companies.

345 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.2.3 Stakeholder group relevant for policy instrument 2

Please provide the indicative list of stakeholders to be involved in the project

Stakeholders involved in the Local Stakeholders Group are:

Valencia Regional Government, Directorate General for financing and EU funds (ERDF Managing Authority)
ATEVAL: Valencia textile industry association
ARVET: Exporters association
FECOVAL AND FEVEC: construction and public works companies association
FEDACOVA: food industry federation of Valencia FIAB: Spain food industry federation
QUIMACOVA: Chemical industries association
ASCER: ceramic tiles manufacturers association
ANIEME: furniture manufacturers association Professional associations of Architects, Engineers and Economists
REDIT: technology Institutes associations
Chambers of Commerce of Valencia, Alicante, Castellon, Alcoy and Orihuela

All these bodies will be the interface to their affiliated companies and will provide their expertise.

813 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

These organisations (except the Managing Authority) represent key stakeholders of ERDF OP, since they are final users (or direct connection to final users) of the funding provided via the ERDF OP: thus, their needs and concerns are of extreme importance for the regional government, whose interest is to guarantee a high performance of ERDF resources. The Managing Authority owns the policy instrument tackled, thus its engagement within LSG is essential since it guarantees direct exchange with key economic stakeholders on internationalisation issues. Business associations are enlarging their portfolio of services, increasingly including export promotion services, trade missions, reverse missions, trade shows participation, seminars and workshops, etc. thus they are ready to act as test beds of proven good practices imported via the project. IVACE cooperates with them in defining sector priorities, proposing workshops, promotional activities and specific assistance required by the companies.

1,004 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

P2-IVACE will be responsible for the management of the LSG and will undertake the leadership, monitoring of activities and evaluating results. The LSG will be involved at 2 levels: local and interregional level.
Local level: LSG provides good practices to be shared with other regions; it meets regularly at local level to share different needs and define common strategies of intervention, on the base of GPs learnt from partner regions, to be then applied at regional level. The sector-based associations have a specific knowledge about the needs of their associated companies and about market trends: it is very useful for the regional government to collaborate with them, and also to establish inter-sectors cooperation, since they are the link with the beneficiary companies.
Interregional level: representatives of LSG will take part in all main interregional events: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings. The interconnection between local and interregional cooperation and learning allows for the final preparation of a deeply shared regional Action Plan.

1,493 / 1,500 characters

B.2.3 Policy instrument 3

B.2.3.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

ERDF ROP of Silesia Voivodeship – Priority Axis 3: "Improving condition for the development of SMEs"
1. Thematic call 3.1.3 "Increasing professional services provided by business support organization (BSO)"
2. Thematic call 3.2 "Innovativeness of SMEs"

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

In the previous programming period the internationalization of SMEs was laid down in the ERDF OP – TO 6.1, namely in the "Passport to Export" Project, managed by national level (PARP – Polish Agency of Economy Development). These measures were focused on projects aimed at increasing the share of exports in total sales, intensifying relations with foreign partners and increase brand recognition and companies on foreign markets. Now, based on above mentioned experience, the regional authorities were forced to carry out such activities by themselves. Silesian Voivodship authority intends to increase the internationalization capacity of regional SMEs by services provided by regional BSO, starting from the acknowledgement that SMEs participation at trade missions is useless without proper support and market information. Additionally, the regional authority is willing to support regional SMEs which respond to RIS smart technologies requirements. This implies that relevant organizations within Silesian Voivodship have to build competences at regional level, to better address internationalization issues and better assist SMEs. Weaknesses exist in the regional system that must be tackled by learning from more experienced regions on this subject.

1,256 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Marshal's Office of Silesian Voivodeship

40 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The improvement is sought at ROP's level, namely:
As the idea behind 3.1.3 call (see policy instrument's name) is to support regional SMEs by teaching them general managing issues (like financial, HR, legal), this measure will be reshaped to match internationalisation purposes. Based on the project's results, the Regional Authority intends to adopt specific requirements (like cat ching, mentoring, customs training, market research , import / export requirements , etc.) into next round of this thematic call and projects' selection procedure. It is also proposed to add new criteria matching RIS requirements listed in "regional smart specializations": by adding much more precisely described requirements and new criteria the whole process will be transparent to participants and much more effective for the Regional Authority.
As idea being behind 3.2 call is to support productivity of SMEs by improving existing products or introduce into domestic market new and innovated product, the selection procedure might be improved to match internationalization purposes. Possible to established additional project selection criteria will be checked with other PPs and proved ones will be introduced into next call to come.

1,226 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

N° of criteria for project's selection improved

48 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

State of play: "smart specializations" named in both levels i.e. country and region
Action needed: compare and find common area
State of play : Silesian BSO – known and listed
Action needed: to check in respect of internationalization requirements
State of play: Silesian innovative bodies (organizations, companies) – known and listed
Action needed: ought to be checked in respect of its capacity
Actually in Silesia there are about 400.000 SMEs, they generated about 5% polish international trade. Taking over the role of the transfer of innovation though research units in large international corporation leading to implementation in the region only outdated technologies. However SME sector from the Silesia is among the group with the largest number of new products or technologies introduced by one company.
Needs to support Silesian SMEs by:
- enabling to growth SMEs competitiveness
- internationalization of SMEs activities
- assist in the implementation of innovation and high-tech in SMEs

1,001 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

RIS3 consider that 3 types of internationalization must be pursued: ☐ horizontal support: access to knowledge & activation of international cooperation ☐ thematic support: more appropriate for institutions which manage cluster initiatives profiled advisory ☐ preparation for commencing capital relations in an international scale (matching potential global investors with promising business)

392 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner Relevance 1

PP3 Upper Silesian Agency for Entrepreneurship and Development Ltd.

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

GAPR is able to influence local policy (through its shareholders, which are local councils and communities) and through its advisory role to the Marshal's Offices of Silesian Voivodeship. GAPR is affiliated within the Enterprise Europe Network; has experience in ETC projects on SMEs competitiveness, such as COGITA (Interreg IVC) and CluStrat (Central Europe)

362 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

The Marshal's Office of Silesian Voivodeship (MOSV) is willing to develop new supporting tools on regional economy development. So far, MOSV is supporting indirectly SMEs using regional business supporting organizations, which are obliged to provide adequate training to individual SMEs. To build up a system MOSV would like to use GAPR activities, outputs and results in this Project to gain the best practices gathered by other EU regions (see MOSV letter of support dated 30.07.2015).

487 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Contributions: offer good practices, contribute to the peer review, host Study Visits and perform transfer workshop, advise/contribute to workshops, participate in monitoring, working with LSG, support communication at regional and national level, and through own thematic international networks. Benefit: use good practices to improve the addressed policy instrument, via the Regional Action Plan, communication between SMEs and local government, matching policy instrument to needs of enterprises

499 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.3.3 Stakeholder group relevant for policy instrument 3

Please provide the indicative list of stakeholders to be involved in the project

Regional authority: Marshall Office of Silesian Voivodship (SMO) with its departments (economy and foreign cooperation and regional development) and Regional Office of Silesia in Brussels since they are in charge of programming regional economy strategy / policy responsibility. SMO is in the force to adopt and introduce new ideas and tools into regional policy. SMO is supporting SMEs via its financial instruments - OP grants scheme.
Representatives of SMEs: Regional Chamber of Commerce, Business Centre Club Katowice Branch, Silesian Chamber of Crafts and SMEs, Silesian cluster organizations (at least: ICT, transport and logistics, automotive) to map existing barriers (psychological, formal, legal) in respect of internationalization problems. Knowledge providers: Enterprise Europe Network, Poland – Ukraine / China / others / Chambers of commerce, University of Economics in Katowice.

897 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

Regional Authority:(1) to be informed about needs and requirements of SMEs dealing with internationalization, (2) to appraise new proposed (by Project) solution (GPs), (3) to evaluate its costs, (4) to adopt new idea into regional strategy. 5) Include internationalization requirements in Regional funding procedure. SMEs representatives:(1) to collect, (2) to map,(3) to prioritize the internationalization barriers found during its day-to-day activities, (4) to evaluate new solution proposed by Project (incl. GP s) before present it to Regional Authority. Knowledge providers:(1) to supply Project Partner (PP) with standard promotion tools (study tours, fairs, etc.), (2) to suggest the new penetration tools (commercial branches of Polish embassies, UE representative abroad, etc.)

789 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

LSG at local level will:
1) evaluate external (lack of capital, lack of adequate information, lack of adequate public support, costs of or difficulties with paperwork associated with transport) and internal (price of its own product or service and the high cost of internationalization) internationalization barriers and constraints in respect of Silesian SMEs context – presented by Project Partner; 2) evaluate external (legal) and internal (capacity) internationalization barriers and constraints 3) evaluate Silesian GPs and PPs' Good Practices 4) evaluate Best Practices found by other PPs 5) recommend chosen Good Practices and/or specific solutions to adopt it into the Silesian regional strategy using Action Plan as vehicle 6) define Action Plan together with GAPR 7) recommend Action Plan to Regional Authority 8) monitor the PP's day – to day activities.

Interregional level: representatives of LSG will take part in all main interregional events: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings.

1,429 / 1,500 characters

B.2.4 Policy instrument 4

B.2.4.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Wielkopolska's ERDF Regional Operational Programme 2014-2020, Priority axis 1: Innovative and competitive economy; Objective 1.4: Internationalization of regional economy.

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The development policy of Wielkopolska Region in field of economic growth is focused on establishing an innovative and competitive economy by i.e. supporting local enterprises in expansion on international markets and building cooperation with foreign partners. Increasing the value of international trade exchange of SMEs will accelerate their development and improve competitiveness and global market. Therefore the internationalization level directly improves the competitiveness and investment attractiveness of the region. According to regional analyses the main barriers for SMEs to expand on foreign markets is lack of relevant information and insufficient knowledge in the field of strategic international management. The support should be provided by regional authorities to companies on different stages of internationalization - from the concept phase through implementation of the idea up to improvement of existing cooperation, by leveraging on regional systems as a whole. Therefore it is necessary to develop new tools adjusted to actual needs of enterprises by using potential and experience of entire regional system. By engaging various local partners (trade associations, clusters, universities) and using other regions' knowledge Wielkopolska will be able to generate the added value in terms of improving the competitiveness of SMEs. The regional approach will also allow small enterprises to engage into international markets which until now were beyond their reach.

1,492 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

PP4 WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The policy improvement is mainly expected via new projects. Thanks to the experience gathered within the project the regional authorities of Wielkopolska Region intend to develop new and innovative solutions in order to support the internationalization process of SMEs. This will help the Region to extend the scope of already existing tools provided by different institutions on local and regional level. The good practices from other regions will be adapted to Wielkopolska's needs and implemented in programs and projects prepared on regional level, within Wielkopolska's ERDF Regional Operational Programme, to increase competitiveness of SMEs by internationalization and expansion on new markets. As regional authorities responsible for shaping regional development policies Wielkopolska will use the knowledge in defining and improving the regional strategies concerning economy, entrepreneurship, innovativeness, international promotion and internationalization. Wielkopolska considers as particularly important in COMPETE IN the brighter approach to the internationalization process which is based on involving different local/regional actors in order to generate the added value of experiences exchange and potential accumulation. This approach will then be used to build regional partnership focused on supporting entrepreneurs in expanding on foreign markets.

1,373 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

% of SMEs in the region active on foreign markets (now 7,1%)

60 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

According to the analyses prepared for "Strategy for economic promotion of Wielkopolska Region 2010-2020" the export value of Wielkopolska region is relatively high (compared with other Polish regions) but is dominated by big companies with foreign capital (almost 75%). The main barriers for SMEs to expand abroad is, besides costs, lack of relevant information and insufficient knowledge in field of strategic international management. To improve the internationalization level of regional economy and encourage companies to expand, many initiatives have been undertaken on national/regional/local level. Unfortunately they are not always coordinated with each other and the information is scattered in many places. The authorities of W. Region are aware of importance of the internationalization level on regional economy. The value of international trade exchange influences not only wealth but also innovativeness and technology advancement of enterprises, which is directly related to competitiveness and regional development. Marshal Office of the W. Region is already engaged in acting as a facilitator for the establishment of local networks for internationalization through ERDF funded projects: "Complex economic & investment promotion of W. Region", allowing 500 companies to participate in trade missions and international fairs abroad, "The Network of Investors and Exporters' Service Centres" to support local entrepreneurs in finding trade partners abroad. To increase the share of companies from W. expanding abroad (now over 7%) the following actions are needed:

- new and innovative tools to be prepared to provide support to companies on different stages of internationalization: from the concept phase through implementation of the idea up to management and improvement of existing cooperation
- coordination and integration of different actors that support SMEs in internationalization process to ensure easy access to information and availability of tools for entrepreneurs.

2,000 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

The topic of the project is directly related with Regional Innovation Strategy of Wielkopolska Region: II Strategy program "Innovative Enterprise"; Strategic Objective 3.6: "Increasing the internationalization level of enterprises and their networks". The internationalization is one of the horizontal aims in RIS3 and is considered as an important tool of development of innovative and competitive regional economy

417 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner Relevance 1

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Marshal Office of the Wielkopolska Region acts as administrative body established to implement the tasks of regional authority and is responsible for formulating regional development policies. One of the main task is to stimulate growth of regional economy and increasing its competitiveness and innovativeness. In regard to this regional authorities continuously undertake various actions and projects to improve the internationalisation level of SMEs also in cooperation with regional actors.

495 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this

Marshal Office of the Wielkopolska Region is the Managing Authority for Wielkopolska's ERDF Regional Operational Programme 2014-2020 and as regional authority is responsible for regional development policies and strategies.

223 / 1,000 characters

organisation? How is the partner involved in the design and implementation of the policy instrument?)

How will the partner contribute to the content of the cooperation and benefit from it?

Contribution: to share good practices in field of increasing the internationalization level of SMEs, hosting study visits of experts from other regions, contribute to workshops, participate in monitoring and integrate and work with local stakeholder.
Benefit from the project: adopt solutions of other partners in order to improve policy instruments, establish new co-operation and develop new support tools for SMEs.

420 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.4.3 Stakeholder group relevant for policy instrument 4

Please provide the indicative list of stakeholders to be involved in the project

1. Fundusz Rozwoju i Promocji Województwa Wielkopolskiego S.A. (Development and Promotion Found of Wielkopolska Region) – financial institution owned by Marshal Office, responsible for supporting local entrepreneurs.
2. Wielkopolska Agencja Rozwoju Przedsiębiorczości Sp. z o.o.(Agency for Enterprise Development of Wielkopolska Ltd.) – financial institution which primary aim is to develop the sector of small and medium-sized enterprises in Wielkopolska by providing consultations and assistance on doing business.
3. Business associations, Chambers of commerce - organizations of economic self-government from Wielkopolska, which support the development of small and medium-sized enterprises through the provision of information, training and advisory services.

764 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The Development and Promotion Found of Wielkopolska Region and Agency for Enterprise Development of Wielkopolska Ltd. Are both subordinated to Marshal Office therefore they are directly engaged in realization of ERDF OP priorities and task of regional authorities in supporting economic growth. They will be actively engaged in realization of objective 1.4: Internationalization of regional economy within "Wielkopolska's Regional Operational Programme 2014-2020". They both have long experience in supporting SMEs from Wielkopolska by providing different financing tools and advisory. They are experienced in international projects (also within INTERREG) and have professional staff. Business associations provide broad spectrum of services for SMEs and have good knowledge about entrepreneurs' needs. Marshal Office often cooperates with business associations to share needs and objectives for a proper definition of regional priorities. They also have direct contact with a number of companies in the region which are interested in project results.

1,053 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

The stakeholders' representatives will be engaged in local stakeholders groups (LSG). Local level: LSG provides good practices to be shared with other regions; it will meet regularly at local level to share different needs and define common strategies of intervention, on the base of GPs learnt from partner regions, to be then applied at regional level. Regional stakeholders will share their experiences with other partners and also learn from them – the benefits will be mutual. Their knowledge will be used to develop new regional tools for supporting SMEs in field of internationalization and to improve new regional policies to establish an innovative and competitive economy. Since the partners have direct contact with many individual companies they will act as link between regional authorities and business. Consideration of entrepreneurs' needs is crucial by developing useful and innovative solutions. Interregional level: representatives of LSG will take part in interregional events: study visits (both hosted and visits abroad, costs foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings.

1,464 / 1,500 characters

B.2.5 Policy instrument 5

B.2.5.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Leeds City Region Enterprise Partnership's European Structural and Investment Fund Strategy 2014-2020
"CHALLENGE: to promote more exports across the City Region" (LCREP, 2015, page 48).

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The policy instrument seeks to improve awareness of, involvement in and more value-added being derived by SMEs from international markets: it focuses on developing an improved way of SME learning to entry new markets. This will directly improve ESIF support activity to improve SMEs involvement in 3rd markets. The innovative aspect is overcoming individual SME's lack of awareness and general inertia on internationalisation by focusing on collective learning and exchange between SMEs within and between regions. Traditional barriers of individual adoption of new behaviour will be broken down by emphasising collaborative learning networks so as to reduce risk and transaction costs and to enhance SME's abilities to enter new markets. Firms that trade internationally are more benchmarked against global competition and generally invest & benefit more from innovation. Wakefield's SMEs are more inward facing and trading regionally rather than internationally, thus their competitiveness has a much narrower and regionally determined basis. The aim is to improve the sustainable competitive advantage of SMEs vis-à-vis other more internationally active businesses by reducing economic and transaction costs (information gathering, risk assessment & management, partner search...) to enter new markets. Wakefield will act as an honest broker and intermediary to reduce various barriers to entry and to enhance the know-how capabilities of the business to make a calculated entry into new markets.

1,499 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

PP5 Wakefield Metropolitan District Council

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The policy instrument will be improved by the implementation of concrete projects after having set up essential conditions for local intervention. Identification and analysis of a range of good practice business collaborations around internationalisation themes, and analysis of success factors in business collaborations in internationalisation will initially allow for the identification of complementary synergies between good practice business collaborations focused on innovation and internationalisation. On this basis, Wakefield intends to 1) equip local and regional authorities implementing the OP with a modular evidence-based resource toolkit of good practice business collaboration to be used by existing and to be developed ESIF projects in the region (improvement through new instrument for managing authorities) and 2) Kick-start and proof test a series of good practice business collaboration transfers around a number of sectors and target geographies in industrial zones. This could be done through holding a sector or theme focused workshop with businesses from an industrial zone using SMEs as learning mentors of 'how to do' and 'how to succeed' good practice. This then would be revised on feedback and re-run as well as possibly made available as an internet accessible resource.

1,302 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

SMEs actively engaged in new internationalisation projects

59 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

local

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

Larger surveys tend to suggest that around 11% of businesses in the Leeds City Region export. For Leeds City Region, this equates to around 9,500 exporters. However, smaller companies are less likely to export than larger ones. The LCR business survey (2011) found that less than 9% of companies with fewer than 50 employees exported to the EU, and 5% exported outside the EU. This compares to 25% of companies with 250+ staff exporting to the EU, and 24% trading beyond the EU. Larger companies also export a greater proportion of their trade. Manufacturers are generally more likely to export than other industries – 16% of manufacturers trade with the EU, and 8% with other international markets. (Source: LCR Enterprise Partnership's ESIF Strategy 2014-2020, page 48). Currently the characteristics of the firms that are more likely to export are: 1. Larger businesses; 2. Foreign-owned businesses; 3. Manufacturers; and 4. Older businesses. P5-Wakefield Council believes that what has to be improved is the awareness, preparedness, and capabilities of the following to be export ready: 1. Smaller businesses (50 employees are less); 2. Locally and family-owned businesses; 3. Smaller manufacturers and non-manufacturers; and 4. Younger businesses (i.e. less than 5 years old). To this end, P5 will build on past initiatives within the region and from other regions within the EU to create self-organised and sustained (by the SMEs) business collaboration groups to focus on specific target markets and segments. It will get specialists and existing export innovators to mentor the groups and to act as guides to different markets and cultures and to context the scale of learning and nature of the problems involved in tackling specific markets. Local business surveys show that SMEs need assistance with overcoming difficulty in finding contacts, customers and market opportunities, assessing risk exposure, access to finance, market intelligence, cultural and language skills.

1,984 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

The topic of the project is directly related with RIS3, since the measure will have sectoral and functional focuses and seeks to conjoin and resolve gaps in export, innovation and growth dynamics of local SMEs and by introducing them to inter-regional networks that act as learning and knowledge resources.

306 / 500 characters

B.2.5.2 Partner relevance for policy instrument 5

Partner Relevance 1

PP5 Wakefield Metropolitan District Council

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Wakefield Council leads economic development within the Wakefield district (area of 330,000 people, 9,000 SMEs). Professional experience in research, project development & management, stakeholder development and business support delivery. Over 25 years' experience in ERDF projects [starting with Mid Yorkshire OP and including DG23 (as then) Interreg IVC projects] and programmes and of working in international environments (Russia, China, Japan, USA, Australia, Europe)

472 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

Wakefield Council is integral part and member of the Leeds City Region Enterprise Partnership and as such joint owner and joint originator of the LCREP ESIF 2014-2020 having worked on its development, revisions and final form.

226 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Contribution: provide Good Practices, host study visits and perform transfer workshop, support communication at regional and national level, and through own thematic international networks. Wakefield will benefit from cooperation by using solutions and know-how from other regions to redesign and improve policies and tools to support internationalisation of SMEs

365 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.5.3 Stakeholder group relevant for policy instrument 5

Please provide the indicative list of stakeholders to be involved in the project

1. Wakefield Bondholders Group –a high-level and expanding business networking forum very interested in promoting and marketing the region's key businesses.
2. Cognitiv – sectorally focused body with a number of businesses internationally active; their involvement is useful as a means of raising awareness and potentially mentoring good practice.
3. Langthwaite Business Association – large stakeholder group to be involved in highlighting market access issues for smaller firms as well as accessing input from a number of key people with a lot of international business experience. They would benefit from COMPETE IT by learning from other regions and some of the SMEs might gain opportunities to internationalise.
4. J41 Industrial Estates Group – medium-sized stakeholder group has a range of businesses with strong competitive advantages
5. Normanton Industrial Estate Group –large and diverse group with broad sectoral orientation (FMCG activity including logistics).

974 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The stakeholder group would inform identification of key issues & barriers, assist processes of critically challenge and reality checking measures to assist SMEs internationalise, plus help act as multipliers or agents of change within the Leeds City Region.

1. Wakefield Bondholders Group provides advice and support on marketing Wakefield as an investment destination, it is led and managed by SMEs. They will benefit from the project by accessing other region's different experiences and competences.
2. Cognitiv – group of high growth technology-based small businesses (mostly micro enterprises) which supply high order services to SMEs and other businesses across the region. A number have international experience and would be an excellent multiplier for tackling hypercompetitive markets typified by fast growth, movement and innovation.
3. Langthwaite Business Association will assist with understanding a range of smaller manufacturing operations which are currently mainly focused on UK markets.
4. J41 Industrial Estates Group – medium-sized stakeholder group included fast moving consumer goods manufacturers supplying into regional, UK and global markets although mainly to the UK. With its innovative practices it will provide insights to others and gain from the project in terms of enhancing cross regional connections.
5. Normanton Industrial Estate Group has diverse sectoral and functional orientation, making it a good test bed for any GP transfer initiative.

1,480 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

Wakefield Council would undertake the leadership and management of the LSG as a means of quality assuring and testing the relevance of the measure, the efficacy and SMART-ness of the action plan and the evaluation of outputs and any outcomes. Many of the business people involved are high calibre and some with very extensive and award winning international experience. results.

Local level: LSG provides GPs to be shared with other regions; meets regularly at local level to share needs and define common strategies of intervention, on the basis of Good Practices learnt from partner regions, to be then applied at regional level. The sector-based associations have a specific knowledge about the needs of their associated companies and about market trends: it is very useful for the regional government to collaborate with them, and also to establish inter-sectors cooperation, since they are the link with the beneficiary companies.

Interregional level: representatives of LSG will take part in all main interregional events: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings.

1,497 / 1,500 characters

B.2.6 Policy instrument 6

B.2.6.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Investment for Growth and Jobs programme, NUTS 2: North Central Sweden (C(2014)9938, decision by the European Commission, 15th of December 2014)
Thematic goal 3: Strengthen the competitiveness of small- and medium sized companies.
Investment priority 3d: Supporting small- and medium sized companies to invest in growth in regional, national and international markets and engage in innovation processes.

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The business structure in North Central Sweden is one-sided and traditional. There is a need for a more diversified business structure to decrease vulnerability, enlarge markets and widening of the labour market. Identified strengths are strong (large) export companies with high-end competence, a strong tourism sector and closeness to growth regions like Stockholm, Göteborg and Oslo.
Important learnings from the last programming period 2007-2013 is that the actions should build on the needs & demand of the companies. Particular focus on new, fast growing companies, with active support of business development, internationalisation, commercialization, innovation capacity and access to finance. Sustainable development should be seen as a step to create growth in SMEs, as an example; take advantage of foreign born as a resource for export and internationalisation of products & services.
In order to increase the SME internationalization and get a more efficient support system, adapted to the economy of tomorrow, where the joint resources deliver the most result, there is a need to:
- create a common vision and objectives for the support to SME internationalization among local/regional stakeholders
- develop a regional internationalization action plan for SMEs, involving all relevant stakeholders and making cities/regions acting as facilitator of the internationalisation of regional systems.
Gävle, with the Region of Gävleborg, will coordinate this process.

1,476 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Tillväxtverket - Swedish Agency for Economic and Regional Growth

64 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The ambition is to develop a new project (possibly a set of projects) funded by the Investment for Growth and Jobs Programme in North Central Sweden from the regional action plan that will be prepared via COMPETE IN, based on the needs and demands of the companies and with the engaged participation of all relevant stakeholders. The experiences acquired and lesson learned from the other partners in the project is also likely to contribute to improved governance and actual structural change in the long term, a welcome additional value of the project. The input acquired from the transnational exchange will also influence the governance of the Region of Gävleborg and can contribute to the future regional development strategy.

734 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Number of ERDF projects developed to improve policy instrument

62 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

There are some very strong large exporting companies with top of the line competence but too few small- and medium sized companies going for international markets. The recently presented report "The internationalization of businesses takes new roads", by the Swedish Agency of Regional and Economic Growth, places the region of Gävleborg at the bottom of the list with only 15% of the companies involved in international activities compared to the 35% of the top regions in Sweden. The existing support system is "shattered", many good individual initiatives, but lack of knowledge about the different stakeholders/actors and their offer, a common objective/vision, pro-activeness and coordination of system and activities. It is difficult for SMEs to know where to find information and what support is available. This, together with the lack of resources, the high cost of internationalization and the need for contacts and network are the largest obstacles to internationalization in SMEs. The municipality of Gävle and the Region of Gävleborg have an important common mission to change and develop the regional support system. COMPETE IN will help this process and bring important knowledge and experiences from other European regions to support the development.

1,266 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

Internationalization is an important part of the RIS3 to be developed in the Region of Gävleborg. Smart specialisation is based on global value chains and transnational partnerships (part of business conditions today). Many of the stakeholders in the RIS3 process are also the same as in the COMPETE IN project.

312 / 500 characters

B.2.6.2 Partner relevance for policy instrument 6

Partner Relevance 1

PP6 Municipality of Gävle

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Gävle has an active EU/international work and cooperate with the Region Gävleborg to develop and strengthen the regional system for the benefit of SME growth and employment. P6 has since several years actively supported the internationalisation of the innovation system actors and companies linked to them. This work has shown the need to gather stakeholders, create a common vision and objectives for a more accessible, pro-active, coordinated and efficient support to SMEs internationalisation

495 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

Gävleborg Region has the responsibility for regional development, and related policies (including the preparation of the ERDF programme). Its involvement in the project (i.e. through the local stakeholder group) ensures that all relevant input from Gävle SMEs is taken into consideration. The policy itself will not change during this programming period, but the delivery (calls and governance) can be influenced. The results of COMPETE IN will influence the preparation of the next ERDF programme

495 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

P6-Gävle and its regional partnership coordinate communication action and will work closely with the others to develop their individual approaches as well as delivering the project work plan (share good practices, engage in workshops/study visits/peer reviews/monitoring). Gävle will benefit from the transnational sharing of learning and experiences as a crucial factor contributing to the successful development and implementation of the policy addressed via the Regional Action Plan.

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.6.3 Stakeholder group relevant for policy instrument 6

Please provide the indicative list of stakeholders to be involved in the project

Local stakeholders group will collect organisations and stakeholders grouped at 3 levels, cooperating and interacting:
Project group: Municipality of Gävle, project partner Region of Gävleborg, coordinating the regional work together with the municipality of Gävle Business Sweden Almi Chamber of Commerce of Central Sweden Enterprise Europe Network (EEN) Exportkreditnämnden (EKN)
Reference group: clusters: FPX, Fiber Optic Valley, Triple Steelix science parks (Gävle, Sandbacka Park, Faxa Park, Hudiksvall) Movexum, regional business incubator University of Gävle
Steering group, in charge of group coordination: Municipality of Gävle, Region Gävleborg, The Swedish Agency for Regional and Economic Growth – ERDF OP Managing Authority

743 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The different stakeholders have different obligations and roles within the regional support system for increased growth and competitiveness. Most of them represent regional entities of a national authority/organisation. They are the operational actors in the system, working closely with the companies providing different services and support. To be able to maximize the total output of the system it is important that the actors have a clear view of their own work in relation to each other so that duplication can be avoided and instead offer complementary services/support to SME:s. Recent studies made on the national level in Sweden show that companies in order to increase their internationalisation express the need of contacts/networks, increased competence within the company itself, financial help and time as their major obstacles.
The different stakeholders involved in the project offer these kind of services.
Region of Gävleborg Business Sweden: networks and contacts, competence and knowledge support, arenas in foreign markets
Almi: competence and knowledge development support, financial help
EEN: broad business support to SME:s by the organisation itself or through cooperation partners
Chamber of Commerce of Central Sweden: offers a large international network, international business experience from its member companies, some judicial advice /support
EKN: financial support (guarantees, business and market advice in certain markets)

1,458 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

The LSG will be involved at 2 level: local level and interregional level.
Local level: the stakeholders will be actively involved in the regional process and the development of the Regional Action Plan. LSG provides good practices to be shared with other regions and meet regularly at local level to share different needs and define common strategies of intervention, on the base of Good Practices learnt from partner regions, to be then applied at regional level.
They will also participate in the transnational activities: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). They will contribute with their knowledge, expertise, contacts and network, and the knowledge acquired will be always reported to all LSG members via report and feedback meetings.
Learning from the transnational exchange will be put in practice in the regional work and will most probably affect the methods and delivery of services of each one of participating organisations/stakeholders.

1,285 / 1,500 characters

B.2.7 Policy instrument 7

B.2.7.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

ERDF Regional Operational Plan 2014-2020, Axis 3 Competitiveness and attractiveness of the productive system
Investment Priority 3b Development and realization of news attractiveness models devoted to the SME, regarding in particular internalization
Specific Objective 3.4 Increase of the internalization level of the productive systems
Action 3.4.1 Projects for promoting export devoted to enterprises and their association identified at territorial or sectorial level.

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Emilia-Romagna Regional OP – Axis 3 is characterized by multi-year interventions regarding internalization process towards new markets based on a production chain logic, supporting sectorial, vertical or horizontal associations, also through the export consortia and guiding the business export activity, highlighting entrepreneurial associations and innovation centers' involvement. The main strategy underpinning this Axis is to support recover and growth via innovation, internationalisation and business creation, by applying RIS3 priorities with a cross-sector approach to the regional productive system. In particular business check-up, buyers and importers search, B2B meeting and visits, business, industrial and productive cooperation agreements will be financed. What needs to be improved is the governance, as far as the "Triangle of knowledge" is concerned: research institutions, public authorities, SMEs. These actors have different roles and have different levels of internationalisation: alone they struggle to success, whereas, if they cooperate and act as a system, they can maximise the result. Regional government thus intend to improve the governance of the programme and of stakeholders linked to internationalisation of SMEs, by further cooperating with the local sector to allow for a more effective application of ERDF instruments within the territories.

1,381 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Emilia-Romagna Region - General directorate for industry, trade and tourism

75 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Policy Instrument addressed through a set of activities aimed at improving the governance system, with the definition of a Model of Governance aiming at fostering the development of functional partnerships between public & private sectors for the internationalisation of the "Knowledge triangle", intended as the regional system of businesses, research&innovation and public governments.
Training activities on stakeholders capacity building, foreseen by the project, will help to enforce research, public institutions and SMEs' capacity to act as a single system internationalising. The improvement is thus at governance level, aiming at improving the possibilities and the ways final beneficiaries can best profit from the opportunities offered by ERDF, guaranteeing concrete improvements of the regional economic system; this improvement does not require any additional funding from the P P organisation or from the Emilia-Romagna Region. Given that ERVET is owned by the Emilia-Romagna Region and act under strategies defined by the Region guarantees that proper involvement of the Region itself (both policy makers and head of economic development units) and commitment to enhance programme's governance is assured throughout all the project. The Model of Governance aims to produce stable forms of coordination, possibly articulated in formal agreements between partners of the territory in order to strengthen the capacity to develop new processes of internationalization and projects.

1,492 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Nr. of agreements/joint initiatives among public-private actors produced

72 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

Strengthening internalization and the regional role on the markets are the main goals after the reduction of the regional export level, due to economic crisis (less 2 billion euros, 2014). The need is to increase the export value, permanently overtaking the 40% of the GDP, through the improvement of internalization policies, by way of new multi-year internationalization projects, able to increase the number of the exporting enterprises, also through the creation of business networks able to find new patterns for innovation and internationalisation processes (especially thanks to governance system and new instruments), with a focus on S3 sectors. The Entrepreneurial environment needs to be improved even through the introduction of innovative internationalization processes like a governance system fostering synergies between main actors and sectors within the entrepreneurial environment.

898 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

Links: Priority D on services for enterprises' innovation, considered not adequate to strengthen the regional productive chain into the global market. Methodological segment D "conscious and participatory governance" refers to a detailed confrontation between policy makers/stakeholders to share objectives and bring together the public/private actions. Goal is cross-contamination between different sectors, technologies (cross fertilization, intercepting businesses really innovative)

487 / 500 characters

B.2.7.2 Partner relevance for policy instrument 7

Partner Relevance 1

PP7 ERVET - Emilia-Romagna Economic Development Agency Ltd.

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

ERVET elaborates and supports the implementation of the Regional International Relations plan, it is the implementer of the Regional Law for Attractiveness and Territorial Mkt. ERVET supports the implementation of the Region's development policies in cooperation with individual firms, business associations, local authorities and other local agencies. Expertise: regional economic and sustainable development, regional/ local investment planning.

447 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

ERVET is the operational arm of the Emilia-Romagna Region, being its in house development agency. Therefore it works in strict connection with the managing Authority of the ERDF ROP.

182 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Contributions: share good practices related both to ERVET's connection with the regional programming and previous EU projects dealing with SMEs competitiveness/attractiveness/internationalization/co-generation of competitive knowledge among universities & SMEs. Offer experience on monitoring thanks to its evaluation activities

s on ETC project's contribution to regional programming. Benefit: use GPs to improve the policy instrument, via the Action Plan, develop stakeholders involvement.

489 / 500 characters

In case several partners address the policy instrument and none of them is the policy responsible organisation, all of these partners must provide a letter of support from the relevant body.

B.2.7.3 Stakeholder group relevant for policy instrument 7

Please provide the indicative list of stakeholders to be involved in the project

As also stated in ER RIS3 and regional operative documents, the actors of regional innovation ecosystem will be actively involved in LSG. More in specific:
1. Emilia-Romagna Region/General Direction for Productive Activities, Department for Economic Development, Research and Innovation
2. Local Bodies
3. In-house/regional development companies (i.e. Aster as coordinator of Regional High Technology Network)
4. Main universities located in the Region (Bologna, Modena-Reggio Emilia, Ferrara, Parma, Rimini)
5. Regional entrepreneurial associations, service centers, Individual SMES
6. Research centres
7. Regional desk network for SME internationalization (Regional Union of the Chambers of Commerce)

704 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

1. Responsible for ERDF Regional Operational Programme and Managing Authority of the Policy Instrument
2. Involved in Policy Instrument implementation as institutional bodied connected to Regional Authority
3. Involved in Policy Instrument implementation as in house regional agencies, highly specialized on the Policy Instrument and RIS3 issue as far as different sector of innovation are concerned (High technology network, connections with research and industry, ICT and broad band, Transports)
4. Institutionally involved in the Innovation Regional System as most important and qualified research and innovation actors,
5. Involved in the Policy Instrument as specific target of its intervention and part of the governance system to be improved
6. Together with the Universities, involved in the Innovation Regional System as most important and qualified research and innovation actors and important motor of innovation if connected with SMEs and Institutions
7. Involved in the Policy Instrument as specific bodies supporting its implementation

1,053 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

P7-ERVET will be responsible for the management of the LSG and will undertake the leadership, monitoring of the activities and evaluating the results. The LSG will be involved at 2 level: local level and interregional level.
Local level: LSG provides good practices to be shared with other regions; it will meet regularly at regional level to share different needs and define common strategies of intervention, on the base of Good Practices learnt from partner regions, to be then applied at regional level.
Interregional level: representatives of LSG will take part in all main interregional events: study visits (both hosted and visits abroad, costs are foreseen for 3 stakeholders/study visit abroad), transfer workshops (both hosted and visits abroad, costs foreseen for 1 person from LSG), local training (addressed to all LSG members), internationalisation exchange seminar (2 stakeholders participating) and final event (at least 3 members of LSG participating). The knowledge acquired will be always reported to all LSG members via report and feedback meetings. The interconnection between local and interregional cooperation and learning allows for the final preparation of a truly shared regional Action Plan.

1,221 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

Several tools are available for SMEs internationalization, but these often lack of efficacy in the long term as they are individual actions thought for limited initiatives/events (fairs, short-term projects). On the contrary, internationalization processes require proper needs assessment and capacity of adaptation to new markets and contexts.

COMPETE IN partners initially agreed on:

1-at local level, different stakeholders work closely with the companies, provide different services and have different obligations and roles within the regional support system

2-At regional level, ERDF programmes set specific objectives towards internationalization, but for the proper effectiveness of these instruments, the local implementation of the same priorities is crucial, and the close cooperation between local and regional planning levels essential.

The idea was developed from these premises, partners agreed that a key added value is represented by Local Authorities, that have to create sort of "adaptation platforms" establishing long-term strategies for SMEs adaptation and penetration in new markets; these platforms put together all key economic and non-economic actors, define strategies built on the already existing international institutional relations (owned by Local/regional gov.) and assist SMEs penetration in foreign markets.

COMPETE IN was conceived by the LP, Municipality of Reggio Emilia, in close cooperation with the Emilia-Romagna Region and the E-R Region in-house agency in charge of regional economic development and internationalization (ERVET), on the base of a strong commitment from the 2 levels of government to liaise for the harmonization of policies towards internationalization. It was finally decided, together with the Emilia-Romagna region, to include ERVET (and not the Region) given the specific competence of the agency in supporting regional economic development. Then the LP has identified relevant partners willing to focus on internationalization policies and bringing significant experience on SMEs' competitiveness, this was done through a very selective research aiming at identifying, through a specific survey, really motivated partners with different skills on internationalization support processes. The identified partnership partly builds on previous SMEs competitiveness-related INTERREG IVC projects: MITKE (Wakefield) and InnoMOT (IVACE & ERVET). Wielkopolska Region is a partner region of the Emilia-Romagna Region, whereas Reggio Emilia and Gävle are both members of the Eurotowns network (network of EU small/medium cities), thus working together on local development policies since 2 decades. Partnership: 4 Local Authorities & 3 Regional development agencies from 5 different countries. All partners contributed to project preparation under LP's supervision: everybody prepared its own B2 part, actions' coordinators contributed to workplan preparation and all partners commented on actions proposed and contributed to budget drafting

2,998 / 3,000 characters

C.2 Issue addressed

1 - COMPETE IN focuses on SMEs competitiveness by improving policies supporting internationalisation, thus it contributes to the objectives of the EU2020 Flagship initiative "An industrial policy for the globalisation era"; by tackling SMEs growth, it also contributes to a smart & inclusive growth, since it promotes innovation (new markets and relations fosters innovation and know how) and job creation, as it contributes to the enforcement of innovative and competitive SMEs. Increasing SMEs' internationalisation and helping them access 3rd markets is crucial for EU's competitiveness, economic growth and innovation. It is estimated that 90% of global growth is originated outside the EU and emerging markets are expected to account for 60% of world GDP by 2030. In the global context, SMEs can develop and achieve growth only if they have the capacity to respond (and foresee) to market innovation challenges. In this perspective, the ability to play in international markets and to rapidly address market needs and trends is crucial. R&I and internationalization are the 2 key factors enabling SMEs' competitiveness, and internationalization is linked with innovation: internationally active firms introduce product/service and process innovations more often than non-internationally active firms. Nevertheless, EU SMEs still haven't significant export rates: 25% of SMEs within the EU27 export, of which only 50% go beyond the Internal Market (13%). (Opportunities for the internationalization of EU SMEs in 3rd countries – Final report, EC, 2011). This is due to the high investments that internationalisation demands, the high uncertainty levels on the effectiveness of results and to the culture/knowledge/relations barriers that SMEs alone struggle to overcome, this is even more relevant when dealing with 3rd countries. In this context, traditional supporting policies/instruments for SMEs' competitiveness, targeting only the economic sector, prove to be not completely effective in the long term, and this impacts negatively on EU's competitiveness in terms of job creation, economic growth and wealth of communities.

2 - COMPETE IN fits with Specific objective 2.1 "Support SMEs in all stages of their life cycle to develop, achieve growth & engage in innovation", that identifies access to international markets as one of the key obstacles that obstructs businesses on their path to growth. COMPETE IN explores new approaches towards internationalization, going beyond traditional instruments targeting single/group of SMEs. Project's assumption is that Local Authorities (LA) must have a key role to play as facilitators of SMEs internationalisation processes, as, from the data seen above, market failures exist and the role of the local governments is essential to overcome these failures and establish conditions for a long-lasting economic growth. To this end, SMEs have to be involved in new processes of internationalization together with all relevant economic and non-economic actors of a given territory (LA, trade associations, universities/research centres, businesses...). Regions build institutional, cultural, political relations that become the base for economic relations, as international dialogue facilitates knowledge creation and competences development.

3 - The interregional dimension is essential because: 1-when tackling SMEs growth the approach must be at EU level, and not at regional/national level, as the EU has to act as a single global player in foreign markets; EU, to remain competitive, has to gain a leading role in the global scene that is based on the Knowledge economy and that is not irrespective of social cohesion. 2-the exchange of good practices (and of lessons learnt from failed attempts) allows for knowledge transfer and competences improvement. Interregional coop. reduces disparities and favours aligned policies in EU countries, and it fosters interregional synergies between the economic sectors of the participating regions.

3,995 / 4,000 characters

C.3 Objectives

Programme priority specific objective the project will contribute to	Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, ETC programmes, supporting SMEs in all stages of their life cycle to develop and achieve growth and engage in innovation.
Overall objective and sub-objectives	COMPETE IN will improve regional policies on internationalization of territories as a new approach to support EU SMEs' engagement in international markets. This is reached by intervening at policy planning level (enhancing integration of strategic policies between 2 levels of planning -regional/local– via Action Plans) and at tools/practices level (implementing new processes of work among local stakeholders to maximize the total output of local economic systems). COMPETE IN focuses on a systemic approach that aims at internationalizing the entire regional system, intended as the set of competences/skills it expresses through all its relevant actors (businesses, universities/R&I centers, local government, cultural institutions...) for the benefit of the economic sector as a whole. This approach overcomes traditional instruments that may give some results in the short term but that have proved not to be effective, especially for SMEs, in the medium/long term: COMPETE IN improves long term policies on the internationalization of regions for the wealth of SMEs and of local communities. Sub-objectives: 1.Improve local cooperation among economic & non-economic actors relevant for the internationalization of territories (Local Authorities, SMEs, trade associations, universities/R&I centres...) through the establishment of 7 local stakeholder groups (1 per policy instrument) 2.Identify at least 3 Good Practices per partner, exchange knowledge and develop new approaches 3.Equip each PP with an online platform facilitating cooperation among LSG and PPs 4.establish, for each policy instrument, 1 Action Plan on internationalization of regions 5.Implement 1 AP/region 6.Promote the role of Local Authorities and the need for local cooperation among economic and non-economic actors as key factors for long-term internationalization of regional systems and SMEs 7.Value partnership's relations to create synergies among regions and possibly define common strategies for 3rd markets.

1,994 / 2,000 characters

C.4 Project approach

Describe the project approach to achieve the project's objective and to produce the intended outputs and results.	COMPETE IN: 7 PPs from 5 EU countries (IT, PL, UK, ES, SE) learning from one each other to improve regional policies on internationalization of SMEs and of regional systems. PPs are all concerned by the growth of their SMEs, that clearly depends on SMEs' capacity to stay in global markets. PPs are all committed to improve their internationalization support policies as a core part of their economic development strategies, they are all organizations either directly in charge of policy definition, or directly linked to regional governments. Of these 7 PPs, 3 are directly in charge of the policy instruments they address, 6 out of 7 policy instruments are related to Investment for growth & Jobs Programmes. Interregional learning process is built on the exchange of experiences between PPs in the field of internationalization of regions (promotion & penetration) and brand management. Activities are planned to assure 4 levels of learning, from individual to external learning, to guarantee that competences and knowledge acquired benefit not only the partner organization, but also stakeholder's organizations and possibly external regions. The interregional learning process is structured on 2 main actions + project management: exchange of experience (EE) and communication (C). Regional PPs will in parallel work at interregional level (through the exchange of good practices) and local level, through the establishment of local stakeholders groups (that engage in a local cooperation process to establish policies for regional competitiveness). More in detail, the interregional learning process will be developed through a series of interrelated activities, meetings and events, during the entire length of the project. Interregional exchange events in fact are not only one (the seminar foreseen in SEM 5 in Reggio Emilia). The first one is represented by the Opening Seminar foreseen in SEM1, connected to the Kick Off meeting, which represents the opportunity to have a shared high level training but also the first opportunity for exchange and discussion on the contents of all the PPs, starting point, similarities and differences. An Interregional workshop on the exchange of GPs is planned in Wakefield in SEM2, that is key to build up a common framework in which we can collect all the good practices of the partners. Partners will have to propose at least 3 good practices, that will feed into a best practice report, then they will have to select the most interesting for them and suitable of investigation for a possible adaptation and transfer of them in their territories. They will implement a series of Study Visits in SEMs 2 and 3 (at least 3 per partner) and, having more details thanks to them, implement 2 Transfer workshops on the most interesting and suitable to be transferred. At the end of phase 1, an International Exchange Seminar will be organized, in order to review all the work implemented and support the definition of the Regional Action Plans, identifying points of strengths and weakness, etc. It is important to consider that each project meeting (8 in total, 6 in phase 1 and 2 in phase 2) will be the occasion to discuss with all the partners the progress of all these events part of the interregional learning process, with a dedicated session. Parallel to these transnational activities, every partner will set up a Local Stakeholder Group in SEM1 and organize at least 1 meeting per semester: members will also have the opportunity to participate to interregional exchanges by attending interregional meetings and events, study visits and transfer workshops, both organized in their cities and in other partners cities and regions.
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ns. Finally, the online platform will be a key element to foster this exchange process: it will be conceived and developed through the first phase of the project, and final version will be launched in SEM 3. It will be a sort of system of sharing and will work on a 2 level system: at local level, as a tool useful for Local Stakeholder Group members and other important actors, to have a map of internationalisation aspects and activities of the city and region concerned, and at interregional level, to exchange of experience, have an update on activities progress and disseminate project results, not only per partners, but also for other external subjects interested in this topic.

This deep exchange of experience and learning process will be at benefit of partners and stakeholders directly and indirectly involved in the project.

4,533 / 5,000 characters

C.5 Communication strategy

Describe the communication strategy and the way it will contribute to achieving the project objectives.

In the table below, outline your communication objectives, summarise the main target groups and the kind of activities planned to reach each objective. Add line per objective and describe each separately.

Since the project tackles SMEs internationalisation via internationalisation of regions, by leveraging on the local system of actors, Communication Strategy is essential to change mind-set towards internationalisation among a set of stakeholders: the key message to communicate is that internationalisation is not a matter only of SMEs, but it concerns also a set of actors that create the value of a territory, and that can contribute to the internationalisation of one region and consequently of SMEs. These actors are: universities/STP, especially those contributing, with research, to the growth of leading sectors within a region (identified in S3 strategies), trade associations, SMEs (that have to understand the added value the regional system can bring to them), Local Authorities at local/regional level. 2 levels of intervention foreseen: internal (between PPs and within PPs' organisations) and external (addressed to stakeholders and public); communication is also adapted to the project's phases: in phase 1 it aims at informing and involving to support the successful improvement of the project (thus mainly addressing local stakeholder s/decision makers on economic development), whereas in phase 2 it informs about Action Plans' implementation & reached results. Activities off-line: press releases, project brochures/posters (EN+PPs' language), 2 regional conferences/PP (phase1+phase 2, total 14), 1 International opening seminar, 1 final event, 2 external events/PP (such as events organised by PPs' EU networks: Eurotowns, UBC, Enterprise EU networks). Activities on-line: social network campaign, also linked to locations where INTERREG is present, website, newsletters, networking and contribution to INTERREG policy platform. Actions' coordinator: P6Gävle, LP supervises, all PPs contributes. Budget allocated to Communication is 15%, with an increase in the 2nd phase, where there is the need to properly communicate projects' achievements and build capitalisation of results.

1,999 / 2,000 characters

Objectives	Target group	Activities
1. To involve and raise awareness of decision makers responsible for policy planning at local/regional level and heads of units in charge of economic development/internationalisation of SMEs 190 / 1,500 characters	1. Local Authorities' decision and policy makers in charge of economic development policies 2. Head of units and employees directly working on the project 155 / 1,500 characters	- Regular meetings with key decision makers and head of units, for regular update on project's implementation (1 semester/all PPs) - Opening seminar - 1 International exchange event (foreseen in exchange of experience action, but useful also for communication purposes) held at the end of PHASE 1 - final event - Policy guidelines (developed in the frame of exchange of experience action) 390 / 1,500 characters
2. To inform and involve local stakeholders groups for an effective participation to the local actions 102 / 1,500 characters	Members of LSG (trade associations, universities/research centres, SMEs, Chambers of commerce, innovation centres and all key actors relevant for region's competitiveness). Members vary from one PP to the other 209 / 1,500 characters	- Project website hosted in INTERREG EU website, together with project's page in institutional websites of project's PPs - Social network profiles and campaign (Facebook, Twitter and LinkedIn), to reach professionals from different target groups (SMEs, trade associations, international networks, consultants...). P6 coordinates, all PPS contribute - Newsletter, at least 6: P6 to provide format, PPs to provide contents - Press release, at least 5/PP -Events: 2 regional conferences per partner to communicate project main findings and action plans implementation (1 in phase1 + 1 phase2); - 1 interregional opening seminar hosted by LP to raise awareness on internationalization of regions with key speakers invited - Policy guidelines - 1 International exchange event (foreseen in exchange of experience action, but useful also for communication purposes) held at the end of PHASE 1 - 1 final international event hosted by LP 927 / 1,500 characters
3. To make SMEs acknowledge the positive role Local Authorities and local stakeholders can play in internationalization processes 129 / 1,500 characters	1. Trade associations and Chamber of Commerce working with SMEs and having different roles in internationalisation processes 2. SMEs willing to internationalise or already engaged in internationalisation processes 214 / 1,500 characters	- Social network profiles and campaign (Facebook, Twitter and LinkedIn), to reach professionals from different target groups (SMEs, trade associations, international networks, consultants...). P6 coordinates, all PPS contribute. - Newsletter, at least 6: P6 to provide format, PPs to provide contents - Press release, at least 5/PP -Events: 2 regional conference per partner to communicate project main findings and action plans (1 in phase1 + 1 phase2); - 1 interregional opening seminar hosted by LP to raise awareness on internationalization of regions with key speakers invited - 1 International exchange event (foreseen in exchange of experience action, but useful also for communication purposes) held at the end of PHASE 1 - 1 Final event (at the end of phase 2) 773 / 1,500 characters

Objectives	Target group	Activities
4. To Increase awareness about internationalization processes of territories contributing to competitiveness 106 / 1,500 characters	1.Local Authorities' decision and policy makers in charge of economic development policies 2. Head of units and employees working in PP's organisations in departments not directly involved in the project but whose cooperation is essential (Communication Dpt, Education&Culture Dpt, Finance&Taxes Dpt) 3. Trade associations and Chamber of Commerce working with SMEs and having different roles in internationalisation processes 4. SMEs willing to internationalise or already engaged in internationalisation processes 5 Universities and Research and Innovation Centres/Science and technology parks performing research in key sectors for the regional economic growth 6. EU thematic networks, such as Eurotowns-network of EU small/medium cities, Enterprise Europe Network, UBC-Union of The Baltic Sea, EURADA -EU Association of Development Agencies, ERRI N-EU Regions Research and Innovation Network; RTPO– Regional Trade Promotion Organisation; ERN Sweden Emilia-Romagna Network; RN-Lisbon Regions Network; Association of EU Regions for Products of Origin 7. Other ETC/EU funded projects working on similar issue 1,111 / 1,500 characters	- Project website - Social network profiles and campaign (Facebook, Twitter and LinkedIn), to reach professionals from different target groups (SMEs, trade associations, international networks, consultants...). P6 coordinates, all PPS contribute. - Newsletter, at least 6: P6 to provide format, PPs to provide contents - Press release, at least 5/PP -Events: 2 regional conference per partner to communicate project main findings and action plans (1 in phase1 + 1 phase2) - 1 interregional opening seminar hosted by LP to raise awareness on internationalization of regions with key speakers invited - Project presented in external events (events not organised by the project); for this purpose PPs will leverage on its own thematic network at national and EU level. At least 3 external events per PP - 1 International exchange event (foreseen in exchange of experience action, but useful also for communication purposes) held at the end of PHASE 1. - 1 Final event (at the end of phase 2) - Networking and communication via the INTERREG policy learning platform - Dissemination of policy guidelines during events, via the INTERREG platform, website, social networks.. 1,169 / 1,500 characters
5.To promote visibility of the action and spread knowledge gained beyond LSGs at local, national and international/EU level. 125 / 1,500 characters	1. Other regions/cities at EU level 2. EU thematic networks, such as Eurotowns-network of EU small/medium cities, Enterprise Europe Network, UBC-Union of The Baltic Sea, EURADA -EU Association of Development Agencies, ERRI N-EU Regions Research and Innovation Network; RTPO– Regional Trade Promotion Organisation; ERN Sweden Emilia-Romagna Network; RN-Lisbon Regions Network; Association of EU Regions for Products of Origin 3. Other ETC projects working on similar issue 471 / 1,500 characters	- Project website regularly updated with PPs contributions - Social network profiles and campaign (Facebook, Twitter and LinkedIn), to reach professionals from different target groups (SMEs, trade associations, international networks, consultants...). P6 coordinates, all PPS contribute.- Dissemination of policy guidelines during events, via the INTERREG platform, website, social networks. - Project presented in external events (events not organised by the project); for this purpose PPs will leverage on its own thematic network at national and EU level. At least 3 external events per PP - 1 Final event (at the end of phase 2) - Networking and communication via the INTERREG policy learning platform - Newsletter, at least 6: P6 to provide format, PPs to provide contents 778 / 1,500 characters

C.6 Expected results and outputs of the project

C.6.1 Overview of the expected outputs and results

Describe in more detail the outputs and results the projects intends to produce. Provide qualitative and quantitative information regarding outputs and results of the project, including those related to management and communication activities.
OUTPUTS 1. at least 2 Study visits realized per PP to visit GPs of interest for adoption purposes; TOTAL: at least 14 Study visits. Both PPs's staff and local stakeholders participate in study visits (budget foreseen for up to 3 stakeholders participating in study visits). 2. at least 1 Transfer workshop hosted per PP, to import at least 1 GP; TOTAL: at least 7 transfer workshops 3. 1 Training for each partner region, to address local constraints/gaps with the support of experts on internationalization issues and help in finding best strategies for GPs adaptation to local context. 4. 1 web based Online exchange Platform produced, hosted by the LP but used by all PPs. The Platform collects info on internationalization levels in each region (exports, international relations activated, countries involved, investments attracted...) and helps in understanding current situation/analyzing trends. These data are collected by all local stakeholders, thus contributing to effective cooperation and exchange at local level. This platform is a decision making support tool for the local level, and a tool to exchange information and experiences at interregional level, facilitating also synergies and possibly common strategies. 5. 1 International exchange seminar, at the end of Phase 1, addressed to policy makers to share local strategies identified for policy improvement at local level and to have the opportunity to discuss them with key international experts. 6. 2 regional conferences/Partner (1 in phase 1 and 1 at the end of phase 2) 7. 1 international final event at the end of Phase 2 8. 1 Action Plan prepared to improve each policy instrument addressed: total 7 Action Plans prepared 9. 1 website hosted in INTERREG website regularly updated and social networks campaign performed during the whole project duration 10. 7 different policies addressed, of which 6 are Growth & Jobs Programmes 11. At least 8 different stakeholders participating to interregional exchange events per PP, total: at least 56 RESULTS 1. 1 Local stakeholder group (LSG) established for each policy instrument addressed: total 7 LSGs created, collecting relevant stakeholders for internationalization of regional systems (economic and non economic actors whose cooperation is essential to improve effective long term internationalization policies) 2. At least 21 Good Practices (GP) identified and exchanged via study visits and transfer workshops. 3. 7 different policy instruments finally influenced and improved via the project 4. At least 1 GP finally adopted per PP, adapted and included in Action Plan 5. 7 Action Plan adopted, defining new priorities or projects to be implemented in Phase 2 and thus allowing for policy improvement 2,747 / 3,000 characters

C.6.2 Indicators

Result indicators		Target
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link		6
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link		1
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)		6800000
Estimated amount of other funds influenced (in EUR)		50000
Policies	Self-defined performance indicators	Target

Policy 1	1. N° of SMEs actively involved by the pilot project	15	
Policy 2	Number of SMEs benefitting from new action lines	20	
Policy 3	N° of criteria for project's selection improved	5	
Policy 4	% of SMEs in the region active on foreign markets (now 7,1%)	8	
Policy 5	SMEs actively engaged in new internationalisation projects	25	
Policy 6	Number of ERDF projects developed to improve policy instrument	1	
Policy 7	Nr. of agreements/joint initiatives among public-private actors produced	1	

Output indicators	Target	
Number of policy learning events organised	81	
Number of good practices identified	21	
Number of people with increased professional capacity due to their participation in interregional cooperation activities	42	
Number of action plans developed	7	
Number of appearances in media (e.g. press)	35	
Average number of sessions at the project pages per reporting period	1000	

C.6.3 Innovative character

INNOVATIVE METHODOLOGY

COMPETE IN identifies a specific problem (SMEs have difficulties in going international) that is well acknowledged, but the project deploys a new methodology to tackle it: approaching internationalization not by addressing uniquely SMEs, but by addressing the regional systems of distinctive competences, always bearing in mind that the final objective is to support SMEs internationalization: the innovative character of the project stems in the method followed. This entails a brand new shift towards a completely different approach that considers regions & cities as facilitator of internationalization processes, since they act as actors of governance of a set of local stakeholders that now have to cooperate to make regions (and not single SMEs) going international.

INNOVATION COMPARED TO PREVIOUS PROJECTS

The project goes beyond past projects focused on instruments supporting SMEs internationalization, since these instruments proved to be not completely effective in the long term. Previous projects worked either on cluster improvements or internationalization instruments, COMPETE IN put these 2 elements together, and tackles clusters/innovation policies and internationalization policy as a single set mutually reinforcing: these 2 main issues shouldn't be tackled separately.

INNOVATIVE RESULTS

The innovation expected from project results is mainly in the way internationalization policies will be conceived:

- PPs organization will have learnt to set up and coordinate local partnerships between private & public actors, economic and non-economic (via local stakeholders group, supported by the exchange online platform), and to define shared policies to valorize each actor's role and competences and thus foster territory's internationalization
- The way the partnership has been conceived will result in a better interpenetration between local and regional planning, which for some of the PPs involved still need improvement (especially P1, 3, 7)

1,995 / 2,000 characters

C.6.4 Durability of results

COMPETE IN will deeply influence the way local/regional Authorities define and implement internationalisation policies: this is a durable result that doesn't require any funding, since the way of work, competences acquired and the cooperation with LSG will continue, without requiring additional costs, also after project's end.

All PPs actually change the governance of their policy instruments, in terms of how policy instruments are improved and implemented: by assessing needs of stakeholders and defining common objectives with them; this is a change of pattern, that will last after project's end, doesn't depend on political choices and doesn't require funding.

Beside changes in governance, that doesn't require funds:

- LP will also improve at least 1 new project as implementation of Action Plan (AP), by leveraging on resources already allocated in its policy instrument. The cooperation established locally will also activate external resources, since the benefit each actor derives (especially SMEs and research centres) from this type of cooperation is recognized.
- P2 will implement AP via new projects, through Valencia ERDF OP resources
- P3 intends to change the management of the policy instrument, by introducing new criteria for projects' selection; possibly, also measure 3.1.1. will be changed, to better priorities internationalization. No funds required, durability at least for the entire programming period (2022)
- P4 will implement new projects via Wielkopolska ERDF OP resources
- P5 will implement new projects via resources of LCREP's European Structural and Investment Fund Strategy 2014-2020
- P6 will implement at least 1 project funded by its own ROP, funds thus available
- P7 change in governance, no funds required

1,762 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Neutral	COMPETE IN supports SMEs' growth and innovation capacity via internationalisation : this has not direct effects on sustainable development in terms of environment & resources efficiency; nevertheless, by supporting innovative SMEs, the project indirectly supports sustainable development, since it stimulates SMEs innovation capacity and collaboration between research and SMEs, thus enhancing the uptake of new solutions into market. Current research, almost in all fields, is oriented towards more sustainable production and consumption patterns, and sustaining SMEs able to cooperate with research institutions and internationalise means indirectly support sustainable development. Furthermore, by shifting towards collaborative development processes – so called "High road Economic Development" (instead of competitive ones), the projects contributes to a long lasting sustainable development in terms of high quality jobs & environmental sustainability: healthy economy in a healthy community

998 / 1,000 characters

Type of contribution		Description of the contribution
Equal opportunities and non-discrimination	Neutral	Project tackles internationalisation, leveraging on international relations built between territories through cooperation projects and political agreements. This implies a mutual understanding and knowledge between different countries and cultures, and the acknowledgement that differences are actually resources to be used to reach new markets, reach common development and increase creativity. Approaching internationalization of SMEs as internationalization of regions allows for the interpenetration of very different territories, acceptance of differences and thus fight against discrimination. Furthermore, tackling SMEs internationalization, PPS will also investigate opportunities linked to SMEs started and developed by immigrants from 3rd countries or by EU citizens residing in a different country, as these represent concrete opportunities to increase internationalization of regions. 896 / 1,000 characters
Equality between men and women	Neutral	The project is not focused on, for example, fostering female entrepreneurship. Nevertheless, equality between men and women will be guaranteed within all project's action. This issue will be also considered when establishing local cooperation via LSG: SMEs run by women, or projects promoted by women, will be particularly considered as added value practices to be further supported. 383 / 1,000 characters
Digital agenda for Europe	Positive effects	ICT is a key element for SMEs innovation capacity, and this is also one of the sectors that can best contribute to make EU a global player in global economy. The growth of SMEs belonging to ICT sector is thus crucial for EU growth. One of the objectives of the Digital Agenda is to invest in world-class ICT research and innovation in order to boost growth and jobs via innovative Public-Private Partnerships. COMPETE IN, by stimulating cooperation between public/private and between SMEs and research centres, with the final aim of internationalizing, actually contribute to this objective, since it supports the creation of the essential conditions for SMEs innovation capacity. PPs' LSGs host a number of groups/associations collecting very innovative SMEs, that are, thanks to the project, in the condition of benefit from research also at international level, supported by specific long term policies. 906 / 1,000 characters

C.8 Project management

C.8.1 Management arrangements

Management and coordination ensure effective and efficient implementation of the project within budget available and schedule agreed. Management is responsibility mainly of the LP, but all PPs have to guarantee proper management at their organization level. Specific coordination of each action is delegated to PPs, according to their experience and competences, to capitalise on the expertise within the partnership and to concentrate resources in an effective way. The LP will be charged with the management & coordination tasks including: financial reporting, definition of the work plan, partnership management, Steering Group project meetings (PMG) management and leadership, coordination with actions' leaders, monitoring of project development. The Lead Partner will draw up a Partnership Agreement, as well as financial and reporting guidelines. The LP designates 1 Project coordinator, 1 financial manager and 1 communication manager, at full disposal of the PPs and actions' coordinators to promptly answer to the support they may need. Support for Project Management is foreseen in External Expertise, to assist the LP and guarantee competent management tailored on EU projects' requirements; this also ensure smooth project communication, responsive to the specific needs of each partner. LP will not subcontract the coordination entirely, so that it remains the solely responsible for delivering outputs and performance as established in the Subsidy Contract (if project is approved); LP remains also the actor for all relevant activities, attending meetings, regularly controlling the financial management of the project and checking actions' implementation according to the time plan. Each PP appoints 1 Project Manager, responsible for project implementation at local level, acting as point of reference for the LP within the PP organization. The Project Manager will be supported, in daily activities, by 1 Project Officer.

A Steering Group (SG) made up of 1 representative from each PP and 2 for the LP is in charge of the coordination and strategic monitoring of implementation: 1 Project Meeting/semester, total 6 for phase 1, 1PMG/year for phase 2. A workplan is agreed by all PPs during KO meeting, this could be reviewed to address possible constraints during project implementation. SG will operate in a flexible and transparent framework. SG responsibilities includes, developing and monitoring project strategy, action plan and budget; agreeing project procedures, main project decisions, quality assurance (eg of outputs, meetings) and conflict resolution. Decisions will be taken normally by consensus, or by majority vote when necessary. Update among SG members is guaranteed at least once a month by email or phone. The LP will proactively create regular information flow with all PPs with regular email updates and phone calls; close cooperation is foreseen with actions' leaders.

FINANCIAL MANAGEMENT The LP will be directly responsible for financial management. The financial management will be assigned to a Financial Manager. Each PP appoints its own FM, in charge of maintaining a transparent record of income and expenditure, preparing claims and payments, and organizing FLC checks. During the first two months, LP's FM drafts the Financial and reporting guidelines to be presented at the KO meeting. In order to better streamline and facilitate financial reporting by all partners, the FM will plan, together with the Project Manager, specific training for partners and a system to prepare the claim in a common shared way. Throughout the project the FM will be in regular contact with the coordinators and financial managers in partner cities, supporting them and helping in identifying and solving financial claim issues.

3,768 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?

Yes

C.8.3 Finance manager

Will financial management be externalised?

Yes

C.8.4 Communication manager

Will communication management be externalised?

No

PART D – Work plan

D.1 PHASE 1 ‘Interregional learning’ - Detailed work plan per period

Semester 1

a) Exchange of experience

Objective: to start the exchange of experience. P5-Wakefield leads the EE action, in close cooperation with the LP

1.Mapping of good practices P5 defines a common structure for GPs mapping, to identify strength & weaknesses (actors involved, methodologies, type of relations established at international level, subsidies/stimulus used, target countries...). Each PP identifies at least 3 local GPs about (non exhaustive list):

- policies/actions developed by Local Authorities to support internationalisation of regional systems
- Promotion and management of Regional brand
- Local stakeholders' networks aiming at fostering SMEs innovation and internationalisation • International thematic networks supporting internationalisation and innovation of regional systems
- Services and tools (subsidies, services centres...) supporting promotion/attractiveness of SMEs at international level

1 sheet /GP filled in by each PP. In parallel, P5 together with the LP performs an international review to collect key experiences at international level relevant to project's objectives. The international review is needed since valuable GPs are being implemented outside EU (namely China, USA, Brasil). 1 Internationalisation good practices report is prepared by P5 collecting all EU and international GPs identified

2. Local stakeholders groups establishment 1 Local stakeholders group (LSG) is established, with 1 dedicated event, by each PP, to build local cooperation on internationalisation issues, benefit from knowledge transfer and define shared internationalisation strategies. LSG collect economic & non economic actors that represent distinctive competences of the region or that delivers internationalisation-related services (University/Science technology Parks, businesses, trade associations, chamber of Commerce, Local Authorities, players engaged in the cultural, social, educational & tourist fields...). Big local companies already engaged in international markets joins LSG too, to share experiences, opportunities and constraints. The LSGs meets periodically and is involved in all project activities

3. Online Platform Preparatory study to start Online exchange Platform development. The online exchange platform is a tool supporting local work of LSGs and exchange among PPs: it is not a duplication of the INTERREG policy learning platform since it has a different scope. The Platform is hosted by the LP, and used by all PPs; it collects info on internationalization levels in each region (exports, international relations activated, countries involved, investments attracted...) and helps in understanding current situation/analyzing trends. These data are collected & updated directly by all local stakeholders, thus contributing to effective cooperation and exchange at local level. The platform is a decision making support tool for the local level, facilitating the identification of synergies among PP regions and possibly the definition of joint internationalisation strategies.

2,998 / 3,000 characters

b) Communication and dissemination

Objective: to plan communication actions and define main tools for project's dissemination. P6 leads the action, LP supervises.

Activities:

- 1 Communication Plan proposed by PP6, integrated and agreed by all PPs. It specifies: objectives, target groups, messages, detailed activities with budget and timeplan
- set up of project website hosted by the INTERREG EU website, linked also with the online exchange platform. PP6 responsible for liaising with JS on website preparation, PPs provide contents regularly
- design of newsletter (NL) by PP6
- production of project brochures in EN and national languages
- 1 opening seminar in Reggio Emilia: the idea is to have a keynote activity in the KO meeting that stimulates wider debate and gives PPs, policy makers and others an introduction to cutting edge thinking on current and developing trends in internationalisation and how regional economic actors can best adopt to these changes. The presentations and discussions will act as a key piece of intellectual capital across the project for PPs and LSGs to draw upon. Key note speech from at least 1 key expert (EU or nonEU). LP hosts the event, organised together with PP6
- set up of social networks and web campaign, to address thematic networks and key target groups inside and outside PPs' regions. PP6 to manage, all PPs to provide hints and animate own networks
- 1 press release produced by each PP on project's start
- 1 poster produced by all partners

1,465 / 1,500 characters

c) Project management

Objective: to set up all relevant tools and procedures for a proper project management. LP and Actions' leaders initiate careful planning of each action (PM, Exchange and Communication) Each partner region will:

- Appoint relevant staff for project management and coordination: 1 Project Manager, 1 Financial Manager, 1 Project officer (PO), 1 Communication officer. PM and PO have also competences in economic development policies and internationalisation processes.
- The Lead Partner will draw and propose the partnership agreement (including partner tasks, activities and budget) to be signed within the timeline established at programme level
- The LP will draw and share Financial Guidelines, in order to assure effective and sound coordination and financial management of the project and a proper monitoring and control of expenditures
- A steering group (SG) is appointed –with representatives from all partners- and it will meet for the first time at the kick of meeting of the project.
- The KO meeting (PMG 1, foreseen at the very beginning of the project) will be held in Reggio Emilia. 2 representatives from each partner region will participate. At the end of SEM 1, 1 Progress report is delivered by the LP, all PPs contribute to preparation.

1,259 / 1,500 characters

Main Outputs

Exchange of experiences:

- 7 LSG established (1 by each partner)
- 7 local event/meeting to establish the LSG (1 per partner)
- 1 preparatory study for the exchange platform prepared
- 21 GPs' sheets filled in
- 1 international review of international good practices
- 1 Internationalisation good practices report

Communication and dissemination

- 1 Draft communication plan
- 1 press release issued per partner
- 1 website launched
- 1 newsletter's format designed
- 1 poster produced (1 in EN and 6 in national languages)
- 1 project brochure issued (1 in EN and 6 in national languages)
- 1 Opening interregional seminar
- Social networks profile activated (at least 3)
- 7 posters produced (1 per each partner)
- Networking with the policy learning platform

Project management

- 1 Partnership agreement
- 1 Kick off meeting in Reggio
- 1 Financial Guidelines circulated
- 1 Steering Group (SG) appointed

894 / 1,000 characters

Semester 2

a) Exchange of experience

Objective: partners to select GPs to be shared and visited.
Activities are:

	Identification of Good Practices for in depth analysis Based on the assessment of GPs in each partner region, an interregional workshop will be realised in Wakefield, in order to: -present all the GPs and share them with PP s -offer PPs opportunity to examine more in depth the experiences. To these ends, 2 different sessions are foreseen: 1. a plenary session to present all GPs (divided by subject); 2. A restricted session (P2P) between interested partners (for a first confrontation and networking between potentially interested partners). This work will typically be organised thematically or sectorally with each PP selecting and organising these per the themes of major interest for their specific regional setting. Action leader will coordinate WS follow-up identifying GPs of interest for each region (at least 3 GPs identified/PP). Contents and contributions derived from the interregional workshop will be shared with LSG. Contribution by LSGs will be shared among all partners and considered for the selection of good practices to visit. External expertise for Action Leader foreseen as support to establish methodology for exchange process and follow-up. Exchange of good practices Objective: to exchange experiences and knowledge on selected GPs. Exchange of good practices will proceed at both local level (local stakeholders groups) and EU level, via study visits and on-line exchange among partners via the project's on-line platform and other related exchange mechanisms. Different levels of exchange implemented in SEM2: 1 - Study visits in fields identified by regions' thematic or sectoral or special interest. Plan of the study visits agreed in PMG2. 3 Study visits realised per PP; at least 5 representatives from both partner and representatives of stakeholders (external participants) participate. 1 report/study visit produced by each PP. 2 - Local stakeholders groups to meet and be consulted with on a regular basis in each region and to be reported on study visits' results, so as to build more local cooperation, the sharing knowledge and know-how gained through the project, the discussion of strategies and vision for the Action Plan, and identifying any potential for new projects or initiatives. 3- Online platform launched; all PPs to provide data, test functioning, introduce the tool to LSG to train on its functioning.	2,443 / 3,000 characters
b) Communication and dissemination	P6 - Action Leader coordinates all the activities, LP supervises and agreed on main strategy, PPs contribute by implementing communication actions at local level and via own networks. The Communication plan will be approved in PMG2. Activities: - 1 meeting/PP with key decision makers and head of units, for regular update on project's implementation - each PP to provide at least 1 update for the website; social networks campaign continues - NL 1 issued; each PP contributes with regional info - Exchange and networking via INTERREG Policy learning platform proceeds - Partners to present the project in external events (at least 3 per PP for the whole PHASE 1) Each partner issue a press release	701 / 1,500 characters
c) Project management	Each PP follows coordination and management of the activities foreseen by the project at technical and financial level. The general coordination of the activities –in line with the approved workplan- will be assured by the LP through periodical contacts. The partners will be called to manage activities both at local level (with the coordination of LSGs) and at project level in order to share information and progress activities with all the partners. PMG 2 held in Wakefield (Month 2 of the Semester) in order to monitor project implementation, 2 representatives from each partner participate to the meeting. PMG's issues: update on GPs collection; study visits planning; update on local work implemented with LSG; discuss final set up of the Online Exchange platform; agree on Newsletter structure. At the end of SEM 2, 1 Progress report is delivered by the LP, all PPs contribute to preparation.	902 / 1,500 characters
Main Outputs	Exchange of experiences: 1 interregional workshop realised 21 GPs identified (3 per partner) 7 Local Stakeholders groups meetings (at least 1/PP) 12 Study visits on field implemented (3 for each partner) 12 Study Visit reports Communication and dissemination: 1 communication plan approved 7 meetings with key decision makers/Heads of units (1 per partner) 1 Website updated 1 Newsletter issued 7 press releases produced Presentations of the project at external events (at least 3 per PP for the whole PHASE 1) Social network campaign continued Networking with the policy learning platform Project management 1 Project meeting realised 1 progress report submitted	685 / 1,000 characters
Semester 3		
a) Exchange of experience	The objective for this SEM3 is to assist and perform transfer of good practices. STUDY VISITS: Study visits continues according to the plan established in SEM2 and ends at month 4 of this SEM 3, with related reports produced by each partner. The online exchange platform will be launched. TRANSFER WORKSHOPS On the base of study visits' findings, each PP identifies at least 1 GP for final adoption through Action Plan. Thus, exchange of experience proceeds via a peer to peer dialogue realized through Transfer workshops. Transfer workshops start at Month 5 of the SEM, and continue also in SEM 4. Each PP develops and implements a transfer workshop between the GP provider ("expert" region) and the region wishing to test and adopt the GP, as well as understand the mechanisms and processes to successfully import the GPs identified in the local context. The objective is to ensure a thorough understanding and engagement with the "nuts and bolts" of the GP and to concretely discuss, in each context, the ways of acquiring and adapting the BP identified in each territory. The workshop allows for a direct discussion with the "experts" from the provider region and the entire local stakeholder group at local level. The transfer workshops will be preparatory to a proper elaboration of the Local Action Plan. After each transfer workshop each PP prepares 1 report proposing ways of adoption of the identified GP. Hosting PP: all LSG participate in the transfer workshop, together with PP's organization staff and policy maker Exporting PP: provide competences via own staff or 1 representative from the LSG, according to the needs of the hosting partner LOCAL STAKEHOLDERS GROUP Local stakeholders groups meet (at least 1 meeting of each LSGs); LSG and each PP establish GPs for further analysis via transfer workshop; PP guarantees proper update of the LSG on exchange of experience events. Online exchange platform regularly updated and used as working tool for local cooperation. P5 coordinates and monitor the peer to peer dialogue and Transfer workshops implementation. 1 local stakeholder group meeting in each partner.	2,141 / 3,000 characters
b) Communication and dissemination	P6 - Action Leader coordinates all the activities, LP supervises, PPs contribute by implementing communication actions at local level and via own networks. Activities: - 1 meeting/PP with key decision makers and head of units, for regular update on project's implementation - each PP to provide at least 1 update for the website; social networks campaign continues - NL 2 issued; each PP contributes with regional info - Exchange and networking via INTERREG Policy learning platform proceeds - Partners to present the project in external events (at least 3 per PP for the whole PHASE 1) - 1 press release issued per PP	626 / 1,500 characters
c) Project management	Each PP manage activities implementation at local level. LP is in constant touch with actions' leaders, to monitor implementation and plan next activities. PMG 3 is hosted by P4, Month 2 of the semester. Issues: share study visits feedbacks/check visits' reports preparation; plan transfer workshops; update on communication tasks. 1 Progress report is delivered by the LP, all PPs contribute to preparation.	411 / 1,500 characters
Main Outputs	Exchange of experience:	

9 Study visits on field implemented (3 for each partner)
9 Study Visit reports
5 Transfer Workshops implemented
5 reports per transfer workshop realised
7 Local Stakeholders groups meetings (at least 1/PP)
1 online exchange platform launched

Communication and dissemination:
1 press release issued/PP
1 Newsletter issued
7 meetings with key decision makers/Heads of units (1 per partner)
1 Website updated
Social network campaign continued
Presentations of the project at external events (at least 3 per PP for the whole PHASE 1)
Networking with the policy learning platform

Project management:
1 Project meeting realised
1 progress report submitted

693 / 1,000 characters

Semester 4

a) Exchange of experience

The objective for this SEM4 is to capitalize exchange of experience activities and start working at Action Plan preparation

TRANSFER WORKSHOPS Transfer workshop continues according to the plan established in SEM3, and ends in month 4 of the semester. P5 coordinates and monitor Transfer workshops implementation and support PPs in preparing workshops' reports.

LOCAL TRAINING Objective: to provide knowledge and insights of the challenges and opportunities from internationalization on regional systems for local stakeholders and local authorities' representatives leading on economic development and international policies. 1 training session organized per PP – only for partners who wish to organize this, adapted to each local context and need) and addressed to the local stakeholders group to provide key skills/fill knowledge gaps and information on how to properly implement at regional level the GPs selected for adoption. Training starts in month 4 of this SEM and ends in next semester.

ANALYSIS OF INTERNATIONALISATION ENABLING FACTORS
Objective: to provide policy makers, city planners and key gatekeepers within regional economic systems with the main findings on how to successfully embed internationalization activities within regional systems supporting SMEs. This analysis is intended as a decision-support tool for policy makers, planners and economic delivery agencies. P5-Action leader is responsible for the preparation of this analysis, PPs' contribution is essential. The analysis will be concluded in next SEM, resulting in policy guidelines. The analysis starts in month 4 of this SEM4.

LOCAL STAKEHOLDERS GROUP Local stakeholders groups meet (at least 1 meeting of each LSGs) and each PP guarantees proper update of the LSG on exchange of experience events. Local training is addressed to the LSG, that entirely take part. LSG has all elements to start discussion on Action Plan definition (vision, objectives, interventions to be implemented and ways of implementation).

2,005 / 3,000 characters

b) Communication and dissemination

P6 - Action Leader coordinates all the activities, LP supervises, PPs contribute by implementing communication actions at local level and via own networks.

Activities:
- 1 meeting/PP with key decision makers and head of units, for regular update on project's implementation
- each PP to provide at least 1 update for the website; social networks campaign continues
- Exchange and networking via INTERREG Policy learning platform proceeds
- Partners to present the project in external events (at least 3 per PP for the whole PHASE 1)
- 1 press release issued per PP

571 / 1,500 characters

c) Project management

Each PP manage activities implementation at local level. LP is in constant touch with actions' leaders, to monitor implementation and plan next activities.
PMG 4 is hosted by P2, Month 2 of the semester. Issues: update on transfer workshop implementation; programming analysis if internationalisation enabling factors; update from PPs on local training organisation; update on communication tasks.
1 Progress report is delivered by the LP, all PPs contribute to preparation.

479 / 1,500 characters

Main Outputs

Exchange of experience
9 Transfer Workshops implemented
9 reports per transfer workshop realised
5 local trainings
7 Local Stakeholders groups meetings (at least 1/PP)

Communication and dissemination:
1 press release issued/PP
7 meetings with key decision makers/Heads of units (1 per partner)
1 Website updated
Social network campaign continued
Presentations of the project at external events (at least 3 per PP for the whole PHASE 1)
Networking with the policy learning platform

Project management :
1 Project meeting realised
1 progress report submitted

574 / 1,000 characters

Semester 5

a) Exchange of experience

SEM5 is focused on the preparation of Action Plans
ANALYSIS OF INTERNATIONALISATION ENABLING FACTORS
Analysis is finalized by Action leader, and Policy guidelines on internationalization of regions' policies are produced. These guidelines are a tool illustrating the added value regions represent in the internationalization of SMEs; they are intended as a tool to support decision making. The Analysis will be concluded in Month 2 of this SEM5

ACTION PLANS PREPARATION
LSG meets regularly to prepare Action Plan. On the base of the knowledge acquired and of confrontation performed with LSG, each PP prepares concept notes of the intervention to be realised as improvement of policy instruments addressed. These concepts are shared with relevant policy makers to reach political acceptance. Exchanged of information among PPs on concept notes preparation proceeds via the Online exchange platform.

INTERNATIONAL EXCHANGE SEMINAR
1 International exchange seminar is foreseen in Reggio Emilia (together with PMG5) to share, among PPs, concepts notes setting interventions identified by each region. All PPs participate, the seminar is targeted to technicians, stakeholders from LSG and policy makers. The idea is to have the PPs sharing their plans in a plenary sessions, and, beside this, to have mentoring meetings with key experts on internationalization coming from inside and outside EU. This seminar will be realized before the approval of the local action plan, so as to provide the opportunity to fine tune Actions plans

Local trainings continue.

1,564 / 3,000 characters

b) Communication and dissemination

P6 - Action Leader coordinates all the activities, LP supervises, PPs contribute by implementing communication actions at local level and via own networks.

- Activities:
- production of project's posters for the international exchange seminar
 - promotion, visibility and dissemination of the international exchange seminar to disseminate contents at local, national and international level.
 - NL 3 issued
 - 1 meeting/PP with key decision makers and head of units, for regular update on project's implementation
 - each PP to provide at least 1 update for the website; social networks campaign continues
 - Exchange and networking via INTERREG Policy learning platform proceeds
 - Partners to present the project in external events (at least 3 per PP for the whole PHASE 1)
 - 1 press release issued per PP

809 / 1,500 characters

c) Project management

Each PP manage activities implementation at local level. LP is in constant touch with actions' leaders, to monitor implementation and plan next activities. PMG 5 is hosted by LP, Month 2 of the semester, held together with the international exchange seminar. Issues: discussion on Action Plan preparation from each PP; update on communication tasks. 1 Progress report is delivered by the LP, all PPs contribute to preparation.

428 / 1,500 characters

Main Outputs

- Exchange of experience:
- 1 Draft analysis of internationalisation enabling factors
 - 1 International Exchange seminar
 - 2 local trainings
 - 7 Local Stakeholders groups meetings (at least 1/PP)
 - 7 concept notes on local action plans prepared
- Communication and dissemination:
- 1 newsletter issued
 - 7 Project posters issued
 - 1 press release issued/PP
 - 7 meetings with key decision makers/Heads of units (1 per partner)
 - 1 Website updated
 - Social network campaign continued
 - Presentations of the project at external events (at least 3 per PP for the whole PHASE 1)
 - Networking with the policy learning platform
- Project management :
- 1 Project meeting realised
 - 1 progress report submitted

686 / 1,000 characters

Semester 6

a) Exchange of experience

- ACTION PLANS**
- Objective for this Semester is to finalise and adopt Action Plans (1 Plan per policy instrument addressed). Buffer period is foreseen in the WPrkplan in case negotiation at local level requires more time than expected.
- 1 local stakeholder group meeting in each partner.
- An International Exchange Seminar will be organized, in order to review all the work implemented and support the definition of the Regional Action Plans, identifying points of strenghts and weakness, etc.
- POLICY GUIDELINES**
- In order to collect recommendations about policies, experiences and actions for internationalization of territories final policy guidelines will be produced in EN (each PP to translate in own language if desired), on the base of the analysis of enabling factors performed in previous semesters. The guidelines will collect suggestions and comments about roles of local authorities and stakeholders, approaches to be developed, tools to be implement, highlighting strength and weakness, providing guidelines and working lines. Policy guidelines will address local authorities but it will be also a key tool for LSGs.

1,127 / 3,000 characters

b) Communication and dissemination

P6 - Action Leader coordinates all the activities, LP supervises, PPs contribute by implementing communication actions at local level and via own networks.

- Activities:
- 1 regional conference realised in each region by each PP to present Action Plans
 - NL 4 issued
 - 1 meeting/PP with key decision makers and head of units, for regular update on project's implementation
 - each PP to provide at least 1 update for the website; social networks campaign continues
 - Exchange and networking via INTERREG Policy learning platform proceeds
 - Partners to present the project in external events (at least 3 per PP for the whole PHASE 1)
 - 1 press release issued per PP

670 / 1,500 characters

c) Project management

Each PP manage activities implementation at local level. LP is in constant touch with actions' leaders, to monitor implementation and plan next activities. PMG 6 is hosted by GAPR, Month 2 of the semester. Issues: discussion on Action Plan finalisation; sharing of policy guidelines; update on communication tasks; final report preparation. 1 Progress report is delivered by the LP, all PPs contribute to preparation.

419 / 1,500 characters

Main Outputs

- Exchange of experience
- 1 international exchange seminar
 - 7 Local action plans adopted.
 - 1 Policy guidelines
 - 7 Local Stakeholders groups meetings (at least 1/PP)
- Communication and dissemination:
- 7 regional conferences (1 per partner)
 - 1 newsletter issued
 - 1 press release issued/PP
 - 7 meetings with key decision makers/Heads of units (1 per partner)
 - 1 Website updated
 - Social network campaign continued
 - Presentations of the project at external events (at least 3 per PP for the whole PHASE 1)
 - Networking with the policy learning platform
- Project management :
- 1 Project meeting realised
 - 1 progress report submitted

625 / 1,000 characters

D.2 PHASE 2 - Detailed work plan per period

Semester 7	
a) Action plan implementation follow-up	Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised.
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.
c) Project management	The lead partner prepares the progress report for the joint secretariat.
Main Outputs	Website updates 1 progress report
Semester 8	
a) Action plan implementation follow-up	Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions. All partners meet to learn from each other by exchanging on the success and difficulties met in the implementation of their action plan.
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.
c) Project management	
Main Outputs	1 project meeting Website updates
Semester 9	
a) Action plan implementation follow-up	Each partner continues monitoring the action plan implementation and is in regular contact with the stakeholders and beneficiaries of the different actions.
b) Communication and dissemination	The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The project website is updated accordingly.
c) Project management	The lead partner prepares the progress report for the joint secretariat.
Main Outputs	1 high-level political dissemination event Website updates 1 annual progress report
Semester 10	
a) Action plan implementation follow-up	Each partner finalises the monitoring of the action plan implementation. Each partner discusses the results of this implementation with the relevant regional stakeholders and beneficiaries. All partners meet to exchange and draw conclusions on the two years of action plan implementation.
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.
c) Project management	Each partner summarises the level of achievement of its action plan. The lead partner compiles the information and prepares the last progress report (final report) for the joint secretariat.
Main Outputs	1 project meeting Website updates 1 annual progress report 1 final project report

PART E – Project budget

E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Revenues	Total partner budget
1. Municipality of Reggio Emilia	15,000	208,514	31,277	20,984	154,132	0	0	429,907
2. Valencia Entrepreneurship and Competitiveness Institute	0	79,028	11,854	22,586	28,287	0	0	141,755
3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	0	46,575	6,986	30,450	28,300	0	0	112,311
4. WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	0	33,201	4,980	28,050	22,800	0	0	89,031
5. Wakefield Metropolitan District Council	0	120,159	18,023	22,971	53,857	0	0	215,010
6. Municipality of Gävle	0	148,579	22,286	22,550	72,560	0	0	265,975
7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	0	102,868	15,430	18,251	26,036	0	0	162,585
	1.06 %	52.16 %	7.82 %	11.71 %	27.25 %	0.00 %	0.00 %	
Total	15,000	738,924	110,836	165,842	385,972	0	0	1,416,574

Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended?

No

E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount	
1	Project and/or financial and/or communication management	Part-time external support for project/financial management: preparation of partner reports, budget monitoring and management, monitoring of activities implementation 166 / 500 characters	1. Municipality of Reggio Emilia	64,860	
2	FLC costs	FLC costs for phase 1 and phase 2 (8 checks) 44 / 500 characters	1. Municipality of Reggio Emilia	5,800	
3	Meeting costs: partner meeting	Costs for hosting: 3 PMGs, 2 in phase 1 and 1 in phase 2 (rent room, catering) - 2 people/PP, total of 14 people/meeting; 2 study visits (catering, bus transfer, room rent, interpretation...) - 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives) ; 2 transfer workshops (rent room, meals, interpretation) - 10 participants per group/ partner; 1 international exchange seminar - 30 participants (2 representatives/PP + 5 from LP + LSG + Keynote speakers) 495 / 500 characters	1. Municipality of Reggio Emilia	18,300	
4	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per 3 study visits. - Transfer workshops: 1 stakeholder participating as expert to each transfer workshop 150 / 500 characters	1. Municipality of Reggio Emilia	4,872	
5	Meeting costs: stakeholder group	Organisation of LSG meetings (catering, room, transports); at least 3 meetings. - about 10 participants per group per partner 126 / 500 characters	1. Municipality of Reggio Emilia	2,100	
6	Meeting costs: stakeholder group	Technical support for local cooperation with stakeholders: support in identifying and analysing local needs, defining and implementing local cooperation strategies, facilitation of LSG meetings and meetings organisation/secretariat. 234 / 500 characters	1. Municipality of Reggio Emilia	10,800	
7	Meeting costs: stakeholder group	Hosting costs for 1 training (catering, room and interpretation) - about 10 participants 88 / 500 characters	1. Municipality of Reggio Emilia	1,400	
8	External support for the exchange of experience process, in particular the development of the regional action plan	Technical support for Regional Action Plan preparation 54 / 500 characters	1. Municipality of Reggio Emilia	3,000	

N°	Type of costs	Description	Contracting partner	Amount	
9	External support for the exchange of experience process, in particular the development of the regional action plan	External technical support to design and implement a web-based On-line platform for the exchange of experiences between partners (used by all PPs to collect information on internationalization levels in each region) 204 / 500 characters	1. Municipality of Reggio Emilia	20,000	
10	Meeting costs: dissemination event	Interregional opening seminar organization: rent room, costs for key note speakers (of which 1 from outside EU), interpreting and catering - 30 participants (2 representatives/PP + 5 from LP + LSG + Keynote speakers) 216 / 500 characters	1. Municipality of Reggio Emilia	6,000	
11	Meeting costs: dissemination event	1 regional conference organization: rent room, communication, secretariat - 1 conference/PP, 25 participants/conference 119 / 500 characters	1. Municipality of Reggio Emilia	1,000	
12	Publication and dissemination costs	Translation costs for dissemination/information materials 57 / 500 characters	1. Municipality of Reggio Emilia	1,000	
13	Meeting costs: dissemination event	Final Conference organisation (secretariat, room rent, catering, communication, speakers interpretation...) - 100 participants (4+3 participants/PP (STAFF+STAKEHOLDERS)+ LP's LSG + 2-3 key note speakers + general public/press. 224 / 500 characters	1. Municipality of Reggio Emilia	15,000	
14	FLC costs	FLC costs for phase 1 and phase 2 (8 checks) 44 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	5,000	
15	Meeting costs: partner meeting	Hosting 1 project meeting ((rent room, catering) - 2 people/PP, total of 14 people/meeting; hosting 2 study visits (catering, bus transfer, room rent, interpretation...). - about 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); Hosting costs for 2 transfer workshops (rent room, meals, interpretation) - about 15 participants/PP (exporter PP+importer PP+LSG) 405 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	8,200	
16	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per study visit. - Transfer workshops: 1 stakeholder participating as expert to each transfer workshop International exchange seminar: - 2 stakeholders participating Project's final event: 3 stakeholders participating 262 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	7,087	
17	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	2,100	
18	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 69 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	1,400	
19	Meeting costs: dissemination event	1 regional conference organization: rent room, communication, secretariat - 1 conference/PP, 25 participants/conference 119 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	3,000	
20	Publication and dissemination costs	Translation costs for dissemination/information materials 57 / 500 characters	2. Valencia Entrepreneurship and Competitiveness Institute	1,500	
21	Meeting costs: partner meeting	hosting 1 project meeting in SEM 8 – Phase 2 (catering, room rent...); hosting 2 study visits (catering, bus transfer, room rent, interpretation...). - about 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); Hosting costs for 2 transfer workshops (rent room, meals, interpretation) - about 15 participants/PP (exporter PP+importer PP+LSG) 384 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	8,000	
22	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per study visit. - International exchange seminar: 1 stakeholder participating - Project's final event: 3 stakeholders participating 177 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	8,700	
23	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	1,800	
24	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 69 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	1,300	
25	External support for the exchange of experience process, in particular the development of the regional action plan	Technical support for Regional Action Plan preparation 54 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	6,000	
26	Meeting costs: dissemination event	Organisation of 1 regional conference (semester 6) 50 / 500 characters	3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	2,500	

N°	Type of costs	Description	Contracting partner	Amount	
27	Meeting costs: partner meeting	Hosting 1 Project meeting in SEM3 – Phase 1. Catering room rent..."; hosting 2 study visits (catering, bus transfer, room rent, interpretation...) - about 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); Hosting costs for 2 transfer workshops (rent room, meals, interpretation) - about 15 participants/PP (exporter PP+importer PP+LSG) 379 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	8,000	
28	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per study visit. - International exchange seminar: 1 stakeholder participating - Project's final event: 3 stakeholders participating 177 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	7,700	
29	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	1,800	
30	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 69 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	1,300	
31	Meeting costs: dissemination event	Organisation of 1 regional conferences (phase 1) 48 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	2,500	
32	Publication and dissemination costs	Translation costs for dissemination/information materials 57 / 500 characters	4. WIELKOPOLSKA REGION with the seat of the MARSHAL OF FICE OF THE WIELKOPOLSKA REGION IN POZNAN"	1,500	
33	FLC costs	FLC costs for phase 1 and phase 2 (8 checks) 44 / 500 characters	5. Wakefield Metropolitan District Council	7,400	
34	Meeting costs: partner meeting	Costs for hosting: 1 PMG (catering, room rent...) - 2 people/PP, 14 people/meeting; 1 interregional workshop to share GPs collected - 25 participants (3 people/PP + Hosting partner and LSG's representatives); 2 study visits (catering, bus transfer, room rent, interpretation...). - 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); 2 transfer workshops (rent room, meals, interpretation) - 15 participants/PP (exporter PP+importer PP+LSG) 485 / 500 characters	5. Wakefield Metropolitan District Council	11,800	
35	External support for the exchange of experience process, in particular the development of the regional action plan	The coordination of exchange of experience action inclusive of baseline assessment and evidence and the development of toolkit approaches to ensure actual exchanges have a good fit to local conditions. 201 / 500 characters	5. Wakefield Metropolitan District Council	15,000	
36	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per study visit. - Transfer workshops: 1 stakeholder participating as expert to each transfer workshop - International exchange seminar: 2 stakeholders participating - Project's final event: 3 stakeholders participating 265 / 500 characters	5. Wakefield Metropolitan District Council	7,657	
37	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	5. Wakefield Metropolitan District Council	2,400	
38	External support for the exchange of experience process, in particular the development of the regional action plan	external technical support to prepare and editing the Policy Guidelines 71 / 500 characters	5. Wakefield Metropolitan District Council	5,000	
39	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 69 / 500 characters	5. Wakefield Metropolitan District Council	1,600	
40	Meeting costs: dissemination event	1 regional conference organization: rent room, communication, secretariat (semester 6) 87 / 500 characters	5. Wakefield Metropolitan District Council	3,000	
41	Project and/or financial and/or communication management	External support in project management 38 / 500 characters	6. Municipality of Gävle	7,700	
42	Meeting costs: partner meeting	Hosting 1 Project Meeting (catering, room rent) - 2 people/PP, total of 14 people/meeting; hosting 2 study visits (catering, bus transfer, room rent, interpretation...). - about 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); Hosting costs for 2 transfer workshops (rent room, meals, interpretation) - about 15 participants/PP (exporter PP+importer PP+LSG) 404 / 500 characters	6. Municipality of Gävle	9,300	

N°	Type of costs	Description	Contracting partner	Amount	
43	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Interregional workshop in Wakefield: 1 representative from LSG participating - Study visits: 4 representatives from LSG per study visit - Transfer workshops: 1 stakeholder participating as expert to each transfer workshop - International exchange seminar: 2 stakeholders participating - Project's final event: 4 stakeholders participating 344 / 500 characters	6. Municipality of Gävle	18,700	
44	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	6. Municipality of Gävle	2,400	
45	External support for the exchange of experience process, in particular the development of the regional action plan	External technical support to gather statistics and analysis of data related to local economic trends/businesses, to support the local/regional cooperation for policy improvement and to assist in developing the action plan. 223 / 500 characters	6. Municipality of Gävle	19,360	
46	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 69 / 500 characters	6. Municipality of Gävle	1,600	
47	Publication and dissemination costs	Printing of project brochures, project's posters, roll-up and hand-outs to be used during interregional events and local events. 128 / 500 characters	6. Municipality of Gävle	5,000	
48	Publication and dissemination costs	Support to define, implement and monitor social network campaign 64 / 500 characters	6. Municipality of Gävle	4,000	
49	Meeting costs: dissemination event	1 regional conference organization: rent room, communication, secretariat (semester 6) 86 / 500 characters	6. Municipality of Gävle	3,000	
50	Publication and dissemination costs	Translation costs for dissemination/information materials 57 / 500 characters	6. Municipality of Gävle	1,500	
51	Meeting costs: partner meeting	hosting 2 study visits (catering, bus transfer, room rent, interpretation...) - about 15 participants/visit (visiting PP's representatives + hosting PP's and LSG's representatives); Hosting costs for 2 transfer workshops (rent room, meals, interpretation) - about 15 participants/PP (exporter PP+importer PP+LSG), 312 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	7,200	
52	Travel & accommodation costs: members of the stakeholder groups and other external bodies	- Study visits: 3 representatives from LSG per study visit. - Transfer workshops: 1 stakeholder participating as expert to each transfer workshop - International exchange seminar: 2 stakeholders participating - Project's final event: 3 stakeholders participating 265 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	5,936	
53	Meeting costs: stakeholder group	Organising and delivery at least 3 LSG's local meetings - about 10 participants per meeting 91 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	1,500	
54	Meeting costs: stakeholder group	Hosting costs for 1 training (room, catering) - about 10 participants 70 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	1,400	
55	Meeting costs: dissemination event	1 regional conference organization: rent room, communication, secretariat (semester 6) 86 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	3,000	
56	FLC costs	FLC costs for phase 1 and phase 2 (8 checks) 44 / 500 characters	7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	7,000	
Total				385,972.00	

E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount	
Total				0.00	

E.4 Budget breakdown per source of funding and partner

			Programme funds			Partner contribution		
Partner	Country	TOTAL	ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution

1. Municipality of Reggio Emilia	 IT	429,907.00	365,420.95	85.00 %	0.00	64,486.05	0.00	64,486.05
2. Valencia Entrepreneurship and Competitiveness Institute	 ES	141,755.00	120,491.75	85.00 %	0.00	21,263.25	0.00	21,263.25
3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	 PL	112,311.00	95,464.35	85.00 %	0.00	16,846.65	0.00	16,846.65
4. WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	 PL	89,031.00	75,676.35	85.00 %	0.00	13,354.65	0.00	13,354.65
5. Wakefield Metropolitan District Council	 UK	215,010.00	182,758.50	85.00 %	0.00	32,251.50	0.00	32,251.50
6. Municipality of Gävle	 SE	265,975.00	226,078.75	85.00 %	0.00	39,896.25	0.00	39,896.25
7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	 IT	162,585.00	138,197.25	85.00 %	0.00	24,387.75	0.00	24,387.75
Total		1,416,574.00	1,204,087.90		0.00	212,486.10	0.00	212,486.10

E.5 Spending plan

Phase 1							
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
1. Municipality of Reggio Emilia	15,000	76,758	56,012	53,938	56,012	47,714	72,609
2. Valencia Entrepreneurship and Competitiveness Institute	0	26,225	19,137	18,428	19,137	16,302	24,807
3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	0	20,778	15,162	14,600	15,162	12,916	19,654
4. WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	0	16,471	12,019	11,574	12,019	10,239	15,580
5. Wakefield Metropolitan District Council	0	39,777	29,026	27,951	29,026	24,726	37,627
6. Municipality of Gävle	0	49,205	35,907	34,577	35,907	30,587	46,546
7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	0	30,078	21,949	21,136	21,949	18,697	28,452
Total	15,000.00	259,292.00	189,212.00	182,204.00	189,212.00	161,181.00	245,275.00
% of Total (programme financed partners only)	1.06 %	18.30 %	13.36 %	12.86 %	13.36 %	11.38 %	17.31 %

Phase 2					
Partner	Semester 7	Semester 8	Semester 9	Semester 10	Total
1. Municipality of Reggio Emilia	14,522	10,373	8,298	18,671	429,907.00
2. Valencia Entrepreneurship and Competitiveness Institute	4,961	3,544	2,835	6,379	141,755.00
3. Upper Silesian Agency for Entrepreneurship and Development Ltd.	3,931	2,808	2,246	5,054	112,311.00
4. WIELKOPOLSKA REGION with the seat of the MARSHAL OFFICE OF THE WIELKOPOLSKA REGION IN POZNAN"	3,116	2,226	1,781	4,006	89,031.00
5. Wakefield Metropolitan District Council	7,527	5,375	4,300	9,675	215,010.00
6. Municipality of Gävle	9,308	6,649	5,320	11,969	265,975.00
7. ERVET - Emilia-Romagna Economic Development Agency L.t.d.	5,691	4,065	3,252	7,316	162,585.00
Total	49,056.00	35,040.00	28,032.00	63,070.00	1,416,574.00
% of Total (programme financed partners only)	3.46 %	2.47 %	1.98 %	4.45 %	100.00 %