

PART A – Project summary

A.1 Project identification

Project title	<input type="text" value="Building Regional Resilience to Industrial Structural Change"/>			<small>60 / 300 characters</small>
Project acronym	<input type="text" value="FOUNDATION"/>			<small>10 / 22 characters</small>
Name of the lead partner organisation in English	<input type="text" value="Cork Institute of Technology"/>			
Specific objective	<input type="text" value="2.1. Improving SMEs competitiveness policies"/>			
Project duration	Phase 1 Duration	<input type="text" value="36 Months"/>	Project start date	<input type="text" value="01/08/2019"/>
	Phase 2 Duration	<input type="text" value="12 Month"/>		
	Total No. months	<input type="text" value="48"/>		

A.2 Project abstract

Across Europe, public bodies are pressed by an increasing need to provide preparatory support to the economic ecosystem in advance of the closure of anchor firms in their region which act as significant employers. The impacts of a closure of course go beyond direct employees and ripple, wave like throughout the regional services sector and economy. Management of such anticipated structural change requires proactive renewal of business approaches and policy supports. Regions are encouraged to introduce pilot projects based on their own strengths and to provide appropriate business supports for the re-alignment of the regional industrial base. This proactive approach by regional stakeholders is critical to building the resilience of these regions and enabling them to adapt to change.

The importance of SMEs and start-ups to the regional economy is widely recognised in terms of the provision of employment, contribution to GDP, driving innovation and supporting regional resilience. It is imperative that the relevant regional stakeholders keep informed, inspired and equipped to provide the appropriate SME and start-up supports, particularly in regions anticipating structural change.










The development of this collaborative Interreg Europe project linking partners across borders will seek to develop a Framework and Roadmap for Anticipated Structural Change under Priority Axis 2. It is imperative that industry players, business support organisations and policy makers understand how their ecosystems work and when faced with shocks (firm closures) to collaboratively develop alternative growth and employment through supportive policies and programmes to boost SME competitiveness.

1,697 / 2,000 characters

A.3 Project budget summary

Programme Funding		Partner Contributions				Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	<input type="text" value="1,565,014.80"/>	<input type="text" value="84.10 %"/>	<input type="text" value="253,926.45"/>	<input type="text" value="42,032.75"/>	<input type="text" value="295,959.20"/>	Total eligible to ERDF	<input type="text" value="1,860,974.00"/>
Norway	<input type="text" value="0.00"/>	<input type="text" value="0.00 %"/>	<input type="text" value="0.00"/>	<input type="text" value="0.00"/>	<input type="text" value="0.00"/>	Total Norway	<input type="text" value="0.00"/>
INTERREG Europe	<input type="text" value="1,565,014.80"/>	<input type="text" value="84.10 %"/>	<input type="text" value="253,926.45"/>	<input type="text" value="42,032.75"/>	<input type="text" value="295,959.20"/>	Total INTERREG Europe	<input type="text" value="1,860,974.00"/>
						Other Funding	<input type="text" value="0.00"/>
						Grand Total	<input type="text" value="1,860,974.00"/>

A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	Cork Institute of Technology	 IE	420,125.25	74,139.75	494,265.00
2-PP	Oldham Council	 UK	174,785.50	30,844.50	205,630.00
3-PP	University of Oulu	 FI	167,875.00	29,625.00	197,500.00
4-PP	Lithuanian Innovation Center	 LT	120,221.45	21,215.55	141,437.00
5-PP	Rzeszow Regional Development Agency	 PL	132,572.80	23,395.20	155,968.00
6-PP	Pannon Business Network Association	 HU	131,601.25	23,223.75	154,825.00
7-PP	Municipality of Reggio Emilia	 IT	134,883.95	23,803.05	158,687.00
8-PP	Business Innovation Center of Cartagena (CEEIC)	 ES	126,098.25	42,032.75	168,131.00
9-PP	Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	 AT	156,851.35	27,679.65	184,531.00

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	<input type="text" value="Lead partner"/>		
Name of organisation in original language	<input type="text" value="Cork Institute of Technology"/>		
	28 / 200 characters		
Name of organisation in English	<input type="text" value="Cork Institute of Technology"/>		
	28 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="School of Business"/>		
	18 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Education and research institution"/>
Address	<input type="text" value="Rossa Avenue, Bishopstown"/>		
	26 / 200 characters		
Town	<input type="text" value="Cork"/>	Postal code	<input type="text" value="T12 P928"/>
	4 / 200 characters		8 / 200 characters
Country	<input type="text" value="Ireland (IRELAND)"/>		
NUTS 1 level	<input type="text" value="IRELAND"/>		
NUTS 2 level	<input type="text" value="Southern and Eastern"/>		
NUTS 3 level	<input type="text" value="South-West (IE)"/>		
Legal representative	<input type="text" value="Orla Flynn, Vice President External Affairs"/>		
	44 / 200 characters		
Contact person 1	<input type="text" value="John Hobbs"/>		
	10 / 200 characters		
Phone office	<input type="text" value="+353 21 433 5149"/>	Mobile (optional)	<input type="text" value="+353 86 809 1294"/>
	16 / 200 characters		16 / 200 characters
Email	<input type="text" value="john.hobbs@cit.ie"/>	Website (optional)	<input type="text" value="www.cit.ie"/>
	17 / 200 characters		10 / 200 characters
Contact person 2 (optional)	<input type="text" value="Eileen Crowley"/>		
	14 / 200 characters		
Phone (optional)	<input type="text" value="+353 87 125 4585"/>	Email (optional)	<input type="text" value="eileen.crowley@cit.ie"/>
	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)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 2

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Oldham Council"/>		
	14 / 200 characters		
Name of organisation in English	<input type="text" value="Oldham Council"/>		
	14 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Corporate and Commercial Services"/>		
	33 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Local public authority"/>
Address	<input type="text" value="Civic Centre, West Street"/>		
	25 / 200 characters		
Town	<input type="text" value="Oldham"/>	Postal code	<input type="text" value="OL11UT"/>
	6 / 200 characters		6 / 200 characters
Country	<input type="text" value="United Kingdom (UNITED KINGDOM)"/>		
NUTS 1 level	<input type="text" value="NORTH WEST (ENGLAND)"/>		
NUTS 2 level	<input type="text" value="Greater Manchester"/>		
NUTS 3 level	<input type="text" value="Greater Manchester North East"/>		
Legal representative	<input type="text" value="David Catherall"/>		
	15 / 200 characters		
Contact person 1	<input type="text" value="David Catherall"/>		
	15 / 200 characters		
Phone office	<input type="text" value="+44 161 770 5165"/>	Mobile (optional)	<input type="text"/>
	16 / 200 characters		0 / 200 characters
Email	<input type="text" value="dave.catherall@oldham.gov.uk"/>	Website (optional)	<input type="text" value="www.oldham.gov.uk"/>
	28 / 200 characters		17 / 200 characters
Contact person 2 (optional)	<input type="text" value="Louise Slater"/>		
	13 / 200 characters		
Phone (optional)	<input type="text" value="+44 161 770 3000"/>	Email (optional)	<input type="text" value="louise.slater@oldham.gov.uk"/>
	16 / 200 characters		27 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 3

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Oulun yliopisto"/>		
	15 / 200 characters		
Name of organisation in English	<input type="text" value="University of Oulu"/>		
	18 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Kerttu Saalasti Institute"/>		
	25 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Education and research institution"/>
Address	<input type="text" value="Pajatie 5"/>		
	9 / 200 characters		
Town	<input type="text" value="Nivala"/>	Postal code	<input type="text" value="85500"/>
	6 / 200 characters		5 / 200 characters
Country	<input type="text" value="Finland (SUOMI / FINLAND)"/>		
NUTS 1 level	<input type="text" value="MANNER-SUOMI"/>		
NUTS 2 level	<input type="text" value="Pohjois- ja Itä-Suomi"/>		
NUTS 3 level	<input type="text" value="Pohjois-Pohjanmaa"/>		
Legal representative	<input type="text" value="Eija-Riitta Niinikoski, Development Manager, Acting Director"/>		
	60 / 200 characters		
Contact person 1	<input type="text" value="Matti Muhos"/>		
	11 / 200 characters		
Phone office	<input type="text" value="+358 400 407 590"/>	Mobile (optional)	<input type="text" value="+358 400 407 590"/>
	16 / 200 characters		16 / 200 characters
Email	<input type="text" value="matti.muhos@oulu.fi"/>	Website (optional)	<input type="text" value="http://www.oulu.fi/ksi-eng/node/44052"/>
	19 / 200 characters		37 / 200 characters
Contact person 2 (optional)	<input type="text" value="Katariina Ala-Rämi"/>		
	18 / 200 characters		
Phone (optional)	<input type="text" value="+358 503 509 471"/>	Email (optional)	<input type="text" value="Katariina.ala-rami@oulu.fi"/>
	16 / 200 characters		26 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 4

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Lietuvos Inovacijų Centras"/>		
	26 / 200 characters		
Name of organisation in English	<input type="text" value="Lithuanian Innovation Center"/>		
	28 / 200 characters		
Department/unit/division (if applicable)	<input type="text"/>		
	0 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Business support organisation"/>
Address	<input type="text" value="Mokslininku str. 6A"/>		
	19 / 200 characters		
Town	<input type="text" value="Vilnius"/>	Postal code	<input type="text" value="LT-08412"/>
	7 / 200 characters		8 / 200 characters
Country	<input type="text" value="Lithuania (LIETUVA)"/>		
NUTS 1 level	<input type="text" value="LIETUVA"/>		
NUTS 2 level	<input type="text" value="Lietuva"/>		
NUTS 3 level	<input type="text" value="Vilniaus apskritis"/>		
Legal representative	<input type="text" value="Mantas Vilys"/>		
	12 / 200 characters		
Contact person 1	<input type="text" value="Justė Rakštytė-Hoimian"/>		
	22 / 200 characters		
Phone office	<input type="text" value="+370 694 398 86"/>	Mobile (optional)	<input type="text" value="+370 694 398 86"/>
	15 / 200 characters		15 / 200 characters
Email	<input type="text" value="j.rakstyte@lic.lt"/>	Website (optional)	<input type="text" value="www.lic.lt"/>
	17 / 200 characters		10 / 200 characters
Contact person 2 (optional)	<input type="text" value="Mantas Vilys"/>		
	12 / 200 characters		
Phone (optional)	<input type="text" value="+370 686 50156"/>	Email (optional)	<input type="text" value="m.vilys@lic.lt"/>
	14 / 200 characters		14 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 5

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Rzeszowska Agencja Rozwoju Regionalnego S.A."/>		
	44 / 200 characters		
Name of organisation in English	<input type="text" value="Rzeszow Regional Development Agency"/>		
	36 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Regional Projects and International Development Center"/>		
	54 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Agency (different from business support organis"/>
Address	<input type="text" value="Szopena Street 51"/>		
	17 / 200 characters		
Town	<input type="text" value="Rzeszow"/>	Postal code	<input type="text" value="35-959"/>
	7 / 200 characters		7 / 200 characters
Country	<input type="text" value="Poland (POLSKA)"/>		
NUTS 1 level	<input type="text" value="REGION WSCHODNI"/>		
NUTS 2 level	<input type="text" value="Podkarpackie"/>		
NUTS 3 level	<input type="text" value="Rzeszowski"/>		
Legal representative	<input type="text" value="Mariusz Bednarz"/>		
	16 / 200 characters		
Contact person 1	<input type="text" value="Marek Duda"/>		
	10 / 200 characters		
Phone office	<input type="text" value="+48 17 8676215"/>	Mobile (optional)	<input type="text"/>
	14 / 200 characters		0 / 200 characters
Email	<input type="text" value="mduda@rarr.rzeszow.pl"/>	Website (optional)	<input type="text" value="www.rarr.rzeszow.pl"/>
	21 / 200 characters		19 / 200 characters
Contact person 2 (optional)	<input type="text" value="Agata Ziemiakowicz"/>		
	18 / 200 characters		
Phone (optional)	<input type="text" value="+48 17 8676214"/>	Email (optional)	<input type="text" value="aziemiakowicz@rarr.rzeszow.pl"/>
	14 / 200 characters		29 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 6

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Pannon Gazdasági Hálózat Egyesület"/>		
	34 / 200 characters		
Name of organisation in English	<input type="text" value="Pannon Business Network Association"/>		
	35 / 200 characters		
Department/unit/division (if applicable)	<input type="text"/>		
	0 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Business support organisation"/>
Address	<input type="text" value="Gesztenyefa u. 4."/>		
	17 / 200 characters		
Town	<input type="text" value="Gyor"/>	Postal code	<input type="text" value="9027"/>
	4 / 200 characters		4 / 200 characters
Country	<input type="text" value="Hungary (MAGYARORSZÁG)"/>		
NUTS 1 level	<input type="text" value="DUNÁNTÚL"/>		
NUTS 2 level	<input type="text" value="Nyugat-Dunántúl"/>		
NUTS 3 level	<input type="text" value="Győr-Moson-Sopron"/>		
Legal representative	<input type="text" value="Géza Éder"/>		
	9 / 200 characters		
Contact person 1	<input type="text" value="Mátyás Lazáry"/>		
	13 / 200 characters		
Phone office	<input type="text" value="+36 96 506 935"/>	Mobile (optional)	<input type="text" value="+36 30 6861380"/>
	14 / 200 characters		14 / 200 characters
Email	<input type="text" value="lazary@pbn.hu"/>	Website (optional)	<input type="text" value="www.pbn.hu"/>
	13 / 200 characters		10 / 200 characters
Contact person 2 (optional)	<input type="text" value="Robert Nemeth"/>		
	13 / 200 characters		
Phone (optional)	<input type="text" value="+36 20 9245044"/>	Email (optional)	<input type="text" value="nemeth@pbn.hu"/>
	14 / 200 characters		13 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 7

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Comune Di Reggio Emilia"/>		
	23 / 200 characters		
Name of organisation in English	<input type="text" value="Municipality of Reggio Emilia"/>		
	29 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Competitiveness, social innovation, territory and common goods Area – Research, innovation and internationalisation Unit"/>		
	121 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Local public authority"/>
Address	<input type="text" value="Piazza Prampolini 1"/>		
	19 / 200 characters		
Town	<input type="text" value="Reggio Emilia"/>	Postal code	<input type="text" value="42121"/>
	13 / 200 characters		5 / 200 characters
Country	<input type="text" value="Italy (ITALIA)"/>		
NUTS 1 level	<input type="text" value="NORD-EST"/>		
NUTS 2 level	<input type="text" value="Emilia-Romagna"/>		
NUTS 3 level	<input type="text" value="Reggio nell'Emilia"/>		
Legal representative	<input type="text" value="Lorenza Benedetti"/>		
	17 / 200 characters		
Contact person 1	<input type="text" value="Saverio Serri"/>		
	13 / 200 characters		
Phone office	<input type="text" value="+39 0522 456191"/>	Mobile (optional)	<input type="text"/>
	15 / 200 characters		0 / 200 characters
Email	<input type="text" value="saverio.serri@comune.re.it"/>	Website (optional)	<input type="text" value="https://www.comune.re.it/sviluppoeconomico"/>
	26 / 200 characters		42 / 200 characters
Contact person 2 (optional)	<input type="text" value="Massimo Festanti"/>		
	16 / 200 characters		
Phone (optional)	<input type="text" value="+39 0522 456327"/>	Email (optional)	<input type="text" value="massimo.festanti@comune.re.it"/>
	15 / 200 characters		29 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 8

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Centro Europeo de Empresas e Innovación Cartagena (CEEIC)"/>		
	57 / 200 characters		
Name of organisation in English	<input type="text" value="Business Innovation Center of Cartagena (CEEIC)"/>		
	47 / 200 characters		
Department/unit/division (if applicable)	<input type="text"/>		
	0 / 200 characters		
Legal status	<input type="text" value="Body governed by private law (only non-profit!)"/>	Type of partner	<input type="text" value="Business support organisation"/>
Address	<input type="text" value="P.I. Cabezo Beaza, Calle Berlín, 3F"/>		
	35 / 200 characters		
Town	<input type="text" value="Cartagena (Murcia)"/>	Postal code	<input type="text" value="30353"/>
	18 / 200 characters		5 / 200 characters
Country	<input type="text" value="Spain (ESPAÑA)"/>		
NUTS 1 level	<input type="text" value="SUR"/>		
NUTS 2 level	<input type="text" value="Región de Murcia"/>		
NUTS 3 level	<input type="text" value="Murcia"/>		
Legal representative	<input type="text" value="Joaquín Gómez Gómez"/>		
	19 / 200 characters		
Contact person 1	<input type="text" value="José Carlos García Martínez"/>		
	27 / 200 characters		
Phone office	<input type="text" value="+34 968 52 10 17"/>	Mobile (optional)	<input type="text" value="+34 686 92 15 10"/>
	16 / 200 characters		16 / 200 characters
Email	<input type="text" value="jc.garcia@ceeic.com"/>	Website (optional)	<input type="text" value="www.ceeic.com"/>
	19 / 200 characters		13 / 200 characters
Contact person 2 (optional)	<input type="text" value="Ángel Martínez-Conde García"/>		
	27 / 200 characters		
Phone (optional)	<input type="text" value="+34 610 58 51 95"/>	Email (optional)	<input type="text" value="amc@ceeic.com"/>
	16 / 200 characters		13 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

Partner 9

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Business Upper Austria - OÖ Wirtschaftsagentur Ltd."/>		
	51 / 200 characters		
Name of organisation in English	<input type="text" value="Business Upper Austria - OÖ Wirtschaftsagentur Ltd."/>		
	51 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Investors & Location Management, Policy & Location Strategy"/>		
	60 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Regional public authority"/>
Address	<input type="text" value="Hafenstraße 47-51"/>		
	17 / 200 characters		
Town	<input type="text" value="Linz"/>	Postal code	<input type="text" value="4020"/>
	4 / 200 characters		4 / 200 characters
Country	<input type="text" value="Austria (ÖSTERREICH)"/>		
NUTS 1 level	<input type="text" value="WESTÖSTERREICH"/>		
NUTS 2 level	<input type="text" value="Oberösterreich"/>		
NUTS 3 level	<input type="text" value="Linz-Wels"/>		
Legal representative	<input type="text" value="DI (FH) Werner Pamminer, MBA (CEO) & DI (FH) Christian Altmann, MBA (General Manager)"/>		
	89 / 200 characters		
Contact person 1	<input type="text" value="Christoph Matthias Reiss-Schmidt, MSc (PH)"/>		
	42 / 200 characters		
Phone office	<input type="text" value="+43 664 818 6586"/>	Mobile (optional)	<input type="text"/>
	16 / 200 characters		0 / 200 characters
Email	<input type="text" value="Christoph.reiss-schmidt@biz-up.at"/>	Website (optional)	<input type="text" value="www.biz-up.at"/>
	33 / 200 characters		13 / 200 characters
Contact person 2 (optional)	<input type="text" value="Dr. Tanja Spennlingwimmer"/>		
	25 / 200 characters		
Phone (optional)	<input type="text" value="+43 664 848 1289"/>	Email (optional)	<input type="text" value="tanja.spennlingwimmer@biz-up.at"/>
	16 / 200 characters		31 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	Southern and Eastern Regional Operational Programme 2014-2020.	Yes	Yes	Southern Regional Assembly	 IE
2	Greater Manchester European Structural Investment Fund (GMESIF)	Yes	Yes	Greater Manchester Local Enterprise Partnership	 UK
3	Sustainable Growth and Jobs 2014-2020. Finland's Structural Funds Programme	Yes	Yes	Council of Oulu Region	 FI
4	OP for Investing European Structural and Investment Funds	Yes	Yes	Ministry of Economy of Lithuania	 LT
5	Regional Operational Programme of Podkarpackie Voivodeship 2014 – 2020	Yes	Yes	Marshal Office of the Podkarpackie Region	 PL
6	Economic Development and Innovation Operational Programme (EDIOP) 2014HU16M0OP001	Yes	Yes	Managing Authority for Economic Development Programmes, Deputy State-Secretariat of Economic Development Programmes, Ministry of Finance	 HU
7	DUP – Documento Unico di Programmazione del Comune di Reggio Emilia 20152019	No	No	Municipality of Reggio Emilia	 IT
8	Operational Programme Under The 'Investment For Growth And Jobs' Goal: Murcia Feder 2014-20 OP	Yes	Yes	General Directorate for Budget and European Funds, Regional Government of the Region of Murcia	 ES
9	Investments in Growth and Employment Austria 2014-2020	No	Yes	Upper Austrian Provincial Government Department for Economy - Directorate for Regional Planning, Economic and Rural Development.	 AT

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.

Southern and Eastern Regional Operational Programme 2014-2020.

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.

Priority 3 (P3) of the Southern and Eastern Regional Operational Programme 2014-2020 is focused on SME Competitiveness. Its objective is to increase employment levels in micro-enterprises in the S&E region by supporting start-ups, business expansion and higher innovation levels in micro-enterprises.

P3 is implemented by the Local Enterprise Offices (31 offices across Ireland) and Enterprise Ireland (EI). EI is the government organisation responsible for the development and growth of Irish enterprises in world markets. EI and the LEOs work in partnership with Irish enterprises to help them start, grow, innovate and win export sales in global markets. The ERDF co-financed financial supports are targeted at value added manufacturing and traded services activities.

While the policy provides excellent support to individual entrepreneurs with new business ideas in terms of starting & growing their own business the system does not stimulate innovation or diversification via collaborative ideation generation either within or between sectors. Supporting a collaborative discovery process is crucial to building regional resilience & diversification, reinforcing the ability of regions to bounce back in times of shock. The lack of policy supports for such a framework in support of the discovery process needs to be addressed to ensure that strong regional economic foundations exist which promote innovation, creativity & competitiveness. FOUNDATION will inform this policy improvement.

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

Southern Regional Assembly

26 / 300 characters

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

CIT envisages the improvement of this policy instrument through improved governance and structural change.

For many decades, the common wisdom among local officials pursuing employment growth for their areas was to attract a large firm to relocate. This led to many regional governments bidding against each other and providing substantial incentives to large plants making their location choice decisions. The success of industry clusters in recent decades, has challenged this wisdom, and led to extensive efforts to seed local entrepreneurship in hot industries, such as biotechnology, nanotechnology, or advanced manufacturing. Ireland like many countries across Europe has focused on the attraction of large FDI investments. This has left these countries and their regions vulnerable to shocks when large firms decide to exit. Numerous examples of large numbers of job losses from closures exist across Europe and the South West region of Ireland e.g. Waterford Crystal, Dell in Limerick, Ford in Cork. An effective co-ordinated Roadmap to promote local entrepreneurship and innovation and create employment are required in the preparation for and immediate aftermath of such shocks.

The combination of enhanced networking and research in our own region, coupled with the beneficial exchange of best practices from partner regions, will provide a significant impetus to refining our own policy Instrument in the area of innovation entrepreneurship.

1,455 / 1,500 characters

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

15 SME enterprises actively involved by the pilot project

57 / 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?

In the Southern Region 681,500 people were recorded in employment in 2017 with 70,000 (10%) employed in FDI companies. IDA CEO Martin Shanahan said "less than 10 years ago, across 2008 and 2009, Ireland lost over 35,000 FDI jobs, we can take nothing for granted in the foreign investment world." As such Ireland and its regions are extremely vulnerable to changes in global circumstances and resulting shocks when large global firms decide to exit. Numerous examples of large FDI job losses exist in the region i.e. Waterford Crystal (loss of 500 jobs), Dell (1,900 jobs), Ford (800 jobs), and future job losses in Coty. Vulnerability relates to both direct employment and loss of future services supplied to FDI firms by Irish SMEs.

Ireland provides an excellent system of supports to entrepreneurs starting their own business through its network of Local Enterprise Offices. Enterprise Ireland too offers excellent support to HPSUs looking to internationalise, innovative & grow. Moreover there are multiple incubators and start up spaces in support of the individual entrepreneur who has made their way through their own discovery process and finds themselves ready to embark on the journey of self-employment and business development.

A gap exists within the ecosystem in terms of a strategic framework in support of the entrepreneurial discovery process. This is a critical missing link in building a robust regional ecosystem which is both resilient & adaptable in the face of industrial restructuring. Entrepreneurs, academics, citizens & policy makers all have a role in exploring new domains of technological & market opportunities. Proactive & strategic collaboration between these actors, can ensure the effective transformation of regional structures and result in the securing of strong regional positioning in the global economy.

Through FOUNDATION we want to share learning with partners from across Europe in order to inform and develop a local action plan to tackle this issue.

1,998 / 2,000 characters

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

Yes

If yes, how?

The Irish RIS3 policy is currently implemented at a national level – it's objectives are aligned and synchronised with the EU 2020 Strategy objectives and approach to improving European competitiveness overall. The aims include speeding up the adjustment of industry to structural changes, encouraging an environment for initiative and cooperation between enterprises (particularly SMEs) and fostering better exploitation of innovation.

436 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner Relevance 1

1-LP Cork Institute of Technology

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.

CIT is a higher education and research institute, with expertise in entrepreneurship, competitiveness and innovation. Our research centres have strong links with key policy-makers and stakeholders in industry and enterprise. Ireland's most successful start-up incubator 'Rubicon' is on campus.

V-LINC is CIT's expert research group which informs and develops policy recommendations through mapping, visualising and analysing key relationships in cluster/innovation ecosystems. V-LINC host and organise capacity building workshops/seminars for regional stakeholders related to clustering, competitiveness and regional economic development in collaboration with the Southern Regional Assembly, Enterprise Ireland and LEOs.

CIT has experience in Interreg projects, ecoRIS3 (2nd Call) is managed by CIT's Innovation Office and Silver SMEs (3rd Call) by the Hincks Centre for Entrepreneurship Excellence in the Faculty of Business and Humanities. FOUNDATION will be managed by the V-LINC research group.

1,000 / 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?)

CIT have the ability to influence/inform the ROP 2014 – 2020 & its successor programme, through the complementarity and synergies that learning from FOUNDATION can bring to bear to strengthen and improve resilience. Especially in Priority 3 – SME Competitiveness where 3 public bodies are relevant:

- Southern Regional Assembly (SRA)
- Enterprise Ireland (EI)
- Local Authorities & Local Enterprise Offices (LEOs)

CIT's track record of contributions into the preparation, design & implementation of the Regional Spatial and Economic Strategy (RSES) developed by the SRA; and the SOUTH-WEST Regional Enterprise Plan to 2020 developed by EI and the LEOs. These policies both inform and deliver the overall ROP objectives.

To highlight CIT's connections, the IE FOUNDATION proposal prompted the SRA, EI and the LEOs to include regional resilience into the RSES and Regional Enterprise Plan to 2020. CIT's practical industry focused V-LINC method will provide actionable information/data for the ROP.

999 / 1,000 characters

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

CIT have developed a method V-LINC www.cit.ie/vlinc to analyse, map and visualise the ecosystems connected to forthcoming 'Anticipated Structural Changes'. V-LINC used in combination with in-depth interviews will provide evidence for the supports needed by SMEs in advance of a shock (large firm closure) in partner regions.

Foundation will provide a further excellent opportunity to work more closely with the National RIS3 objectives, whilst inputting to regional/national policy support to SMEs.

499 / 500 characters

B.2.1.3 Stakeholder group relevant for policy instrument 1

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

The listing of stakeholders is very wide and will include:

- The Southern Regional Assembly (SRA)
- County Council
- Cork City Council
- Enterprise Ireland
- The Industrial Development Authority of Ireland
- Kerry County Council
- Tralee Institute of Technology
- University College Cork
- South Cork Local Enterprise Office
- Cork City Local Enterprise Office Cork West and North Local Enterprise Office
- Cork Chamber
- Cork Innovates
- Cyber Ireland
- IT@ Cork
- Energy Cork
- CIT Centres of Research Excellence (among them: • V-LINC • The Hincks Centre of Excellence in Entrepreneurship • Bio Explore • CAPP Photonics Centre • Clean Technologies Centre • Nimbus and The Tec Gateway • The CIT Rubicon Incubator • EXXCEL Female Entrepreneurship Programme • New Frontiers programme for Young Entrepreneurs

820 / 1,000 characters

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

All of these groups are active in promoting entrepreneurship and play key policy influencing roles in the region. Each stakeholder will bring critical knowledge and experience to the project & play a key role in developing FOUNDATION's action plan.

As managing authority for the ROP the involvement of the SRA will be critical in ensuring the action plan is developed in a way, which can positively impact the PI and result in implementable improvements to the current state of the art.

The city & county councils are the local government arm and their Local Enterprise Offices are the implementing bodies of the SME priority in the OP. They can provide vital knowledge, experience and influence and their support will be essential to ensure the development of an effective action plan.

Cyber Ireland, Energy Cork & IT@Cork are industry clusters. The chamber of commerce represents the interests of a diverse range of businesses across Cork. Support for, interaction within and between such bodies and their members will be essential in building regional resilience to anticipated structural change.

Including the academic stakeholders will be vital in bringing evidence based learning to the table to support the development of actions and also to improve communications between policy makers & academics to promote more demand led research. Moreover, academia will be essential in ensuring the delivery of education & capacity building in an innovative discovery culture.

1,478 / 1,500 characters

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

POLICY LEARNING

1) Increase the knowledge, regional advisory role, & contribution for Good Practices (GP) analysis & finally, regional improvement needs to be addressed in the Southern Region AP

a) The local stakeholder group (LSG) is scheduled to meet 2 times per year (Phase 1) and 2 times per year (Phase 2), including scheduled meetings before and after interregional exchange activities

b) The LSG will be regularly updated on the proposed project progress and intermediate outputs with the feedback

c) One local stakeholder will participate in each of the interregional thematic events (4 Workshops and 4 Seminars), whilst all members of the LSG will be invited to the kick-off and Final Dissemination Event. Participation in events is conditional on the event's thematic focus & stakeholder relevance.

2) Draw on practical experience from GP demonstrations during site visits. Thus 1 stakeholder will participate in each of the foreign study visits programmed (8 study visits); In the specific case of the MA: they will co-ordinate the overall implementation of the measures proposed in the Action Plan .

ACTION PLAN

Phase 1, stakeholders discuss their expectations from the Southern Region AP, contribute to interregional exchange (GPs, visits, etc.) and to the evaluation of Phase 1.

Phase 2, stakeholders participate in the implementation of Action Plan, and in the monitoring and reviewing of its implementation.

1,431 / 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.

Greater Manchester European Structural Investment Fund (GMESIF)

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.

GMESIF is the plan that sets out how the EU funds are allocated to the Greater Manchester region from the ERDF England Operational Programme 2014-2020 and how they will be spent.

Priority 3 SME competitiveness – Oldham needs to improve the competitiveness and productivity of its businesses. Oldham’s economy still remains over-dependent upon relatively low-skilled and low-wage enterprise with employers most at risk from modernisation. Over the last decade, new jobs have been created, but the majority of these have been low value service or health occupations. Unemployment in Oldham has now largely recovered from the peak of the last recession and appears relatively stable. However, we still have the 3rd highest rate in Greater Manchester. This Investment Priority will help support SME to become more competitive, thus increasing survival and growth rates and creating jobs and prosperity.

Reasons why it should be improved: Oldham’s economy generated £2.9 Billion during 2013, which provides around 6% of the total GVA generated within Greater Manchester. However, GVA per head in Oldham is the second lowest within the region and the UK Competitiveness Index showed that Oldham ranked 367th out of 379 local authorities nationwide. If Oldham’s SME’s are to survive and grow they need to increase productivity, become more innovative & competitive. To address this situation support is needed to help businesses innovate, improve productivity, access new markets & become more resilient.

1,500 / 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

Greater Manchester Local Enterprise Partnership

47 / 300 characters

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

Oldham Council want to improve the policy instrument through the addition of new approaches to large employer closures tried and tested by other partners taking part in this project. The identification of best practice from partners will enable us to influence policy and policy makers, facilitate change at this level through agreed action plans and integrate “competitiveness” support into the Greater Manchester and Oldham business support framework aimed at the competitiveness and growth of SME’s. The GM Business Growth Hub will work closely with Oldham in order to ensure the best practice will help shape future calls for proposals in the GM ESIF

The FOUNDATION project will provide a great learning platform where we can learn from partner’s successes as well as their failures. Working in this way enables us to develop projects that are much more likely to succeed and achieve the desired outcome of increased business survival and growth. Until we have a deep knowledge of our partners’ activities and experience, it will be difficult to know if we can transfer them directly. This option will be very interesting.

However, partial use will also be an asset as they can inspire the new projects we’re looking for. Moreover, Oldham will have the support of the partners in the design of the Action Plan through the peer review. Having different visions would lead to better, informed decision making and promises a higher success.

1,443 / 1,500 characters

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

15 SMEs actively involved in the pilot project

46 / 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 territory key sectors and companies include: Business and Financial Services; Health and Social Care; Cultural and Creative; Advanced Manufacturing; and Sport.

However business density is lower than the UK average with around 325 companies per 10,000 residents. The competitiveness of SME's is also slowing down: Oldham's economy has a higher proportion of SME's with a turnover of £250,000 and above (1.7% above GM and 2.9% above England). However due to low competitiveness and productivity this doesn't translate into profit, GVA or jobs and ultimately it affects a business's ability to survive and grow. A lack of competitiveness can be caused by a range of factors including skills, market confidence, entrepreneurship, capacity, access to capital, business planning, knowledge and innovation. We need to ensure that SME's have access to these areas of support and that they are suited to the individual needs of the business in order to prevent exposure to external influences.

In order to avoid reliance on vulnerable low skilled jobs we have to improve the development of advance manufacturing industries, which is one of the targets of RIS3 and this is something still pending.

Helping our SMES to become more competitive requires their engagement into the local innovation ecosystem, not only with the support of our R&D institutions but also with better links into industry.

1,394 / 2,000 characters

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

Yes

If yes, how?

The issue is linked to the following RIS3 Priorities included in the EC's S3 platform:

- Digital Agenda Service
- Innovation (Manufacturing services)
- KETs (High value added manufacturing)
- Advanced manufacturing systems (High value added manufacturing)

256 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner Relevance 1

2-PP Oldham 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.

Oldham has a vast range of experience in implementing business support as well as influencing policy at a sub-regional level. As a Local Authority, we have been doing that well over 30 years through a number of international, nation and local programmes. Oldham Council is part of the Greater Manchester Combined Authority and we are able to influence policy and action plans at a strategic level.

We are also able to influence and shape delivery via the GM Business Growth Hub.

480 / 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?)

Oldham Council is member of (has a seat on) the Greater Manchester Combined Authority who is responsible for the management of sub-regional business support. As such, Oldham Council is included in the list available for the UK in the programme website.

252 / 1,000 characters

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

The GM Combined Authority provide a range of business support networks. This connects strategic priorities to local community action providing pathways to innovation. We will lead the discussion on Incentives for cooperation among SMEs and industry. We will benefit from new approaches and models which can be used in the development of new support initiatives and also to assess the gaps in the existing policy. To assist policy makers and the GM Business Growth Hub, with policy (re)design.

491 / 500 characters

B.2.2.3 Stakeholder group relevant for policy instrument 2

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

- Greater Manchester (GM) Combined Authority,
- GM Local Economic Partnership. GM Growth Company,
- GM Business Growth Hub,
- GM Chamber of Commerce,
- Oldham Economy and Skills Cluster,
- Oldham College,
- Oldham University College.

239 / 1,000 characters

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

The main role of the stakeholders will be the contribution to the design and implementation of the Action Plan. Additionally, each of them will have a specific implication:

Oldham Council will work with local partners, Team Oldham and the Oldham Economy and Skills Cluster to identify and agree examples of best practise that could be transferred and implemented into the GM business Support Framework. Working with the Manchester Business Growth Hub, these will then be incorporated into an agreed draft Action Plan and developed into deliverable projects.

Through formal reporting networks that exist at the GM level, senior representatives from Oldham Council and Manchester Growth Hub will present findings, recommendations and the draft Action Plan to the GM Combined Authority, as this is the stakeholder that has the ability to change and implement policy at the GM level.

Once the GM Combined Authority has agreed the Action Plan, it can be implemented by the Manchester Business Growth Hub and/or local partners. Oldham Council and the Greater Manchester Business Growth Hub would take responsibility for overseeing implementation of the Action Plan and providing regular updates to the GM Combined Authority.

1,225 / 1,500 characters

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

At a local level, this group will come together as the local steering group for the FOUNDATION project. They will therefore drive and shape the project actions and be responsible for their successful implementation at the local level.

To get and implement a good Action Plan, we need their involvement. Thus, we need them to be part of the interregional learning process as well. That's why they will be invited to join the interregional workshops and the exchange visits organized by the partnership to share their individual experiences.

Additionally, Oldham Council will:

- Organize one meeting after the kickoff of the project to present the targets and gather their first ideas.
- Generate a newsletter and create a shared repository to keep them in the loop of the evolution of the project.
- Organize meetings to discuss the project evolution and the lessons learnt, and also to draft the Action Plan.

Our stakeholders will also be able contribute to improve other partners' Action Plans. That's why we will organize a Peer Review system among partners, with the involvement of everyone's stakeholders. The Stakeholders will also be actively engaged in transnational Workshop 1 which will be hosted in the UK: "Economic Regional Resilience & Regional Adaption." in Semester 1, contributing to the agenda and presentations with local perspectives.

As an individual benefit, they will have the opportunity to generate their own interregional networks.

1,461 / 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.

Sustainable Growth and Jobs 2014-2020. Finland's Structural Funds Programme

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 instrument to be improved is Sustainable Growth and Jobs 2014-2020. Finland's Structural Funds Programme, the activities are focussed to Priority 1: Competitiveness of SMEs. The structure and level of the new regional program differs from the previous ones. The program seeks new thinking in regional and national regional development and moves towards a more comprehensive strategic thinking model. This strives for flexibility, as well as for a proactive and rapid response to the changes that are taking place around us. The first steps towards new approach to the Planning for Anticipated Structural Changes are being implemented within this program. Best practices gathered during the FOUNDATION project, will showcase how the structural funds can be used to improve the resilience of the regions by building capacities of the SMEs. By involving SMEs in new projects in these regions to support their competitiveness regionally, nationally and internationally.

Sustainable Growth and Jobs 2014-2020 offers a great starting point for reaching our project targets and FOUNDATION and the University of Oulu in partnership with the Council of Oulu Region have a great opportunity to influence it and its successor programme.

1,229 / 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

Council of Oulu Region

22 / 300 characters

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

Northern Ostrobothnia has experienced previous and is currently experiencing anticipated structural change.

The tech economy of the Northern Ostrobothnia was seriously wounded when Nokia began to haemorrhage staff and closed its R&D units in 2004. However, this led to ex Nokia engineers finding employment through establishing new businesses, which has ultimately prompted significant growth in the ICT sector in Oulu. The city has been involved by providing ICT-firms, attractive tax breaks and other incentives to both locate and expand in Oulu.

On the other hand the southern part of the Northern Ostrobothnia is anticipating the closure of the Pyhäsalmi Mine, in September 2019 when its resources are depleted. The mine is a significant employer in the region (2nd deepest metal mine in Europe). Through transnational cooperation - regions such as Pyhäsalmi can prepare and equip themselves to deal with this change.

The Policy Instrument (PI) needs to have more resilience in supporting the region's SMEs, as the impacts of the mining operation closure are crucial in terms of jobs and vitality of this rural region. There is a demand for policies supporting SMEs awareness of new business potentials such as created by reuse of mine infrastructure or providing services and technologies for low-carbon energy solutions such as geothermal energy. PI would gain from best practises to make utilisations of these possibilities smooth and easy so that would SMEs engage into them.

1,486 / 1,500 characters

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

SMEs supported in the regions, which experience structural change - 50

71 / 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?

Pyhäsalmi mine is one of the deepest known mines in Europe. Extending over 1,445 meters underground, it is located in Pyhäjärvi, a small town with 5,500 inhabitants in the middle of Finland that is relatively well located in terms of national connections and accessible transport. New businesses and innovative solutions are needed to overcome the costs of maintaining its underground facilities and lost jobs after mining operations ceases to exploit the operational environment of Pyhäsalmi mine after mining operations end in 2019. One example of new opportunities for the region is the reuse of the mine infra for the other purposes such as tourism, energy (geothermal, energy storage), data centre, underground cultivation etc. Although any one of these cannot solely completely solve the problems involved with closing a mine, an innovative combinations of these can attract external investment, generate platform for new businesses and encourage current employees of the mine to startup. Regarding technology, there is still a strong concentration of expertise in close proximity in the region of Northern Finland; thus, new technology, networks or knowledge could be the key to renewing the existing geothermal energy solutions, generating jobs and new business opportunities and contributing to the FOUNDATION project.

1,327 / 2,000 characters

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

Yes

If yes, how?

Focus areas include clean technologies, including energy, but also ICT and software sector, including integration with businesses in different fields. The choices made in Oulu Region's smart specialisation have taken into account the structure of the region's enterprises and industry, areas of special expertise, research infrastructure, international position, national innovation policy and the region's strengths and possibilities.

435 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner Relevance 1

3-PP University of Oulu

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 University of Oulu is one of the largest universities in Finland and international science university, which have an exceptionally multidisciplinary profile. Kerttu Saalasti Institute (KSI) is an internationally active research institute at the University of Oulu with research theme "Operational Excellence of Micro-Enterprises". Impact in society and regional development are important for KSI research. The research is mainly based on infrastructure located outside the main campus of University of Oulu including CallioLab in Pyhäjärvi (underground research infrastructure). KSI has succeeded in making remarkable increase in research activities conducted in its operational region. Furthermore, also notable international cooperation has been created in key research areas in several project before, such as Future mine in Cleantech-sector, The Baltic Sea Underground Innovation Network (BSUIN, Interreg BSR), ProcessSME (Interreg Nord) and Anticipated Structural Change (AIKO).

987 / 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?)

Council Oulu Region (CoO) is managing authority of the Sustainable Growth and Jobs 2014-2020 programme in Northern Ostrobothnia (Oulu Region). Eija-Riitta Niinikoski, Development Manager, Kerttu Saalasti Institute (KSI), in the University of Oulu (UO), is member of the Board in Council of Oulu Region. KSI is active partner in the Internationalisation of RIS3 in Oulu Region network. KSI influence the policy instrument through involvement on the Steering Board of CoO, and through the University's membership in Monitoring Committee for EU Programs (MYR). MYR makes decisions upon all ERDF projects, which are funded in the Oulu Region. The Vice-Rector of UO is a member of MYR and the internal Committee at the University which evaluate all UO's projects. KSI is also a member of this Committee. KSI and CoO have a history of effective collaboration in development and implementation of projects and strategic development work, including entrepreneurship as a key focus area.

977 / 1,000 characters

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

Northern Ostrobothnia has experience on structural changes, but this time the region is less favoured. University of Oulu has a long experience with different regional development projects and strong connection with SMEs in the region. As a return Northern Ostrobothnia benefits from other partners experiences and best practises. Furthermore, the collaboration networks are important for SMEs.

394 / 500 characters

B.2.3.3 Stakeholder group relevant for policy instrument 3

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

Council of Oulu Region,
Assembly of the Council,
City of Pyhäjärvi,
Pyhäsalmi mine,
SMEs in the region (i.e. M-Solutions Oy)

129 / 1,000 characters

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

Council of Oulu Region: body responsible for the policy instrument
Assembly of the Council: decision making, approving strategies
City of Pyhäjärvi: local decision making in structural change
Pyhäsalmi mine: providing facilities and local knowledge about the site
SMEs in the region: best practises, structural change

317 / 1,500 characters

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

The aforementioned stakeholders are important collaboration partners for KSI's MicroENTRE research group, which is defined as: growth and internationalisation competence area focuses on the growth of micro-enterprises and internationalisation mechanisms. The competence area includes supporting companies during the early stages of their development, managing growth, growth factors and obstacles to growth, obstacles to internationalisation, promotion of internationalisation, as well as obtaining the information, skills, resources and networks needed for internationalisation and growth. Activities of the team promote Northern Finland as a growth platform for micro-enterprises.

Stakeholders, which are responsible for PIs or decision-making are part of the local steering group. All stakeholders are providing information for the FOUNDATION project and taking part in meetings and workshops. They are taking part for benchmarking visits to other partner locations and providing experience and views for best practises, tools, and PIs that support competitiveness of SMEs.

The Stakeholders will also be actively engaged in transnational Seminar 3 which will be hosted in Finland: "Planning for Structural Change – An SME Analysis of the Pyhäsalmi Mining Services Cluster." in Semester 5, contributing to the agenda and presentations with local perspectives.

1,364 / 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.

OP for Investing European Structural and Investment Funds

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.

Under thematic priority (TO3) "SME competitiveness" the objective of the instrument is to support the capacity of SMEs to grow in regional, national and international markets and to increase their innovation and productivity. The part of this instrument that could be specifically selected for this project is related to the support for the digitalization of SMEs, where SMEs are supported to implement different novel solutions to increase their productivity and competitiveness. The first call for proposals of the financial measure "Industry digitalization" was launched recently.

It would be important to incorporate the aspect of resilience into the policy instrument in order to provide the extra support to the regions, which are experiencing major closures and structural changes. Thus, international cooperation and exchange of good practices is very useful in order to learn from other regions and get the knowledge how this policy instrument can be improved.

970 / 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

Ministry of Economy of Lithuania

32 / 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 policy instrument will be improved through a better governance. During the implementation phase of OP, the group of stakeholders will work on providing guidance for a better implementation of the priority axis 3, offering the best solutions for utilisation of available structural funds in order to improve the innovation in the regions where the big structural changes are happening. Possible recommendations to improve the management of the priority axis will be discussed with the Management Authority. The improvement of addressed policy instrument will be achieved through actions aiming at improve the quality of the management of the Structural Funds through exchanges of experiences.

It is also envisaged that exchanging the best practices gathered during the FOUNDATION project, the recommendations will be provided how best the structural funds can be used to improve the resilience of the regions, thus new projects in these regions will be supported, which would strengthen and build innovative capacities of the SMEs in order to gain the competitiveness nationally and internationally.

1,104 / 1,500 characters

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

SMEs supported in the regions, which experience structural changes - 50

71 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

national

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?

Building Resilience to Industrial Structural Change is a very important issue for Lithuanian economy. Currently, Lithuanian manufacturing industries are experiencing big challenges in relation to the processes of Industry 4.0 happening in Europe and the whole world. Lithuanian manufacturing sector is dominated by low and medium-low technology sectors, which generate 3/4 of total output of Lithuanian manufacturing industry. The dominance of low-tech sectors in Lithuanian manufacturing, coupled with a rapid increase in labour costs, poses a significant threat for business competitiveness in the future. The process of industry automatization in the EU is moving fast and is clearly visible in a number of EU member states. It is already creating significant differences between the trends in manufacturing output and employment in manufacturing. In some cases, a significant increase in manufacturing output is accompanied by a visible decline in employment in manufacturing sectors. However, in Lithuania these processes are catching up pretty slow and it puts a significant pressure on the competitiveness of Lithuanian manufacturing sector, which can lead to the closer of many big companies. Thus, there have to be means to address this issue from two sides: Firstly, there is a need to have policy instrument which support the transformation of industries and prevent the closure of the big companies. Secondly, there needs to be a support tools and measures, which would help for the regions to cope with these changes and facilitate the smooth transformation.

1,569 / 2,000 characters

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

If yes, how?

The issues is linked to the Lithuanian national RIS3 horizontally. The strategic goal of the RIS3 is to increase the impact of high value added, knowledge-intensive economic activities and support structural changes of the economy by means of the R&D and innovation. Creation of innovative technologies, products have to help to respond to global trends and challenges. Thus, it can be said that RIS3 has an objective to make the region resilient and to strengthen its competitive capacities.

492 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner Relevance 1

4-PP Lithuanian Innovation Center

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.

LIC is mandated by its shareholders - Ministry of Economy, Ministry of Education and Science, and Lithuanian Confederation of Industrialists to implement national innovation policy. LIC provides services for new and established companies to increase their competitiveness and innovative capacities. LIC possess experience in delivery of pro-active services to entrepreneurs, research organizations and policy makers in the context of partnership building, technology transfer, consulting and training on innovation/digitalisation, and design-driven innovation.

It also provides evaluation and policy analysis services which aim to assess the public innovation policies. Hence, it has the capacity to influence policy instruments and innovation policy development at national level. For many years LIC and its internal experts (5 PhD in innovation, member in H2020 external advisory group) have acted as an advisory board at various levels.

940 / 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?)

LIC has strategic aim as well as the mandate to support the shareholders (Ministry of Economy and Ministry of Education and Science) in policy instruments development. In addition, LIC is a member of the following advisory/steering bodies that has direct influence to the OP:

Working Group for drafting Operational programme for the 2014 - 2020;
Monitoring committee of Operational programme for the 2014 - 2020;
Committee on Lithuanian innovation program for 2014 - 2020 supervision.

For the particular instrument mentioned as well as for the Lithuanian OP, Priority axis 3, Ministry of Economy is the MA. LIC is an advisory body for the ministry on new instrument development.

680 / 1,000 characters

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

LIC will be sharing the good practices of Lithuania, building on its extensive experience in innovation policy and the wide stakeholder network. LIC has developed methodologies that could be used for to support FOUNDATION project goals. This project is an opportunity to expand expertise how to support SMEs in the regions and sectors, which are experiencing big structural changes and in this way to improve the innovation support services by incorporating the good practices from other regions.

497 / 500 characters

B.2.4.3 Stakeholder group relevant for policy instrument 4

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

- Ministry of Economy of the Republic of Lithuania
- Ministry of Science and Education of the Republic of Lithuania
- Policy experts - Knowledge Economy Forum
- Business Associations - Lithuanian Confederation of Industrialists, Vilnius Chamber of Commerce, Engineering Industries Association of Lithuania LINPRA.
- Science and Technology parks (STPs) – Visoriai Information and Technology Park,
- Sunrise Valley Science and Technology Park.

445 / 1,000 characters

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

Ministry of Economy is the policy holder and thereby responsible for implementing the policy instrument. Ministry of Science and Education contributes by providing expert knowledge.

Policy experts and Science and Technology parks have an important role to provide the feedback to the process of policy improvement as well as in the implementation phase. Business Associations represent the SMEs that will benefit from the policy instrument. These stakeholder will provide feedback to public authorities within the relevance and governance of the instrument.

558 / 1,500 characters

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

The above mentioned Stakeholders have already participated in the elaboration of the policy instrument. They will be involved in the interregional learning process through their participation in the Stakeholders group meetings, the Networking events, the study visits and the meetings in each region, the preparation of the action plan, the monitoring of its implementation or even active participation of some members in concrete actions aiming at improving the policy instrument.

The members of the stakeholders group will be active and involved in the discussions and choice of good practices, they will explore and learn from the study visits and bring back home analysed information in order to define the necessary improvements. They will help to develop drafts of the action plan to improve relevant policy instrument and evaluate Actions Plans from others partners regions and get additional insights.

The Stakeholders will also be actively engaged in the FOUNDATION transnational Seminar 4 which will be hosted in Vilnius, Lithuania: "What Builds a Resilient Region: Policies and Strategies." in Semester 6, contributing to the agenda and presentations with local perspectives.

1,188 / 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.

Regional Operational Programme of Podkarpackie Voivodeship 2014 – 2020

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 Regional Operational Programme of Podkarpackie Voivodeship 2014 – 2020, Priority axis VII is dedicated to the Regional Labour Market and the priorities are concentrated on the access to employment for job seekers and inactive people, including long-term unemployed and from the labour market, including through local employment initiatives and support for labour mobility.

The establishment of new economic entities directly affect the increase in the level of entrepreneurship. At the same time outside taking a self newly created entities will generate additional jobs, which will lead to the realization of the specific objective ie. The growth of entrepreneurship and self-employment in the region and thus contribute to increased employment inhabitants of the region.

Podkarpackie Region is one of the regions with the lowest level of economic development. The reason is, among others, limited access to external sources of financing for those wishing to start a business.

986 / 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 Office of the Podkarpackie Region

41 / 300 characters

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

Improvement of the policy instrument will be achieved by new projects supported and improved governance.

Type 1: implementation of new projects:

- Initiatives to get a better understanding of supporting new start-ups and SMEs
- Promotion of innovative strategic projects and pilot projects connected with new way which turn the inclusion policy into an innovation strategy in the field of supporting people from big companies closed/ unemployed
- Innovative collaboration actions with new start-ups, enterprises, R&D centers, higher education and stakeholders - mapping, reaching and engaging all the relevant stakeholders
- New projects connected to promoting the formation of new firms, especially oriented to bring out innovation and creativity

Type 2: change in the management of the policy instrument:

- Improvements in the processes of selection and evaluation

873 / 1,500 characters

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

15 SMEs who will actively involved in the project thematic area

63 / 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 development of the measures to support the delivery of the ROP are based on maintaining a sustainable balanced economy. However, the Podkarackie Region is very susceptible to unexpected company closures that has a big impact on our unemployment statistics. The lack of resilience within our economy means that the initial closure also has huge impacts in the supply chain and their workforce. The ripple of a significant closure is therefore felt beyond the job losses in that company but beyond into the wider economy.

Currently the levels of low skills in the workforce and low levels of entrepreneurship mean the economy is slow to respond to closures. The FOUNDATION project will help us to understand strategies in partner regions to address these issues, which will allow us to design a regional economic resilience action plan, based on upskilling the labour force, developing entrepreneurship programmes and designing preventative measures to buttress existing business supports.

The Podkarpackie Region is affected by problems related to the functioning of labour market, i.e.

- Higher rate of unemployment than at national level (8.8%; PL: 5.8%)
- Low rate of jobs offers (23 registered unemployed persons per 1 job offer; PL: 9)
- Low rate of entrepreneurship (803 entities/10,000 population; PL: 1,121)

FOUNDATION will help Podkarpackie to identify best practice that can be transferred to our region, and strengthen the ROP to make improvements in:

- Enhancing the regional innovation economy
- Supporting levels of entrepreneurship (incl. SMEs & Start-ups)
- Increasing cooperation between relevant stakeholders (e.g. development agencies, regional & local authorities, enterprises, R&D centres, universities, technology & business incubators)
- Influencing cooperation between institutions supporting the development of smart, inclusive & sustainable entrepreneurship at local-regional level
- Influencing development of Podkarpackie's ecosystems to support new business.

1,993 / 2,000 characters

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

Yes

If yes, how?

One of the smart specialization Podkarpackie is the area of quality of life. Quality of life is the creation of many factors to be significant health, the possibility of finding rewarding work, cleanliness and aesthetics of the environment. The aim is to increase the competitiveness of the region through development of entrepreneurship and innovation based on smart specialization.

383 / 500 characters

B.2.5.2 Partner relevance for policy instrument 5

Partner Relevance 1

5-PP Rzeszow Regional Development Agency

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.

In our wide range of activities we put emphasis on innovation and technology transfer, SMEs support, youth entrepreneurship environment policy development etc. RRDA has implemented various actions to support innovative SMEs and new start-ups. RRDA focuses on providing financial services, grants, support start-ups and SMEs, creates projects within the available programmes. RRDA is the manager of the Podkarpackie Science Park, Technology incubator and Academic Pre-Incubator.

RRDA have implemented many different projects (both national/European) and learning through our collaborations. Such projects include: Access2 Mountain (South East Europe TCP), Euroscreen (Interreg IVC), DIFASS (Interreg IVC), InnovAge (Interreg IVC), Women are Future (Central Europe Programme), Faraday (PL-BY-U 2007-2013), Capacity Development for Cluster Managers (CIP Programme), To be a woman (Regional Operational Programme of Podkarpackie Region), BUILD2LC (INTERREG EUROPE), SOCIAL SEEDs (INTERREG EUROPE).

994 / 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?)

RRDA is a unit of Marshall Office - Managing Authority of Regional Programme of the Podkarpackie. RRDA directly supports activities of the Marshall Office and participates in the implementation of the RPO and instrument 1 (from the phases of creation of the guidelines and indicators, to the selection of the projects, support for applicants with preparation of the proposals, develop information activities, participation in steering committee, which is responsible for the changes of the RPO)

493 / 1,000 characters

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

FOUNDATION will enable better centralised management of territorial and sustainable development of the region having in exchange for more efficient use of their partners' experience, innovative approach to its promotion and raising awareness.

International cooperation will bring new approaches, knowledge and best practice exchange in the field of internationalisation. Helping to support of the effective implementation of RPO, strategies, action plans for the development of Podkarpackie Region.

499 / 500 characters

B.2.5.3 Stakeholder group relevant for policy instrument 5

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

- a) Regional policymakers: Podkarpackie Region Authority- Marshall office of Podkarpackie Region
- b) Rzeszow Regional Development Agency - Podkarpackie Science and Technology Park AEROPOLIS
- c) Regional Social Policy Contact Point
- d) Regional Labour Office
- e) Regional Support Institution for Social Economy
- f) University of Rzeszow and Technical University in Rzeszow

368 / 1,000 characters

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

- Marshal Office of the Podkarpackie Region is the Managing Authority of the Operational Programme and is in charge of the coordination of the Operational Programme.

- RRDA is the part of policy maker in our region because we are established by Self-government of Podkarpackie in order to deal with regional development in many areas in Podkarpackie especially entrepreneurship field. RRDA is the unit of Marshall Office (Self-government of Podkarpackie) and we together are responsible for policy making in our Region. RRDA also manages of Podkarpackie Science and Technology Park AEROPOLIS.

- Regional Social Policy Contact Point, Regional Labour Office, Regional Support Institution for Social Economy will be actively involved in the project and its aims.

- University of Rzeszow and Technical University in Rzeszow - expert support in the field of new start ups and cooperation with many different stakeholders in the region.

The entities have been selected considering their ability to make contributions in different fields proposed for the policy tool addressed. All these entities have actively participated in the elaboration of the planning strategy instruments of the Podkarpackie Region.

1,205 / 1,500 characters

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

All stakeholders, together with the RRDA are the partners in creation and monitoring all strategy instruments in Podkarpackie Region like Regional Strategy, Regional Innovation Strategy or Regional Operational Programme of the Podkarpackie Region for the years 2014 – 2020. They meet each other monthly and during the project it will be the channel to put in common the overall progress of the project and dissemination to the rest of the regional actors.

Additionally, stakeholders can participate more directly with partners and their stakeholders from other regions, through the different events (seminars, meetings workshops etc.) programmed in the project. The Stakeholders will also be actively engaged in the FOUNDATION transnational Workshop 3 which will be hosted in Rzeszow, Poland: "Policy Support for Industrial Resilience." in Semester 3, contributing to the agenda and presentations with local perspectives.

922 / 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.

Economic Development and Innovation Operational Programme (EDIOP) 2014HU16M00P001

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 programme (source: ERDF, ESF, IKF; a total of 9,004.2 M EUR over 7 years) aims to stimulate the economies of the less developed regions in Hungary. One of the main objectives of the 2014-2020 programming period is the complex development of corporate capacities of enterprises (taken in a broader sense) that have growth potential, first of all micro, small and medium sized enterprises in order to develop their income generating effect and market positions.

In order to achieve this, it is necessary to further develop technology-intensive activities, to establish high value added production and strategic service activities in Hungary, especially the modernisation of the SMEs sector, to increase their role played in employment and the development of their development abilities and to reduce the difference in terms of productivity between the small, medium sized enterprises and the modern large enterprises that are mostly in foreign property.

The measure aims to trigger actions that will reinforce and expand regional innovation capacity based on the potential of involving, educating and empowering local business, citizens and public administration to support technological as well as practice-based innovation and aim to stimulate private sector investment and also facilitate cooperation and joint initiatives between enterprises, business centres and higher education players in key regional areas of smart specialisation and innovation opportunity.

1,471 / 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

Managing Authority for Economic Development Programmes, Deputy State-Secretariat of Economic Development Programmes, Ministry of Finance

136 / 300 characters

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

Economic Development and Innovation Operative Programme (EDIOP) is the flagship Program among the EU funded Hungarian development schemes. Its objective is to boost employment and innovation during the 2014-2020 EU fiscal period.

The main objectives of the OP are: (i) economic expansion based on sustainable, high added value production and high employment, (ii) improvement of competitiveness and (iii) promotion of the Hungarian industrial sector.

Eight priority fields are identified within EDIOP. The first of the eight priorities "Improving competitiveness of businesses and motivating employment" aims to improve the competitiveness of SMEs, upgrade business infrastructure, facilitate capacity expansion, and promote the internationalisation activities of the SMEs. These tenders are expected to result in the increase of the number of the exporting SMEs.

Within the the FOUNDATION project in cooperation with the Ministry of Finance we will focus on the improvement of the existing SME development support schemes in the above mentioned areas: evaluate and integrate international best practices; enlarge the eligible activities; improve the existing project selection criteria; measuring the impact of support schemes on target groups.

1,248 / 1,500 characters

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

Number of SMEs with increased export capacity (HU)

50 / 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?

PBN operates 3 offices in the West Pannon region, in Szombathely (Vas County), Győr (Győr-Moson-Sopron County), and in Zalaegerszeg (Zala County). With these office locations, situated in the County Capitals, PBNs activities cover the entire region.

Although our regional economy looks good at first glance, when examined closely, a much more subtle picture emerges: 1) a significant part of the growth is provided by EU funds, 2) inflation is low, but only due to a favourable (current) global economic environment. It is important to note that 3) the high number of public employees in the region significantly reduces the unemployment rate. Such that, without public employment, the unemployment rate would be 7.4% close to the EU average 7.1%.

In the region automotive is one of the major activity fields. The region is very dependent on the automotive industry and especially the German industry. The automotive industry accounted for 28.7% of manufacturing output in 2017. 175,800 people (HU) were employed in the automotive industry in 2017, which is 4% of total employment. Our region is weak diversified to bear and survive a rapid shift in current economic trends.

Our industry is export-led, with 87% of its products being sold abroad last year. While exports decreased by 5.1%, domestic sales increased by 3.2%. Despite the decline in production, the number of people employed has increased, resulting in a decline in productivity in the latest years.

Current EDIOP Policy Instrument is not adequately prepared to address a possible upcoming rapid structural change in the economy. PI needs to include adequate measures to address industrial shocks (what we experienced e.g. during 2007-2013) affecting major regional industry players.

In FOUNDATION we would like to learn from project partners how to handle and prepare for rapid economic change by altering our PI, and also develop a local action plan to become more resilient.

1,952 / 2,000 characters

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

Yes

If yes, how?

The National Innovation Strategy aims to raise investments in R&D in Hungary involving all kind of partners (including SMEs, research institutions and companies), and as a result, to mobilize our economy and to strengthen our competitiveness.

To reach these goals in a more effective way, the strategy aims at (i) promoting the collaboration among all the relevant actors and (ii) supporting the diffusion of solutions that already exist, e.g. technological and service innovations.

485 / 500 characters

B.2.6.2 Partner relevance for policy instrument 6

Partner Relevance 1

6-PP Pannon Business Network Association

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.

Pannon Business Network has become a respected regional development organisation in Hungary since being established in 2006. The organisation has 25 full time staff with 6-14 years of experience in managing interregional projects and working as public servants at regional/local authorities. Half the team is directly involved in European projects.

PBN's mission is to focus on transformation of manufacturing companies due to industrial change. PBN is an active player in digitalization change, helping SMEs and start-ups (500+ SMEs nationally to date) integrate new technologies. PBN operates an accredited digital innovation hub that can serve as a focal point of support in the event of anchored firms leaving – as is anticipated in FOUNDATION.

PBN is leading the UpGradeSME which focuses on internationalisation and developing tools for stimulation of cross-border know-how transfer between firms. This will support FOUNDATION through complementarities/synergies - and connections to SMEs.

996 / 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?)

PBN have a strong working relationship with the Ministry of Finance (MOF), MA of Economic Development and Innovation Operational Programme (EDIOP). PBN is directly contracted to the MOF, for improvement of the OP regarding targets for high-growth SME development, in the High Growth Company Academy program.

In the OP preparation phase, PBN submitted a policy paper: Territorial Operation Programme of Vas County, based on which a new funding call Territorial and Settlement Development OP was launched nationally.

Further showcasing, PBNs cooperation with MOF, we are strategic and full partners on IE projects (UpGradeSME, BRIDGES, ERUDITE, INCREASE). Regular stakeholder meetings are held between MOF and PBN. Through which PBN have the opportunity to provide further insights/improvements and actions into the ROP.

Peter Keller, Head of Economic Development at MOF is committed to ensuring FOUNDATION, its findings, data, policy sharing and learnings support the impact of the ROP.

990 / 1,000 characters

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

PBN will collaborate with the project partners to:

- Develop studies and analysis as part of FOUNDATION
- Participate in Interregional good practices' exchange meetings
- Study visits and participation in other partners' performances and regional activities
- Organise meetings and activities with the local stakeholders' group
- Develop the Győr-Moson-Sopron Action Plan
- Communicate and disseminate project results
- Monitor the Action Plan
- Contribute to the Policy Learning Platform

491 / 500 characters

B.2.6.3 Stakeholder group relevant for policy instrument 6

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

The key stakeholders participating in our regional network are: 42 municipalities 18 rural small regions (keen to participate as pilot regions.), 23 active Cluster Organization, 3 County Council Authorities, the National Ministry of Economics, 3 Regional Universities and more than 800 SMEs who are the basics of our network including.

- Ministry for National Economy
- National Office for Research, Development and Innovation
- Vas County Authority
- Zala County Authority
- Győr-Moson-Sopron County Authority
- West Pannon Regional Development Authority
- Professio Metal Industry and Vocational Cluster
- Széchenyi István University
- University of Pannonia
- West Pannon University

685 / 1,000 characters

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

- Ministry for National Economy: responsible for Structural Funds Management
- National Office for Research, Development and Innovation: Responsible for National Smart Specialization Strategy management
- Vas County Authority: Responsible for development and implementation of Regional Territorial Programmes and Regional Innovation Strategy as part of National Smart Specialization Strategy.
- Zala County Authority: Responsible for development and implementation of Regional Territorial Programmes and Regional Innovation Strategy as part of National Smart Specialization Strategy.
- Győr-Moson-Sopron County Authority: Responsible for development and implementation of Regional Territorial Programmes and Regional Innovation Strategy as part of National Smart Specialization Strategy.
- West Pannon Regional Development Authority: Coordinating body of all types of territorial and economic development programmes of the Region.
- Professio Metal Industry and Vocational Cluster: The member firms of the Cluster are providing the opportunity for the practical training in their modern, internationally competitive premises. Students with a contract are given practical training. After the completion of the training students get the opportunity for further employment.
- Széchenyi István University: Business skills, Material research and nanotechnology
- University of Pannonia: Bioenergy and Life Sciences departments
- West Pannon University: Natural Sciences

1,464 / 1,500 characters

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

PBN is regularly cooperating with the above stakeholders on developing regional and national economic development policies. In the project stakeholder involvement objectives are to: benefit from & contribute to the policy learning; contribute to the action plan and support its endorsement; participate in the action plan implementation, network with counterparts from the partner areas; participate in & contribute to dissemination activities.

The knowledge institutions stakeholders form one part of the Regional triple helix, at regional & national levels.

Stakeholder involvement in policy learning: The purpose is to (1) increase the knowledge, regional advisory role, & overall contribution capacities for Good Practice analysis & regional benchmarking, peer reviews, & finally, regional improvement needs to be addressed in the EDIOP. For this purpose, stakeholders participate in regional and interregional thematic meetings; (2) draw on practical experience from GP demonstrations during site visits; (3) promote research2research, business2research & business2 business partnerships for interregional cluster opportunities. Participation in meetings is conditional on the meeting's thematic focus & the stakeholder relevance.

The Stakeholders will also be actively engaged in FOUNDATION transnational Seminar 1 in Győr: "Regional Resilience in Europe: The Role of Industry Structure in Determining Resilience." in Semester 3 contributing to the agenda/presentations with local content.

1,498 / 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.

DUP – Documento Unico di Programmazione del Comune di Reggio Emilia 20152019

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, by leveraging on local distinctive competences (Education, Mechatronics, Agrifood, Energy & Services) in line with the Regional S3. This is part of a resilience strategy based on innovation and productive reconversion of pre-existing industrial structures and aims at providing tools to face big economic changes and global competition.

Reasons for improvement are:

1. ERDF OP measures targeting job creation, competitiveness, economic growth, sustainable development 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 economic policies and a full integration of ERDF priorities in local planning.
2. Coexistence of several stakeholders (Local Authority, Chamber of Commerce, Trade associations, enterprises, SMEs, universities, R&I centres) with different competences and roles in support of economic growth: governance of these organisations has to be improved to avoid duplication, define and share a common vision for economic development of the regional system. The new approach should 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.

1,497 / 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

7-PP 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)?

Two levels of improvement are foreseen:

- 1) 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) and by establishing new strategies according to the BPs 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.
- 2) Project level: at least 1 concrete new project to be implemented, focused on processes/tools to increase the resilience capacity of an economic system. The idea is to test, analyse and possibly re-run a local project by continuing collaboration started within the LSG, identifying key SMEs/sectors to be involved as tester.

838 / 1,500 characters

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

15 SME enterprises actively involved by the pilot project

57 / 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?

Reggio Emilia is one of the richest production areas in Europe, one of its manufacturing engines, with a strong vocation for internationalization and export. The city is characterized by a solid economic system: a company for every 8.3 inhabitants, an unemployment rate of 4.9% (vs Italy 11%) and an export rate of 60%. Despite the positive data, in recent decades the city has undergone major changes and suffered from the global crisis of 2008-2010, which particularly affected key sectors of the city economy such as mechanics and construction. There have been several cases of key firms and large employers that have closed, de-localized or have been acquired from abroad, thus the city had to identify different ways of management and response to changes and crises. The city has resisted crises, having put the concept of resilience to industrial changes at the center of its economic development, adopting a strategy that leverages the distinctive skills of the territory and the evolution of the local economic system towards the knowledge economy.

Continuous changing contexts are now demanding the city to further adapt developing skills, services and industry in line with the knowledge economy requirements.
At local level what need to be improved is:

- Develop and improve the governance among local actors, enterprises included, to create a long term resilience strategy to make our territory able to adapt to changes, to be ready to answer to constantly different market needs and trends.
- Investing in research, relationships, education, training and culture of innovation to allow the whole city ecosystem to shape a Road Map to permanent innovation
- Improve relationships and international networks as pivotal growth lever for distinctive competences
- Work on FDI retention - establishing relations and exchanges between the entire ecosystem and foreign investors

1,891 / 2,000 characters

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

Yes

If yes, how?

FOUNDATION clearly responds to one of the general objectives of the Emilia Romagna S3 strategy: to favour the evolution of business models and entrepreneurial organization, generational replacement and management improvement, new forms of aggregation and relations among enterprises. FOUNDATION also responds to RIS3 Priority C: to increase the capacity of the regional system to intercept and to respond to the main drivers of changes in the market and within the society.

474 / 500 characters

B.2.7.2 Partner relevance for policy instrument 7

Partner Relevance 1

7-PP 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.

Core to our resilience strategy is to absorb shocks of economic changes is the Northern Area of the city. The Innovation Park seeks to attract enterprises, researchers and investment, through its logistics, technological and services-related platform designed to support, and interconnect local production with research centres. It focuses on research and innovation of specific territorial skills as driving force for the innovation of other productive sectors and the efficient reconversion of the empty premises of the most important productive plant of the city.

RE is LP of Interreg Project Compete In "Competitive territories through internationalisation: SMEs competitiveness in globalised regions" (Phase 1 ends April 2019);
RE is preparing, as LP, INTERREG proposal focused on urban/rural linkages, and their improvement for the protection of the environment and the generation of new services/enterprises under Priority 4.

Neither project overlaps with FOUNDATION rather complement it.

1,000 / 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.

165 / 1,000 characters

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

Contribution: offer GPs on resilience strategies, host Study Visit 5, Seminar 1, work with LSG. Promote Project's goals in regional events, seminars on related issues. As LP of 'Compete In' Interreg Project bring experiences relevant for FOUNDATION for a global vision of local ecosystem competitiveness.

Benefit: policy instrument improved, via Action Plan and good practices shared; increased competences of staff and local cooperation system reinforced.

460 / 500 characters

B.2.7.3 Stakeholder group relevant for policy instrument 7

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

1. Trade associations collecting SMEs and businesses: Unindustria, Legacoop, CNA, Confcooperative
2. Chamber of Commerce
3. University of Modena and Reggio Emilia (UNIMORE)
4. STU Reggiane Spa
5. Laboratories and Research&Innovation centres (CRPA)
6. REI – Reggio Emilia Innovazione
7. Reggio Children-Loris Malaguzzi International Center
8. Foundation E35 for international projects
9. Main local companies

408 / 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 resilience 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 and 2 represent SMEs and have different roles that have to be coordinated (different types of services provided to SMEs). 3, 4, 5, 6,7 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 competitive in the market). 8, brings also added value in terms of institutional international relations for the benefit of economic relations; 9 represents larger companies involved since their consistency with the topic, and that can be used to detect weaknesses in the proposed system and find countermeasures

They all have to cooperate to deliver the most result with joint resources, and the Municipality has to coordinate them to identify shared strategies.

1,359 / 1,500 characters

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

RE 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 BPs 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 BPs 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 and exchange seminars/events. 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. The Stakeholders will also be actively engaged in FOUNDATION transnational Workshop 4 which will be hosted in Reggio Emilia, Italy: "The Role of the Individual in Economic Resilience." in Semester 4, contributing to the agenda and presentations with local perspectives.

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.

1,440 / 1,500 characters

B.2.8 Policy instrument 8

B.2.8.1 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.

Operational Programme Under The 'Investment For Growth And Jobs' Goal: Murcia Feder 2014-20 OP

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 Thematic objective addressed by the Policy Instrument selected, would be the number "03 - Enhancing the competitiveness of small and medium sized enterprises (SMEs)". This objective have several Investment priorities, being the most significant for FOUNDATION project: 3a – Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators.

The priority 3a, aims to develop a comprehensive plan to support entrepreneurship, encourage growth and job creation. Foster entrepreneur local government: promoting entrepreneurship, identifying niches and self-employment, infrastructure development to accommodate business.

Although the policy specifically mentions an action to support business creation and self-employment developing an entrepreneurship ecosystem, no actions are detailed to face large industry closure, which has an important impact in regional economy. Some punctual initiatives are being developed in this field, mainly related to capacitation in Industry 4.0 and with the support of the Regional Development Agency. The policy should design a consistent strategy, including well-planned actions and involving different regional actors, to support unemployed people resulted from the large firm closure to become entrepreneurs or be part again of the industrial sector improving the competitiveness of auxiliary SMEs with its experience.

1,470 / 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

General Directorate for Budget and European Funds, Regional Government of the Region of Murcia

96 / 300 characters

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

CEEIC envisages the improvement of the policy through new projects allocated under the investment priority 3a. This priority mentions the support for avoiding failure in companies without appointing specific actions. In this sense, the higher experience of other project partners on this field will help the Region to develop, monitor and evaluate new measures.

Those measures should meet the need of different targets: employees facing difficulties in their companies and unemployed people that previously worked on large industrial firms. They will improve Operational Programme by being specially thought for those groups.

Measures will focus on:

- Training on specific business knowledge/fundraising
- Entrepreneurial skills/mindset, digital industrial skills development
- Capacity building on initiatives as Industry 4.0
- Awareness activities focused on overcoming from a large firm closure
- Finance support tools

Moreover, CEEIC will focus specially on digital entrepreneurs, due to its specialization in the sector and its involvement in regional Industry 4.0 initiative. Region of Murcia is the 8th Spanish region in terms of R&D applied to tech companies.

CEEIC belong to the DIH Innovation for Manufacturing in the South (I4MSOUTH), whose objective is Industrial Internet research (Factories of Future). It is also member of EUREKA Cluster program in Advanced Manufacturing, which aim is to promote international cooperation R & D & I projects.

1,465 / 1,500 characters

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

Number of entrepreneurs benefitting from funds under the new projects developed in the Priority 3a of the Operational Programme, 65 entrepreneurs and SMEs.

155 / 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?

During last century especially late 80's and early 90's, Murcia region suffered the closure of several large chemical and naval industries. More than 3000 direct jobs were lost and the impact in auxiliary industry extended to 30.000 people. Murcia Region fostered the regeneration of this industrial sector since then, mainly by boosting business sector with knowledge transfer, orientation and mentoring actions devoted to new business creation. In the last years, Regional government has bet for companies' digitalization and Industry 4.0 initiatives as ICT knowledge transfer and digital talent management, as there is a lack of these skills in the sector. But the impact of low work loads in large firms and eventual closure of them is still high on these industrial sectors. There is a need on developing regional strategies to fight this situation through the promotion of business creation opportunities and entrepreneurship spirit among workers victims of it.

In 2013, the enterprises creation rate in the Region of Murcia was 9,1% while the enterprises disappearance was 9,4 %, resulting in a negative net growth rate of -0,3%. This rate has been negative since 2008 (Spanish Institute of Statistics <http://www.ine.es/prensa/np944.pdf>).

Supporting measures for companies facing difficulties are mentioned in the current Murcia Operational Programme, without appointing specific actions. Some regional organizations, such as CEEIC, are developing punctual activities, mainly dealing with the ICT training, development of entrepreneurship attitudes/skills and orientation to companies. Summarizing, there is not a consistent strategy in the Region of Murcia and, the most significant, there aren't specific actions for supporting large firm closure. It would be very important to have good practices and parameters to follow, mainly as regards measures and support for the second chances, as there are around 9,000 enterprises closing every year in the Region of Murcia (INE).

1,989 / 2,000 characters

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

Yes

If yes, how?

RIS3 in the Region of Murcia has established 7 strategic objectives, related with the project are in particular: 2) Entrepreneurship encouragement and business creation, 3) Promoting training and specialization and 4) Supporting regional economic and knowledge capacities and its integration in the global economy. Furthermore, ICT and digitalisation of industry is considered as priority sector of specialization by Murcia. CEEIC envisions to promote this sector to foster industrial regeneration.

499 / 500 characters

B.2.8.2 Partner relevance for policy instrument 8

Partner Relevance 1

8-PP Business Innovation Center of Cartagena (CEEIC)

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.

CEEIC was founded to foster solutions of self-employment and companies' creation among those who lose their jobs on early 90's due to large firm closures in the Murcia Region. Based in Cartagena the main focus of CEEIC is as a facilitator to boost entrepreneurship and business creation within the industrial sector of the region.

CEEIC has experience in:

- Design/implementation of innovative methodologies for business support
- Training on specific business knowledge/entrepreneurial skills –
- Access to public/private finance
- Communication actions directly connected to the society, mass media and policy makers.
- Develop digital plans in industrial companies
- Detection of business opportunities in regions hit by industrial crises

CEEIC is engaged in Industry 4.0 and 4.0 start-ups ecosystem, for belonging to DIH and the intelligent manufacturing international EUREKA Cluster, and for being a pioneer with the Smart i4.0 training program for technical profiles in Industry 4.0.

994 / 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?)

CEEIC has been assigned by the Region of Murcia Government (ERDFMA) as advisor member within the team working in the design of Operational programme (policy instrument addressed in this project). In addition, it closely works with Murcia Regional development agency, which is direct beneficiary from this policy and part of its creation committee. That means CEEIC has direct influence and power in the measures design. Furthermore, the implementation of the initiatives related to business support and access to finance, go directly to CEEIC.

Since the early 1990's, when the biggest closure of industrial companies in Murcia Region took place, CEEIC has been supporting the regional SME ecosystem to avoid the loss of jobs generated by this phenomenon. Because of this extensive background, this organization is the most appropriate to introduce changes in terms of economic resilience and adaptation on the selected policy through the FOUNDATION project.

959 / 1,000 characters

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

CEEIC will participate in all FOUNDATION project activities. They will show partners regional business support ecosystem derived from early 90's industrial crisis in the region during study visit to Cartagena and share current activities related to it in the specific workshops they will be part.

The benefit from the cooperation will be the improvement of the policy instrument, by an AP, that will ensure a medium-long term supporting scheme for business creation and increased resilience.

492 / 500 characters

B.2.8.3 Stakeholder group relevant for policy instrument 8

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

1. General Directorate for Budget and European Funds (DGBEF) is the ERDF Managing Authority, which receives and distributes the budget among the different regional actors that are implementing the different actions, measures and policies.
2. Regional Development Office of the Region of Murcia (INFO), acts as regional coordinator for public and private institutions, e.g. councils, development agencies, clusters etc.
3. Polytechnic University of Cartagena (UPCT)
4. Business association of industries from Escombreras valley (AEVE)
5. Regional Confederation of Business Organizations (CROEC-CROEM)
6. FREMM regional federation of metal companies
7. Isaac Peral foundation: public-private initiative for the promotion of technological collaboration among companies
8. Local Development Agency of Cartagena (ADLE)
9. Regional associations of cooperatives and social economy companies (AMUSAL and UCOMUR).
10. Murcia Entrepreneurs Association (AJE)
11. Regional service of employment (SEF)

990 / 1,000 characters

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

- DGBEF will be the main actor within the group, as regards decision making to include the Action Plan (AP) under the policy instrument.
- INFO will positively contribute to the stakeholders group and the design of the AP with its expertise and in the implementation thanks to its direct contact with the managing authority.
- UPCT has its own Business Department and an experienced Technical School of Industrial Engineers. Their vision will be essential for detecting the needs of our target group and also its academic background.
- AEVE, FREMM and CROEC-CROEM will positively contribute to the Action Group and the design of the AP with its expertise and its large businesses network.
- Isaac Peral foundation is taking part on the development of Murcia Industrial agency and will support the regional action group by sharing experiences from more than 20 large, medium and small companies that joined the initiative
- ADLE provides quality public services to businesses and entrepreneurs.
- AMUSAL and UCOMUR will provide their experience of avoiding companies closure by transforming them in cooperatives and social economy companies to the action plan drafting.
- AJE could be the entrepreneur's perspective to the regional stakeholder group, contributing also actively to the AP design.
- SEF will provide approaching techniques to work with unemployed people. As regional body in charge of services for this target group, its contribution will be valuable for AP.

1,474 / 1,500 characters

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

The process of policy learning, which is the key driver for achieving policy change, needs to occur at different levels, starting at the CEEIC. In order to extend the learning to wider levels, the project will create a stakeholders group at a regional level. Policy-making process at regional level involves a wide range of players. To optimise the impact of interregional learning and to make sure the activities of the action plan are implemented later on, these stakeholders also need to be part of the interregional learning process. The stakeholders group will be created at the beginning of the project, and they will meet once per semester.

Regional stakeholder group monitors the progress and works with the various activities connected to the best practices benchmarking and analysis of the regional situation, as well as the adaptation of the selected practices to the regional scenario. Objectives within the group are to gain information from its members as well as a strong regional support and involvement on the regional AP development, connecting both public and private sectors. They will be key actors in the design and implementation of the AP. Members will participate in the Interregional learning activities and dissemination. The Stakeholders will also be actively engaged in FOUNDATION transnational Workshop 2 hosted in Spain: "Academia and Economic Resilience: What Role do Academics Play." in Semester 2, contributing to the agenda/presentations with local perspectives.

1,499 / 1,500 characters

B.2.9 Policy instrument 9

B.2.9.1 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.

Investments in Growth and Employment Austria 2014-2020

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.

Following the motto of the Upper Austrian Council for Research and Technology (RFT OÖ) "Strengthen strengths – dare something new", the strategic objectives, topics and activities build on existing structures and "critical mass" of the regional economy and thus carry on the tradition of strategic programmes in Upper Austria.

A new practice has been adopted through the modern approach in technology policy of consistent vertical orientation along the education–research–economy innovation chain within defined fields of activity- namely: industrial production processes, energy, food/nutrition, health & ageing society and mobility.

When the current program was developed (2011) a number of trends like Digitalisation, Industry 4.0, etc. were not addressed. The regional program development will begin in 2019. This offers the opportunity to improve on the one hand the process of developing a new strategic program and on the other hand taking into account the new industrial trends, which are important in Upper Austria.

There is great interests in developing new methodologies, processes, to overcome stagnation and increase innovation. To keep employment levels in the region stable by stimulating cross-sectoral diversification, cross-thinking and open innovation will be one of the key targets. The results of the FOUNDATION project will foster our process to try new ways in development of regional policy instruments.

1,429 / 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?

No

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

Upper Austrian Provincial Government Department for Economy - Directorate for Regional Planning, Economic and Rural Development.

128 / 300 characters

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

Business Upper Austria envisages the improvement of its policy instrument through improved governance and structural change.

As Upper Austria has quite a long tradition on strategic policy instruments we are as a region are in danger to getting stuck in a circle. New ways of thinking, flexible processes, questioning existing structures are necessary for future challenges. The Policy Instrument needs to place resilience at its core in supporting the region's SMEs. Many of the strategic topics are very much linked to a small number of big companies, which whilst is also critical for further development of the region, disregards SMEs.

The combination of the network of the project partners and existing experience in our own region, coupled with the exchange of best practices, will have a major input for developing our own policy instruments further. The exchange of experience in terms of scaling-up of Start-ups/SMEs would also be very helpful and the question how far the existing structures can support that or if there is a need for specific ones.

Furthermore, as there is a lot of large manufacturing industry in Upper Austria we are keen to introduce pilot projects to provide appropriate business supports for the re-alignment of the regional industrial base in the instance of a shock exit of a large employer in the region.

1,343 / 1,500 characters

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

Increased number of SMEs participating in cooperative projects with industry partners and successful Upscaling of SMEs – 50.

124 / 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?

Within the current regional strategy mobility and automotive is one of the major activity fields. Upper Austria has one of the biggest supplier industries (including numerous SMEs) in Austria and is very much dependent on the German automotive industry. More than 70,000 employees are either working in that sector or linked to it. That means every fundamental change – which is taking place in the automotive sector – has a tremendous influence on the Upper Austrian industry and SME structure.

Therefore the issue of industrial structural change is of high relevance for the whole region and so far has not really been addressed adequately in current policy instruments. The Policy Instrument needs to include resilience measures in supporting the region's SMEs and industrial base for such shock changes which can heavily impact the industry – and its sub-supply sector.

Within the region there has to be a complete shift of the traditional business model to take notice of new challenges and a regional strategy which supports that shift. The FOUNDATION project, can help to answer these challenges through collaborative exchange with the project partnership, of best practices, initiatives and through learning via case studies.

1,234 / 2,000 characters

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

Yes

If yes, how?

“STRAT.AT 2020 Partnership” has been established to implement Austria's Partnership Agreement with the EC on the EU Structural and Investments Funds 2014–2020. The goal was to achieve a common understanding of the interaction of National RTI strategy with the RTI strategies of the Länder to create new ideas, internally and externally. Upper Austria is linked to the Austrian RIS3 through its concentration of industry in bio-economy, intelligent manufacturing, ICT and Life sciences.

485 / 500 characters

B.2.9.2 Partner relevance for policy instrument 9

Partner Relevance 1

9-PP Business Upper Austria - OÖ Wirtschaftsagentur 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.

Business Upper Austria has long experience with the development of regional strategies and has been involved since the first strategic program in 1998. Within its role as business and location agency is one of the key players in developing and implementing strategic instruments and tools and is a key contributor to the development of the 'Innovative Upper Austria 2020' strategic program. The organisation is jointly responsible for the design and the implementation in close cooperation with other stakeholders in the region.

Strong frequent organisational and personal connections exist with the responsible organisations for RTI policy development, the political department and responsible regional minister and to the Upper Austrian Council of Technology. Furthermore, Business Upper Austria has been involved in Interreg Central Europe, Interreg Danube Transnational, Interreg Alpine Space projects and FOUNDATION would be our first participation in Interreg Europe.

974 / 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?)

Business Upper Austria (Biz-up) within its role as business and location agency is one of the key players in developing and implementing strategic instruments and tools. Biz-Up is engaged by the Upper Austrian government for the development and coordination of 'Innovative Upper Austria 2020' the regional Upper Austrian economic and research strategy strategic program (and therefore responsible for the design and the implementation in close cooperation with other stakeholders in the region). Klaus Oberreiter, Head of Policy & Location Strategy at Business Upper Austria, is mandated with developing and coordinating the regional innovation and enterprise strategy. Therefore, this ensures Biz-up has a significant input and influence for the policy instrument 'Innovative Upper Austria 2020.'

797 / 1,000 characters

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

Business Upper Austria has a long experience with different Interreg regional projects through its cluster department, policy department, etc. Strong connection and relationship to companies, decision makers, politics, etc. There will be a strong benefit for all participating partners on the exchange of experiences and best practices and the existing network. FOUNDATION will provide an opportunity to work with National RIS3 objectives and to fine tune regional policy to more closely align.

494 / 500 characters

B.2.9.3 Stakeholder group relevant for policy instrument 9

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

Relevant Stakeholder are:

- Upper Austrian Provincial Government Department for Economy -Directorate for Regional Planning, Economic and Rural Development, Department Economy and Research
- Chamber of Commerce,
- Industry Association,
- JKU – Johannes Kepler University Linz,
- Upper Austrian Council of Technology,
- Upper Austrian Research,
- Business Upper Austrian Clusters - Automotive Cluster, Cleantech Cluster, IT Cluster, Plastics Cluster, Upper Austrian Food Cluster, Mechatronics Cluster, Medical Technology Cluster, Furniture & Timber Construction Cluster, Network Human Resources and Softwarepark Hagenberg.

626 / 1,000 characters

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

Role of these stakeholders in relation to the above policy instrument:

- Upper Austrian Provincial Government: decision making, approving strategies
- Upper Austrian Council of Technology: advisory board for regional government
- JKU / Upper Austrian Research: providing expertise and thematic input
- Chamber of Commerce / Industry Association: providing expertise and thematic input, especially the view of SMEs and industry
- Business Upper Austrian Clusters - Automotive Cluster, Cleantech Cluster, IT Cluster, Plastics Cluster, Upper Austrian Food Cluster, Mechatronics Cluster, Medical Technology Cluster, Furniture & Timber Construction Cluster, Network Human Resources and Softwarepark Hagenberg: providing expertise and thematic input, especially the view of SMEs and industry.

787 / 1,500 characters

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

All of these groups are active in promoting entrepreneurship and play key policy influencing roles in the region. Each stakeholder will bring critical knowledge and experience to the project and play a key role in developing the FOUNDATION AP. The stakeholders range from policy makers, to research organisations and Higher Education providers whilst the groups and clusters represent large networks and interest groups to provide additional perspectives and valuable insights.

The Regional Stakeholder Group in Upper Austria will be inclusive with all stakeholders being provided with the opportunity to input into the Good Practices, Site Visits, Workshops and Seminars – whilst also being given opportunities to take part in meetings and workshops (on a appropriateness to the issues addressed basis). The stakeholders are a strong part of the regional eco-system and they are also important for the dissemination of the results of the project. Objectives within the group are to gain information for its members as well as a strong regional support and involvement on the regional AP development. They will be key actors in the design and implementation of the AP.

As mentioned members will participate in the Interregional learning activities and dissemination. The Stakeholders will also be actively engaged in transnational Seminar 2 which will be hosted in Linz: “Industry Clusters and Resilience.” in Semester 5, contributing to the agenda and presentations with local perspectives.

1,494 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

CIT has been promoting the development of a cluster policy strategy in line with Ireland's Smart Specialisation strategy since 2010. The aim is to develop & nurture local sectoral ecosystems in partnership with stakeholders to promote economic growth, support SMEs and position Ireland to advance new emerging activities in order to build a smart, sustainable and inclusive socio- economic model.

CIT has successfully participated in 2 Interreg IVC projects - Working 4 Talent (W4T) and Medi@TIC. In both cases, a clear need to focus on the promotion of innovation and Smart Specialisation Strategies was identified, in particular through quadruple helix approaches, to support technology transfer & cooperation among stakeholders and to improve local & regional innovation ecosystems.

In that context, together with partners experienced in such fields (Oldham Council and University of Oulu) and facing common challenges, we started to exchange information about existing policies, Operational Programmes and RIS3 and this to co-develop the Foundation project. Together we want to create a Framework which would contribute to improving regional resilience to industrial change and prepare SMEs for the knock on impact that such shocks have on their formation, development & growth. Relevant stakeholders in Ireland, Finland and UK provided valuable input during the project preparation – including the Southern Regional Assembly, UCC, Enterprise Ireland, NIhak OY and GM Business Growth Hub.

Common issues allowed us to develop a partnership which added profiles that include not only territorial authorities (Municipality of Reggio Emilia), but also Regional Development Agencies (Business Upper Austria, Rzeszow RDA) and Academic & RTOs (Lithuanian Innovation Center, Pannon Business Network Association and Business Innovation Center of Cartagena). The overall partnership covers different ecosystem dimensions at territorial, regional and interregional levels. In essence this supports results, as connecting different elements of the innovation ecosystem - provides their direct perspectives to supports for SME development and competitiveness. Importantly all partners have direct connections with the bodies responsible for the PI in their region.

The potential partners presented their regions and ideas for collaboration over several skype meetings between January and June 2018. Discussing potential PIs, why and how these instruments should and could be improved.

On the basis of this, the meetings defined the objective and activities of the project, and developed the budget. Also discussed was how tasks could be distributed among different partners; i.e. communications strategy and topics to be addressed during workshops and study visits etc. During this period frequent telcos and skype calls between the partnership took place to select and describe the regional policy instruments, develop the work plan and agree expected results and output indicators.

2,979 / 3,000 characters

C.2 Issue addressed

Industrial Structural change refers to a change in the basic ways an economy operates, such as modernisation, diversification, transition or radical foundation. FOUNDATION focuses on changes within the regional economy be that impact on regional SMEs associated with the value chain affected by change and on finding ways to develop policies & ecosystems which are robust and resilient to such change. In real terms this means the creation of an ecosystem which supports the development of competitive SMEs, which have an ability to adapt, evolve and remain competitive in the face of externalities.

The EU2020 strategy envisages measures to overcome the economic crisis and move beyond it by addressing the structural weaknesses in the European economic model. In that sense, the issues addressed through FOUNDATION are in line with the Strategy. Its Flagship Initiative: "An industrial policy for the globalisation era" is focused on the establishment of an industrial policy to create the best environment to maintain and develop a strong, competitive and diversified industrial base in Europe. We know from experience that economic crises are cyclical. While we may be currently emerging from a crises another one is surely on the horizon. We must use this time wisely in order to learn from past mistakes. Improving the business environment, especially for SMEs, is imperative in this regard, since SMEs are the backbone of our economy, critical markers of our regional economic wellbeing. A robust and informed framework to support an effective entrepreneurial discovery process is an essential foundation to build regional resilience and adaptability to industrial restructuring and protect against vulnerability to external forces.

Regional and local authorities, academia and RTOs can play a key role of intermediary and "orchestrator", i.e. through the creation of networks, research driven clusters, platforms & mechanisms to facilitate intra and inter regional interactions, capacity building and information provision regarding emerging opportunities, instruments to support the creation of spinoffs & innovative start-ups, business accelerators or innovative financial instruments. The FOUNDATION partnership is considerate of these key roles, since although working transnationally we also want to ensure our partnership is representative of the key actors within the innovation ecosystem in order to develop robust and informed policy recommendations.

While some regions have managed to excel in certain elements of the discovery process, others are lagging behind, missing out on the opportunity to enable powerful synergies between actors engaging in a process of mutual discovery and innovation. Partner regions are different stages of development in this regard.

FOUNDATION will use the opportunity provided by INTERREG EUROPE for interregional learning and cooperation between these geographically diverse partner regions in order to collaborate on the development of a set of guiding principles, based on actual case studies within the partner regions, to support regional resilience and adaptability to industrial structural change. Our resulting guidance will be far reaching in its learning, considered and representative in its approach and adaptable in terms of its ability to be implemented within local contexts, all the while supportive of boosting entrepreneurship and supporting SME competitiveness.

3,439 / 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**

The overall objective of FOUNDATION is to Build Regional Resilience to Industrial Structural Change through the development of policies and measures which act as the foundation underpinning a strong regional strategic entrepreneurial discovery process and associated support system.

A co-operative approach to linking the quadruple helix players is required to provide a structured Road Map for preparatory support to the economic ecosystem in advance of the closure of anchor firms in their region which act as significant employers.

Foundation's sub objectives are clearly linked to each element of the helix:

- **PUBLIC SECTOR:** To orchestrate a dynamic process with the stakeholders to create opportunity scenarios that can gather the future necessary policy measures and strategies for the Road Map.
- **CIVIL SOCIETY:** To attract, re-train, develop and extend the talent pool by empowering all citizens from different ethnicities and backgrounds, using Open Innovation as a capacity building tool to position Demand Driven Innovation as the obvious natural path for sustainable progress and wellbeing.
- **RTO and high education:** To provide RTI services to the ecosystem and across the value chain, innovate through science and technology in a sustainable way to face future challenges. Provide courses in line with future and re-skilling needs and generate knowledge to be transformed into creative solutions in order to increase competitiveness.
- **SMEs and industry:** To absorb demand driven innovation, establishing a multilateral dialogue with the ecosystem, towards the generation of products and services that can hit the market, respond to future challenges, and generate Growth & Jobs.

1,697 / 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.

To achieve the project objectives as well as producing meaningful outputs and results the project will facilitate interregional learning through a series of regional field visits and workshops which will showcase examples of past regional structural change and corresponding SME support systems.

The project will follow a series of stages in order to deliver on planned objectives. The regional stakeholder group will be central to all stages, steering the development of activities acting as both provider and receiver of local learning and information.

1. Analysis of key linkages within the regional restructured ecosystem:

In semesters 1 and 2 partners will undertake an analysis of the key linkages within their regional restructured ecosystem, focusing on one specific example of restructuring which has taken place in their region be that a case of modernisation, diversification, transition or radical foundation. The analysis will tease out information on the relationship or lack thereof between the restructuring result and the corresponding discovery process and ecosystem. The analysis will be informed by face to face interviews with the SMEs themselves. It will also include a series of questionnaires aimed firstly at the broader society to ensure a more inclusive process of knowledge collection and broader societal engagement in the formation of the discovery process and secondly at the policy makers and stakeholders to kick start and build awareness of the role of the discovery process in building regional resilience and driving innovation and competitiveness in the face of externalities. This ground work will be crucial in identifying key stakeholders as well as good practices which can be showcased to partners during the study visits and workshops.

2. Identification of Good Practices:

Each regional analysis will be peer reviewed in order to identify good practices and an inventory of good practices will be created and 36 best practices shared with the policy learning platform.

3. Field visits:

A field visit and regional workshop will take place at 4 month intervals to be held in each partner area between semesters 1 and 6. This will be an opportunity for partners to learn first-hand about how other partner regions have responded to industrial restructuring and will add to the base knowledge exchange already provided by the regional analysis and identification of good practices.

4. Local Adaptation of Good practices:

In semester 5 each partner will hold a local workshop with key multi-tier stakeholders to present and discuss the good practices which they have identified and wish to implement in their own region. The good practice host partner will support the adopting partner in this process. The local workshop will be a critical step in planning for the adaptation of the good practice to the local context and in developing the regional action plan.

5. Influencing the Policy Instrument (PI):

In semesters 5 and 6 partners, depending on their relationship with the PI, will focus on influencing policy change or preparing for policy change within their PI. For those partners who are not managing authorities their focus will be on influencing policy change through communication with and capacity building of stakeholders in relation to the challenges and solutions addressed by the action plan. For the partners directly connected with the PI their focus will be on preparing their stakeholders for policy change through dissemination of learning & capacity building opportunities.

6. Implementing & Monitoring Change:

CIT will present key findings from the project at the TCI (global practitioner's network for competitiveness, learning and innovation) global conference in order to disseminate learnings to an international audience in Semester 5. Furthermore, in semesters 7 and 8 partners will use the opportunity to continue to promote implementation of the action plan and monitor any change. A final transnational event will take place to gain European level traction on the project learnings entitled: 'A journey to discovery – supporting innovative business development for strong foundations in our regional economies'. This will be a high level event to be held in Cork, it will include representatives from across the quadruple helix from across the partner regions.

4,347 / 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.

The FOUNDATION communication strategy has identified 3 targets groups. For each group a unique strategy and set of tools (such as project website, newsletters or events) will be implemented:

TG1. Regional, National, European politicians and public officials

The objective of the project is to persuade policymakers on the need to develop policies & ecosystems which are robust and resilient to industrial structural change through modernisation, diversification, transition or 'Slow-burn' and 'Shock' events. To influence behaviour of decision makers towards supporting the implementation of actions plans, the FOUNDATION partnership will involve them in the project activities through regional stakeholders meetings, the e-newsletters, social networks and info days to inform them of project implementation achievements and to persuade them to implement changes in the PI. Additionally, a high level event at the project's end (Phase 2) will be organised to emphasise the benefits of a co-operative framework of resilience for Europe and its associated good practice initiatives.

TG2. RTO, Higher Education, SMEs and industry representatives

Raising awareness among key stakeholder on the need for policy change, as well as to disseminate learning and knowledge across regional and outside stakeholders at different levels. Info days, seminars, press releases, promotional materials (i.e. brochures) and on line communication will be the main tools to raise awareness among this target group on the need for policy change.

TG3. Civil Society Organisations and citizens

To raise awareness about the role of the quadruple helix agents (Public sector, SMEs & Industry, RTO & High Education, Civil Society) to foster innovation. Open transnational events such as info days, seminars, press, promotional materials (i.e. posters / brochures) and on line communication will be the key tools to convey this message.

Internal communication will be also extensively covered among the partnership.

1,991 / 2,000 characters

Objectives	Target group	Activities
<p>Objectives: To persuade policymakers of the need for a framework to plan for industrial structural change via modernisation, diversification, transition, 'Slow-burn' & 'Shock' events. That Resilience is a political priority, so each action plan is signed & commitment to implementation by 31/12/22.</p> <p style="text-align: right;">298 / 300 characters</p>	<p>Target group: People and organisations involved in the desired policy change:</p> <ul style="list-style-type: none"> - Policy makers, owners of the policy instrument - Public servants working to the Managing Authority, involved in the technical assessment of the policy instruments <p>(The above mentioned members are included in partners stakeholders groups SG).</p> <p style="text-align: right;">323 / 500 characters</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Organisation of final high level political dissemination event in Cork (Lead partner), inviting policy makers of the partners' regions, as well as representatives of the media. • Kick off project Press Conference • Political networking and dissemination activities among consortium members stakeholders groups (newsletters, social media). • TCI annual conference - workshop event (semester 6) • E-newsletters and, direct mails to members of stakeholder groups and/or additional institutions. • Stakeholder meetings and other meeting to present the project achievements and results Updates on project website. • Social media (LinkedIn Interreg Europa and project own LinkedIn, Twitter). • Posters, brochures to be distributed in own and third parties events. • Organisation of local info days to share and disseminate project outputs and knowledge gained. • Press releases. <p style="text-align: right;">889 / 1,500 characters</p>
<p>Objectives: Raising awareness among key stakeholder on the need for policy change, as well as to disseminate learning and knowledge across regional and external stakeholders at different levels</p> <p style="text-align: right;">193 / 300 characters</p>	<p>Target group: Final beneficiaries of the improved policy instrument (SMEs, RTOs, Higher Education, Industry representatives, spin-offs, entrepreneurs, start-ups, etc.)</p> <p>(The above mentioned members are included in partners stakeholders groups SG).</p> <p style="text-align: right;">247 / 500 characters</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Kick off project press Conference • Networking and dissemination activities among consortium members stakeholders groups (newsletters, social media) • Social media (LinkedIn, Twitter) • Posters, brochures to be distributed in own and third parties events • Organisation of info days to share and disseminate project outputs and knowledge gained. • Participation in relevant third party events with a dissemination potential. • Press releases. <p style="text-align: right;">463 / 1,500 characters</p>
<p>Objectives: To raise awareness about the role of the quadruple helix agents (SMEs & Industry, Public sector, RTO & High Education, Civil Society) in connecting the ecosystem and building resilience.</p> <p style="text-align: right;">198 / 300 characters</p>	<p>Target group: Civil Society Organisations and Citizens</p> <p>(The above mentioned members are included in partners stakeholders groups SG).</p> <p style="text-align: right;">134 / 500 characters</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Kick off project press Conference • Dissemination activities for civil society and the general public • Social media (LinkedIn, Twitter) • Posters, brochures to be distributed in own and third parties events • Organisation of info days to share and disseminate project outputs and knowledge gained. • Participation in relevant third party events with a dissemination potential. • Press releases. <p style="text-align: right;">415 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Objectives: To cover internal communication within the project partnership.</p> <p style="text-align: right;">75 / 300 characters</p>	<p>Target group: People that are working directly within the FOUNDATION project (Partnership), and those who work within the partner organisations.</p> <p style="text-align: right;">144 / 500 characters</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Face to face communication during the coordination meetings and technical of the project (Phase 1 and 2) • Minutes of the meetings • Coordination and follow up the project management by e-mail and ad hoc on line meetings when necessary to assess project activities monitoring - Study visits - E-newsletters - On line repository - Marketing and dissemination materials - Social media (LinkedIn, Twitter). <p style="text-align: right;">422 / 1,500 characters</p>

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.

In line with the Programmes' instructions, the key result sought "...is an improved implementation of regional policies and programmes, in particular for Growth and Jobs that reinforce the creation of an ecosystem which supports the development of competitive SMEs, that have an ability to adapt, evolve and remain competitive in the face of externalities and shocks.

The interregional sharing of practices and policy learning should improve capacities of the individuals & organisations and facilitate the implementation of the lessons learnt

A) EXCHANGE OF EXPERIENCES

Outputs:

- 9 Ecosystem Case Study analysis: Case study of large firm exit/closure in each region and the steps taken to encourage employment via SMEs birth, growth and expansion.
- 1 Peer review document: The role private & public stakeholders play in the local ecosystem in order to support SMEs across participating regions
- Identification of 36 Good Practices: 4 GP per partner (1 for each workshop)
- 9 Action Plans
- 9 Interregional study visits to learn about partner regions' SME support facilities and entrepreneurship policies
- 4 Interregional Workshops to discuss Best Practices and how to transfer/adapt them to the needs and potential of the different territories
- 4 Seminars for experience exchange (Titles in PHASE 1 'Interregional learning' - Detailed work plan).
- 6 Stakeholders meetings per partner – 1 per Semester in Phase 1 - 54Total

Results: 18 staff (2 per partner) members from partners and 72 stakeholders (1 per region * 8 events) with increased capacity (knowledge / skills). 9 regions and member states considering integration of project's policy recommendations.

B) COMMUNICATION AND DISSEMINATION

Outputs: Updates of web resources, 12 e-newsletters issued (2 per Semester in Phase 1, 90 press releases 10 per partner in Semesters 1-8, 1 brochure printed in 4500 copies and disseminated in 9 countries, 1 poster printed in 50 copies and disseminated in 9 countries, 9 info days, 1 Press Conference, 1 final high level political dissemination event - 'A journey to discovery – supporting innovative business development for strong foundations in our regional economies.'

Results: 54 appearances in the media (1* high level policy event organised), 500 participants in all events, 400 biannual new visits to the project's website and at least 3600 external stakeholders reached.

C) PROJECT MANAGEMENT

Outputs: Phase 1, 1 partnership agreement signed by all partners, 1 evaluation report, 9 minutes of SC meetings / study visits / case studies and 8 workshops/seminars. 1 monitoring meeting in phase 2, 9 progress reports & 1 final report.

Results: Continuous & effective day to day, administrative, financial and technical coordination between partners, achievement of all project's objectives, project having reached its indicator targets in terms of outputs & results within the budget.

2,899 / 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	7
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	2
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	26,365,000
Estimated amount of other funds influenced (in EUR)	770,000

Policies	Self-defined performance indicators	Target
Policy 1	15 SME enterprises actively involved by the pilot project	15
Policy 2	15 SMEs actively involved in the pilot project	15
Policy 3	SMEs supported in the regions, which experience structural change - 50	50
Policy 4	SMEs supported in the regions, which experience structural changes - 50	50
Policy 5	15 SMEs who will actively involved in the project thematic area	15
Policy 6	Number of SMEs with increased export capacity (HU)	15
Policy 7	15 SME enterprises actively involved by the pilot project	15
Policy 8	Number of entrepreneurs benefitting from funds under the new projects developed in the Priority 3a of the Operational Programme, 65 entrepreneurs and SMEs.	50
Policy 9	Increased number of SMEs participating in cooperative projects with industry partners and successful Upscaling of SMEs – 50.	50

Output indicators	Target
Number of policy learning events organised	64
Number of good practices identified	36
Number of people with increased professional capacity due to their participation in interregional cooperation activities	90
Number of action plans developed	9
Number of appearances in media (e.g. press)	54
Average number of sessions at the project pages per reporting period	600

C.6.3 Innovative character

MiSRaR Mitigating Spatial Relevant Risks in European Regions and Towns, which focused on Natural and technological risks (including climate change). The REBORN project identifies tools and knowledge to assist business when failure occurs boosting the SMEs of key regional sectors overcoming the bottlenecks that at present exist.

FOUNDATION will take into account the relevant lessons learnt in these projects by disseminating among the partnership the main results achieved to avoid duplication as well as to inspire partners. However, FOUNDATION intends to go beyond these project results by:

- Developing 9 Ecosystem Case Study analysis: Case study of large firm exit/closure in each region and the steps taken to encourage employment via SMEs (Since none of the partners in FOUNDATION have been involved in the mentioned projects from the previous iterations of the programming period). These analyses will be backed up using European regional data at NUTS2 level. Resistance and recovery indices will be calculated for each region. These indices will become the dependent variables in a series of models which will attempt to identify what regional characteristics promote resistance and recovery. Factors considered will be the industrial structure, education profile, demographic profile, and technological capabilities of regions.
- Encapsulating the active involvement of the local and regional stakeholders in the interregional learning process from the very beginning of the project and during the running of the project and developing their capacity to support and engage in proactive cross sectoral collaboration for innovation and discovery.
- Influencing and improving the policy instruments addressed in FOUNDATION, through the self-defined performance indicators.

1,785 / 2,000 characters

C.6.4 Durability of results

During the preparation phase of the FOUNDATION project, each partner has been closely in touch with the different O.P.'s Managing Authorities to involve and integrate them beyond a letter of support. The key results of the project will provide better organisation and co-operation among stakeholders and focus on the development of a framework to plan for industrial structural change via modernisation, diversification, transition, 'Slow-burn' and 'Shock' events – which are integrated into the regional / national Regional Strategies for Smart Specialisation.

The policy recommendations will be monitored during Phase 2, which will include Stakeholders meetings on a 6 months basis. We are committed to this policy change and will maintain such monitoring and meetings until 2024, with our own resources (staff costs).

As far as our Action Plans may include some specific actions or projects that require specific funding, each new measure or measure to be improved will include target date and have clearly identified sources of funding, to align with existing budgetary resources. In addition, the multiplier effect generated by our strategy of transferring the results, and especially the Best Practices, to other territorial authorities beyond our partnership, should contribute to the sustainability and durability of the project's achievements.

The durability of the project's achievements will also be supported by involvement of staff at partner's parent organisations and through a wide mobilisation of regional stakeholders.

A wide dissemination of project results to stakeholders at the national and European levels, e.g. through the relevant Policy Learning Platform and relevant networks/organisations and the Final Dissemination event (Ireland, Semester 8, 2023) will also contribute to ensure durability by increasing the probability for results being replicated by and rolled out in other European regions, and taken into consideration by national and European policy makers.

1,998 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Neutral	<p>As the policy instruments focus on increasing the competitiveness of SMEs and RIS3 issues from a transversal perspective, we will have a neutral impact, with some influence on sustainable development, in its 3 pillars: Environmental (i.e. through improving SME Competitiveness in key subsectors of the so called "Green Economy"), Social (thanks to Social & Open Innovation) & Economic (thanks to the improvements in SME competitiveness and linking SMEs to the different elements of the quadruple helix (Public sector, RTO & High Education, Civil Society).</p> <p style="text-align: right;">555 / 1,000 characters</p>
Equal opportunities and non-discrimination	Neutral	<p>The FOUNDATION project will apply equal opportunities and non-discriminatory criteria, i.e. in the participation of stakeholders to interregional events or in the contract of staff or services.</p> <p style="text-align: right;">193 / 1,000 characters</p>
Equality between men and women	Neutral	<p>The FOUNDATION project will apply equality criteria towards men and women, to provide the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when the different behaviours, aspirations and needs of women and men are equally valued and favoured. i.e. in the participation of stakeholders to interregional events or in the contract of staff or services.</p> <p style="text-align: right;">418 / 1,000 characters</p>
Digital agenda for Europe	Positive effects	<p>The ICT & digital sector is a key part of the national / regional RIS3 policies across the partnership. By improving our RIS3 and O.P., we will directly improve policy measures that affect the sector, and thus can contribute to the digital single market.</p> <p>In addition, ICT is a transversal means of supporting other sectors, in particular in their internationalisation and modernisation processes, to distribute goods and services. In that sense, the FOUNDATION project will identify best practices and new measures which will have applicability to the Digital Single Market, in line with its 3 policy areas:</p> <ul style="list-style-type: none"> - Better online access to digital goods and services. - An environment where digital networks and services can prosper. - Digital as a driver for growth. <p style="text-align: right;">763 / 1,000 characters</p>

C.8 Project management

C.8.1 Management arrangements

For the appropriate management and balance involvement in decision making, FOUNDATION will create a Steering Committee (SC), as the main body for implementation of the project, where all partners will be equally represented (one representative per partner). The SC will decide by consensus and will be chaired by the Lead partner. The SC discusses and officially approves all project relevant implementation rules, working plans, progress reports and financial issues. Minutes of meetings will be produced for all meetings along with attendee's signatures for an accurate representation of what was discussed and whom was present. The Steering Committee will meet face to face - 10 times during the life-time of the project. In Phase 1, this will coincide with the inter-regional events of the project (n=9), and during the Phase 2 the final policy event (n=1). Controlling, monitoring and quality assurance of the project activities will be ensured by the Steering Committee.

In order to ensure the quality of the implementation of the project, as well as the satisfactory achievement of its goals, CIT as lead partner and the eight FOUNDATION partners will conclude a project partnership agreement (PA). The PA to be signed among partners will regulate their rights and duties as well as joint governance.

While the lead partner is responsible for the overall project coordination, each partner is responsible for project management at partner level and appoints a local project coordinator. The project coordinator, Dr John Hobbs, is experienced in European project management and has developed strong relationships with local and managing authorities for policy implementation. He will act as a driving force in the partnership to mobilise the partners in order to achieve the objectives laid down in the application within the specified deadlines.

Each partner is responsible to appoint a financial manager for his/her organisation and to undergo a first level control (FLC) according to the National Programme requirements. Partner's financial managers will be is responsible for the accounts, financial reporting, the internal handling of ERDF funds and national contributions. All appointed financial managers are familiar with accounting rules, EU and national legislation for the management of ERDF, public procurement and financial control. The partners will provide to the Lead Partner a certified expenditure report and an independent FLC certificate using the due templates provided by the programme. For the audit trail, the lead partner retains possession of the inputs used for the progress report received from the partners.

For the financial follow up and financial report submission, the Lead partner will be supported by external assistance, both parties (Lead partner and external secretariat) will remind, encourage and support partners to submit their financial reports according to the eligibility rules approved by the programme as well as to comply with the spending plan scheduled and the de-commitment rule (n+3).

Relevant documents for the FOUNDATION project management will be coordinated and archived by the Lead partner and they will be easily accessible through a secure cloud application for all partners.

Oldham Council will be in charge of the project communication management and it will appoint a communication manager, responsible for the detailed implementation of the project's communication strategy. She/he will ensure that all partners agree to the strategy, including task allocation and timing, and is the one responsible for reviewing periodically whether the strategy is reaching its objectives.

3,652 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?

No

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

Throughout the first 6 months period of the project, 2 transnational meetings will take place. As for the rest of the activities, in order to avoid excess travel expenditure and take advantage of economies of scale - all transnational meetings will include a Steering Committee meeting (SC) and Study Visits (SV).

The kick off meeting will be scheduled in Cork to discuss the project activities, interregional events organisation and partner task assignment to guarantee a smooth implementation for the project. On the following day, a Study Visit (SV1) will take place in Cork to give visiting partners a first-hand exchange of experience and knowledge of local initiatives. This event will be organised in close cooperation with the members of the Regional Stakeholder Group. Steering Committee (SC1) meeting will also be held.

In parallel and throughout Semester 1, all partners will officially create their respective local/regional Stakeholder group, and host their 1st meeting of each group within each region. At the first meeting, apart from explaining the project objectives and activities, and agreeing on the distribution of members to join the transnational events, the information learnt from the first study visit will also be transferred. In addition, during this period, CIT will start working (with all partners) on the peer review document on “The role private & public stakeholders play in the local ecosystem in order to support SMEs across participating regions.”

Each partner will start working on its “Ecosystem Case Study analysis.” The Case study will focus on a large firm exit/closure in each region and the steps taken to encourage employment via SMEs. This information will be shared during the Study Visit element of each transnational visit. This data will be presented during each Study Visit.

Also in Semester 1 a 2nd transnational steering committee (SC2) will take place along with a study visit (SV2) organised by P2 Oldham Council and its Regional Stakeholders in the UK.

The following day, WORKSHOP 1 will take place, covering the theme of “Economic Regional Resilience & Regional Adaption.” The Workshop will have a full-day duration and each partner will present a Good Practices on this issue. The workshop will count on up to 40 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 16-20 participants from Oldham and its surrounding areas (Oldham Council staff and Local Stakeholders).

2,571 / 3,000 characters

b) Communication and dissemination

In order to disseminate the project and to draw the attention of the main communication target groups, a Press Conference will be launched for the kick off meeting with the participation of all partners’ representatives.

During this phase, the first communication outputs will be created, in particular the electronic ones: Social Networks Groups (LinkedIn & Twitter), e-newsletters etc. under the leadership of P2 Oldham.

In parallel, the 4 first press releases will be distributed to the media, they will cover the kick-off and approval of the project, and the first exchange of experience activities. (For each interregional event 2 press releases will be issued, one before the event and the second one after the event.)

All partners will start disseminating the project and informing their members/partners about the first activities, in particular through their own newsletters and social networks. Throughout the project life, it is important partners who are presenting at events and conferences disseminate the intentions, actions and results of FOUNDATION.

Depending on the schedule of Interreg Europe P2 Oldham will attend the communication workshop to get practical guidance on the project communication.

2 e-newsletters will be disseminated in Semester 1.

1,273 / 1,500 characters

c) Project management

Two Project Steering Committee meetings (SC1 and SC2) will take place during this period, in parallel to the Study Visits (SV) and Workshop events.

The kick-off meeting shall take place in Cork, and on that occasion the Steering Committee will be officially formed. Partners will be informed by Lead partner CIT of the main issues of the administrative and financial procedures for reporting.

Previously (during the selection phase of the project), the Partnership Agreement will have been drafted and partners will compile all signed original versions during the Kick off Meeting to be sent to the Interreg Europe Secretariat.

The 2nd Steering Committee (SC2) meeting will be hosted by P2 Oldham Council in the UK. On that occasion, partners will discuss not only the overall coordination of the activities, but also the procedures towards the preparation of the first report – for Semester 1.

Depending on the schedule of events provided by Interreg Europe (to be determined) the Lead partner will attend the workshops to get practical guidance on the project reporting and financial monitoring.

1,101 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 1 SV in Cork (Ireland) and Case Study Presentation
- 1 SV Oldham (UK), Case Study Presentation and Workshop 1: "Economic Regional Resilience & Regional Adaption." Attendance = 40 incl. including 1 or 2 members of partners' organisation + 1 representative of Regional SGs per partner + local attendees
- 9 Good Practices on "Economic Regional Resilience & Regional Adaption"
- 9 Regional Stakeholders Groups created
- 1st meeting of the Stakeholder group per partner (n=9)

COMMUNICATION AND DISSEMINATION

- e-newsletters 1 & 2
- 4 Press Releases on the interregional activities carried out in Cork (Ireland) and Oldham (UK)
- 1 press release (per partner) on local stakeholders meetings
- Social Network activity
- Attendance at Interreg Europe Communication workshop (Partner 2 Oldham)

PROJECT MANAGEMENT

- 2 SC Meetings (SC1 & SC2 Agenda & Minutes)
- 1 Signed Partnership Agreement
- Reporting procedures outlined
- Attendance at Interreg Europe workshop (CIT)

999 / 1,000 characters

Semester 2

a) Exchange of experience

One interregional event the 3rd transnational and steering committee (SC3) meeting will take place in Semester 2 along with a study visit (SV3) organised by P8 Business Innovation Center of Cartagena (CEEIC) and its Regional Stakeholders in Cartagena.

The following day, WORKSHOP 2 will take place, covering the theme of “Academia and Economic Resilience: What Role do Academics Play.” The Workshop will have a full-day duration and each partner will present a Good Practices on this issue. The workshop will count on up to 40 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 16-20 participants from Cartagena (CEEIC staff and Stakeholders). This event will be organised in close cooperation with the members of the Regional Stakeholders Group.

At the start of the Semester, each partner should organise 1 Local/Regional Stakeholder group meeting. To inform and debate on the 9 GP presented at Workshop 1 in the UK, and furthermore to develop their input into the 9 GP presented in Cartagena on the occasion of Workshop 2. The objective will be to jointly analyse the potential and feasibility of some GP at local or regional level, in order to incorporate them in the future Action Plans. The regional stakeholder groups should also propose inputs from their region/nation into Seminar 1 in Hungary (Semester 3).

In parallel, during this period, CIT will finalise the peer review document “The role private & public stakeholders play in the local ecosystem in order to support SMEs across participating regions.”

On their side, the partners will finalise the “Ecosystem Case Study analysis.” The Case study will focus on a large firm exit/closure in each region and the steps taken to encourage employment via SMEs. This information will be shared during the Study Visit element of each transnational visit. This data will be presented during each Study Visit.

2,009 / 3,000 characters

b) Communication and dissemination

During this phase, two e-newsletter 3 & 4 will be issued, covering and presenting mostly the previous interregional exchange of experience events (Workshops & Study Visits), as well as informing about the activities and composition of the different Stakeholder Groups – and their work in the area of SME competitiveness and resilience.

All partners will continue their dissemination efforts related to the project and inform their members/partners about current activities, in particular through their own newsletters and social networks.

The GPs from Workshop 1 will be uploaded to the Interreg Europe Policy Learning Platform and shared through Social Networks.

In parallel, the 2 new press releases will be distributed, covering the exchange of experience activities hosted by the Business Innovation Center of Cartagena, along with a press release on the main debates and achievements agreed by each of the partner’s stakeholders groups.

944 / 1,500 characters

c) Project management

1 Project Steering Committee (SC3) meeting will take place during this period, in parallel to the exchange of experience workshop event in Cartagena.

On this occasion, the first results of the monitoring of the financial and administrative management of the project will be exchanged and discussed, as well as the situation of reports 1 & 2.

342 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 1 SV Cartagena (Spain), Case Study Presentation and Workshop 2: “Academia and Economic Resilience: What Role do Academics Play.” Attendance = 40.
- 9 Good Practices on “Academia and Economic Resilience: What Role do Academics Play.”
- 1 meetings per partner with the stakeholders groups (total 9)
- 1 Peer review document “The role private & public stakeholders play in the local ecosystem in order to support SMEs across participating regions.”

COMMUNICATION AND DISSEMINATION

- Interreg Website updated
- e-newsletters 3 and 4
- 2 new press releases will be distributed, pre and post covering the exchange of experience activities hosted by the Business Innovation Center of Cartagena
- 1 press release on the achievements agreed by each partner stakeholders group
- Social Network activity

PROJECT MANAGEMENT

- 1 SC Meeting (SC3 - Agenda & Minutes)
- Report 1 submitted to JTS covering information on activities carried out and expenditure incurred in S1.

999 / 1,000 characters

Semester 3

a) Exchange of experience

Two interregional events the 4th and 5th transnational and steering committee (SC4 & SC5) meetings will take place in Semester 3.

At the start of the Semester, each partner should organise 1 Local/Regional Stakeholder group meeting. To inform and debate on the 9 GP presented at Workshop 2 in Cartagena, and furthermore to develop their input into the 9 GP presented in Rzeszow at Workshop 3. The objective will be to jointly analyse the potential and feasibility of some GP at local or regional level, in order to incorporate them in the future Action Plan.

Steering Committee meeting (SC4) and study visit (SV4) will be organised by P5 (Rzeszow Regional Development Agency – PL) and its Regional Stakeholders in Rzeszow, South East Poland. The following day, WORKSHOP 3 will take place, which focuses on “Policy Support for Industrial Resilience.” The Workshop will have a full-day duration and each partner will present a Good Practices on this issue. The workshop will count on up to 40 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 16-20 participants from Poland (Rzeszow RDA staff and Stakeholders). This event will be organised in close cooperation with the members of the Regional Stakeholders Group.

Steering committee (SC5) meeting will take place along with a study visit (SV5) organised by P6 Pannon Business Network Association and its Regional Stakeholders in Győr, Hungary. The following day, Seminar 1 will take place, which focuses on “Regional Resilience in Europe: The Role of Industry Structure in Determining Resilience.” The Seminar will focus on the role of industry structure and how certain elements can safeguard regions from shocks. A key note address will be provided by an expert on regional Resilience. This seminar will count on up to 50 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 26-30 participants from Győr, Hungary (Pannon Business Network Association staff and Stakeholders). This event will be organised in cooperation with the members of the Regional Stakeholders Group.

During this period, the partners will also hire the necessary experts to support them in the drafting of the Action Plan that will start from the following semester till the end of Phase 1.

2,499 / 3,000 characters

b) Communication and dissemination

During this phase, two e-newsletter 5 and 6 will be issued, covering and presenting mostly the previous interregional exchange of experience events (Workshops & Study Visits), as well as informing about the activities and composition of the different Stakeholder Groups – and their work in the area of SME competitiveness and resilience.

All partners will continue their dissemination efforts related to the project and inform their members/partners about current activities, in particular through their own newsletters and social networks.

The GPs from Workshop 2 will be uploaded to the Interreg Europe Policy Learning Platform and shared through Social Networks.

In parallel, the 4 new press releases will be distributed, covering the exchange of experience activities hosted by the Rzeszow Regional Development Agency, and Pannon Business Network Association along with a press release on the main debates and achievements agreed by each of the partner’s stakeholders groups.

983 / 1,500 characters

c) Project management

2 Project Steering Committee (SC4 & SC5) meetings will take place during this period, in parallel to the exchange of experience workshop event in Rzeszow, and the Seminar in Győr.

In Győr, the results of the monitoring of the financial and administrative management of the project will be exchanged and discussed, as well as the situation of payment of reports 2 & 3.

368 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 2 Study Visits and Case Study Presentations will take place during this semester in 1) Rzeszow (Poland), along with Workshop 3: "Policy Support for Industrial Resilience." and 2) Győr (Hungary), along with Seminar 1: "Regional Resilience in Europe: The Role of Industry Structure in Determining Resilience."
- 9 Good Practices on "Policy Support for Industrial Resilience."
- 1 meetings per partner with the stakeholders groups (n=9)

COMMUNICATION AND DISSEMINATION

- Interreg Website updated
- e-newsletters 5 and 6
- 4 new press releases will be distributed, pre and post exchange of experience activities in Rzeszow and Győr.
- 1 press release on the achievements agreed by each partner stakeholders group
- Social Network activity

PROJECT MANAGEMENT

- 2 Steering Committee Meetings (SC4 & SC5 - Agenda & Minutes)
- Report 2 submitted to JTS covering information on activities carried out and expenditure incurred in S2

963 / 1,000 characters

Semester 4

a) Exchange of experience

One interregional event the 6th transnational and steering committee (SC6) meeting will take place in Semester 4 along with a study visit (SV6) organised by 7 Municipality of Reggio Emilia and its Regional Stakeholders in Reggio Emilia, Italy.

The following day, WORKSHOP 4 will take place, which focuses on “The Role of the Individual in Economic Resilience.” The Workshop will have a full-day duration and each partner will present a Good Practices on this issue. The workshop will count on up to 40 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 16-20 participants from Reggio Emilia (Municipality of Reggio Emilia staff and Stakeholders). This event will be organised in close cooperation with the members of the Regional Stakeholders Group.

At the start of the Semester, each partner should organise 1 Local/Regional Stakeholder group meeting. To inform and debate on the 9 GP presented at Workshop 3 in Rzeszow, and furthermore to develop their input into the 9 GP presented in Reggio Emilia at Workshop 4. The objective will be to jointly analyse the potential and feasibility of some GP at local or regional level, in order to incorporate them in the preparation phase of the Action Plan. The regional stakeholder groups should also propose inputs from their region/nation into Seminar 2 in Austria (Semester 5).

1,468 / 3,000 characters

b) Communication and dissemination

During this phase, two e-newsletter 7 and 8 will be issued, covering and presenting mostly the previous interregional exchange of experience events (Workshops & Study Visits), as well as informing about the activities and composition of the different Stakeholder Groups – and their work in the area of SME competitiveness and resilience.

All partners will continue their dissemination efforts related to the project and inform their members/partners about current activities, in particular through their own newsletters and social networks.

The GPs from Workshop 3 will be uploaded to the Interreg Europe Policy Learning Platform and shared through Social Networks.

In parallel, the 2 new press releases will be distributed, covering the exchange of experience activities hosted by the Municipality of Reggio Emilia, along with a press release on the main debates and achievements agreed by each of the partner’s stakeholders groups.

936 / 1,500 characters

c) Project management

1 Project Steering Committee (SC5) meeting will take place during this period, in parallel to the exchange of experience workshop event in Reggio Emilia.

In Reggio Emilia, the results of the monitoring of the financial and administrative management of the project will be exchanged and discussed, as well as the situation of payment of reports 2 & 3.

351 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 1 SV Reggio Emilia (Italy), Case Study Presentation and Workshop 4: “The Role of the Individual in Economic Resilience.” Attendance = 40
- 9 Good Practices on “The Role of the Individual in Economic Resilience.”
- 1 meetings per partner with the stakeholders groups (total 9). Overall 36 local/regional stakeholders’ group meetings will have occurred by end S4

COMMUNICATION AND DISSEMINATION

- Interreg Website updated
- e-newsletters 7 and 8
- 2 new press releases will be distributed, pre and post covering the exchange of experience activities hosted by the Municipality of Reggio Emilia
- 1 press release on the main debates and achievements agreed by each of the partner’s stakeholders groups
- Social Network activity

PROJECT MANAGEMENT

- 1 SC Meeting (SC6 - Agenda & Minutes)
- Report 3 submitted to JTS covering information on activities carried out and expenditure incurred in S3.

930 / 1,000 characters

Semester 5

a) Exchange of experience

Two interregional events the 7th and 8th transnational and steering committee meetings (SC7 & SC8) will take place in Semester 5.

SC7 along with a study visit (SV7) will be organised by P9 (Business Upper Austria – Austria) and its Regional Stakeholders in Linz, Austria. The following day, Seminar 2 will take place, which focuses on “Industry Clusters and Resilience.” The Seminar will present local, regional and national insights from across Europe on the role clusters can play in supporting resilience – along with a key note address from an expert in this theme. This seminar will count on up to 50 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 26-30 participants from Austria (Business Upper Austria staff and Stakeholders). This event will be organised in close cooperation with the members of the Regional Stakeholders Group.

SC8 along with a study visit (SV8) will also take place organised by P3 (University of Oulu – Finland) and its Regional Stakeholders in Oulu, Finland. The following day, Seminar 3 will take place, which focuses on “Planning for Structural Change – An SME Analysis of the Pyhäsalmi Mining Services Cluster.” The Seminar will focus on the proactive role towards structural change in Pyhäsalmi, but also include other examples from across Europe. A keynote address will be provided by an expert in the area of Anticipated Structural Change. This seminar will count on up to 50 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 26-30 participants from Finland (University of Oulu staff and Stakeholders). This event will be organised in cooperation with the members of the Regional Stakeholders Group.

At the start of the Semester, each partner should organise 1 Local/Regional Stakeholder group meeting to inform the debate on the 9 GP presented at Workshop 4 in Reggio Emilia, Italy. The objective will be to disseminate expert information and incorporate this information into the regional Action Plans. Furthermore the stakeholders should propose inputs from their region/nation into Seminar 3 in Finland.

2,332 / 3,000 characters

b) Communication and dissemination

During this phase, two e-newsletter 9 and 10 will be issued, covering and presenting mostly the previous interregional exchange of experience events (Workshops & Study Visits), as well as informing about the activities and composition of the different Stakeholder Groups – and their work in the area of SME competitiveness and resilience.

All partners will continue their dissemination efforts related to the project and inform their members/partners about current activities, in particular through their own newsletters and social networks. Open invitations to Seminars 2 and 3 can be sent with these communications.

The GPs from Workshop 4 will be uploaded to the Interreg Europe Policy Learning Platform and shared through Social Networks.

In parallel, 4 new press releases will be distributed, covering the seminar hosted by Business Upper Austria (pre and post event), and University of Oulu – Finland. A further press release will be developed on the main debates and achievements agreed by each of the partner’s stakeholders groups.

1 presentation/seminar at the TCI global conference to disseminate to an international audience S5.

1,143 / 1,500 characters

c) Project management

2 Project Steering Committee meetings (SC7 and SC8) will take place during this period, in parallel to the seminar and Study Visit events in Linz, Austria and Oulu, Finland.

In Oulu, the results of the monitoring of the financial and administrative management of the project will be exchanged and discussed, as well as the situation of payment of reports 3 & 4.

362 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 2 Study Visits and Case Study Presentations will take place during this semester in 1) Linz (Austria), along with Seminar 2: "Industry Clusters and Resilience." and 2) Oulu (Finland), along with Seminar 3: "Planning for Structural Change – An SME Analysis of the Pyhäsalmi Mining Services Cluster."
- 2 Summary documents of the findings of Seminar 2 and Seminar 3
- 1 meetings per partner with the stakeholders groups (total 9).

COMMUNICATION AND DISSEMINATION

- Interreg Website updated
- e-newsletters 9 and 10
- 4 new press releases will be distributed, pre and post covering the seminars hosted by Business Upper Austria; and University of Oulu
- 1 press release on the main debates and achievements agreed by each of the partner's stakeholders groups
- Social Network activity

PROJECT MANAGEMENT

- 2 SC Meeting (SC7 & SC8 - Agenda & Minutes)
- Report 4 submitted to JTS covering information on activities carried out and expenditure incurred in S4.

994 / 1,000 characters

Semester 6

a) Exchange of experience

One interregional events will take place during this semester, the 9th transnational and steering committee (SC9) meeting will take place in Semester 6 along with a study visit (SV9) organised by P4 (Lithuanian Innovation Center – Lithuania) and its Regional Stakeholders in Vilnius, Lithuania. The following day, Seminar 4 will take place, which focuses on “What Builds a Resilient Region: Policies and Strategies.” The Seminar will present local, regional and national insights from across Europe on the role policies and strategies across Europe have in supporting resilience – along with a key note address from an expert in this theme. This seminar will count on up to 50 participants: some 20-24 international ones coming from the partners areas (1 or 2 members of the partners’ organisation + 1 representative of Regional Stakeholders Groups per partner) around 26-30 participants from Vilnius, Lithuania (Lithuanian Innovation Center staff and Stakeholders). This event will be organised in cooperation with the members of the Regional SG.

At the start of the Semester, each partner should organise 1 Local/Regional Stakeholder group meeting. To inform and debate on the information collected in Seminar 2 in Linz, Austria and Seminar 3 in Oulu, Finland. These sessions will also propose inputs from their region/nation into Seminar 4 in Vilnius, Lithuania.

In parallel, the partners will finalise their AP that will be endorsed at local/regional level by the SG. The APs will specify what will be done in each region to ensure that the lessons learnt from the cooperation project are put into action. Each AP will be prepared in the partner languages and in English. An English abstract will be submitted to the Interreg Europe JTS.

The structure of all Action Plans will follow the template provided by the Interreg programme:

- Part I – General information
- Part II – Policy context
- Part III – Details of the actions envisaged

1,944 / 3,000 characters

b) Communication and dissemination

During this phase, two e-newsletter 11 and 12 will be issued, covering and presenting mostly the previous interregional exchange of experience events (Seminars & Study Visits), as well as informing about the activities and composition of the different Stakeholder Groups – and their work in the area of SME competitiveness and resilience.

All partners will continue their dissemination efforts related to the project and inform their members/partners about current activities, in particular through their own newsletters and social networks. Open invitations to Seminar 4 will be sent with these communications.

In parallel, 2 new press releases will be distributed, covering the seminar hosted by Lithuanian Innovation Center (pre and post event), along with a press release on the main debates and achievements agreed by each of the partner’s stakeholders groups.

867 / 1,500 characters

c) Project management

1 Project Steering Committee (SC9) meeting will take place during this period, in parallel to the Seminar and Study Visit event in Vilnius, Lithuania.

In Vilnius, the results of the monitoring of the financial and administrative management of the project will be exchanged and discussed, as well as the situation of payment of reports 4 & 5.

342 / 1,500 characters

Main Outputs

INTERREGIONAL LEARNING PROCESS

- 1 SV Vilnius (Lithuania), Case Study Presentation and Seminar 4: “What Builds a Resilient Region: Policies and Strategies.”
- 1 Summary document on the findings of Seminar 4: “What Builds a Resilient Region: Policies and Strategies.”
- 1 meetings per partner with the stakeholders groups (total 9).

COMMUNICATION AND DISSEMINATION

- Interreg Website updated;
- e-newsletters 11 and 12;
- 2 new press releases will be distributed, pre and post covering the seminar hosted by Lithuanian Innovation Center
- 1 press release on the main debates and achievements agreed by each of the partner’s stakeholders groups.
- Social Network activity

PROJECT MANAGEMENT

- 1 SC Meeting (SC9 - Agenda & Minutes);
- Report 5 submitted to JTS covering information on activities carried out and expenditure incurred in S5

844 / 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. Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions.	249 / 3,000 characters
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.	110 / 1,500 characters
c) Project management	The lead partner coordinates, finalises and submits the progress report related to the previous reporting period to the joint secretariat.	138 / 1,500 characters
Main Outputs	Website updates 1 progress report (covering last semester of phase 1)	70 / 1,000 characters

Semester 8

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 action plan implementation. This last exchange of experience event is organised back to back to the final dissemination event.	374 / 3,000 characters
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 partners ensure regular updates of the project website with information on the action plan implementation.	387 / 1,500 characters
c) Project management	Each partner summarises the level of achievement of its action plan. The lead partner coordinates, finalises and submits last progress report to the joint secretariat.	167 / 1,500 characters
Main Outputs	1 project meeting (with participation of at least 90% of partners involved in phase 2) Website updates 1 high-level political dissemination event (with min number of participants) 1 annual progress report	204 / 1,000 characters

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	Phase 2 lump sum	Revenues	Total partner budget
1-LP Cork Institute of Technology	15,000	168,300	25,245	20,900	111,820	0	153,000	0	494,265
2-PP Oldham Council	0	124,200	18,630	18,700	44,100	0	0	0	205,630
3-PP University of Oulu	0	120,000	18,000	15,400	44,100	0	0	0	197,500
4-PP Lithuanian Innovation Center	0	71,250	10,687	15,400	44,100	0	0	0	141,437
5-PP Rzeszow Regional Development Agency	0	95,190	14,278	15,400	31,100	0	0	0	155,968
6-PP Pannon Business Network Association	0	85,500	12,825	15,400	41,100	0	0	0	154,825
7-PP Municipality of Reggio Emilia	0	86,250	12,937	15,400	44,100	0	0	0	158,687
8-PP Business Innovation Center of Cartagena (CEEIC)	0	84,375	12,656	15,400	55,700	0	0	0	168,131
9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	0	99,375	14,906	15,400	54,850	0	0	0	184,531
	0.81 %	50.21 %	7.53 %	7.92 %	25.31 %	0.00 %	8.22 %	0.00 %	
Total	15,000	934,440	140,164	147,400	470,970	0	153,000	0	1,860,974

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?

E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount
1	Meeting costs: partner meeting	Hosting 1 SC Meeting and Kick Off in Cork in S1 (coffee-break/catering, room & rental of audiovisual equipments). Local transportation (bus) & logistics for study visit to good practices in region. 197 / 500 characters	1-LP Cork Institute of Technology	1,500
2	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting. 82 / 500 characters	1-LP Cork Institute of Technology	1,800
3	External support for the exchange of experience process, in particular the development of the regional action plan	External expertise fees for the collection of data for the Regional Analysis 10 working days at 500 euro. Technical assistance for drafting action plan 22 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. 407 / 500 characters	1-LP Cork Institute of Technology	16,000

4	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 events abroad (study visits & workshops/seminars) Total travel: 8 Total cost per person: 1100 (Flight 500+ 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar. All partners are located in peripheral regions, with no direct flights. This issue has been taken into account to calculate the costs of flights as well as the timing for travelling (per diem).	1-LP Cork Institute of Technology	8,800
		473 / 500 characters		
5	Publication and dissemination costs	Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.	1-LP Cork Institute of Technology	1,500
		479 / 500 characters		
6	FLC costs	FLC costs (5 progress reports budgeted in Phase 1)	1-LP Cork Institute of Technology	5,000
		50 / 500 characters		
7	Project and/or financial and/or communication management	Technical Assistance to financial & project management - assistance on the eligibility of expenditure, claims submission, budget modification and financial follow up at partner & project level. 36 months * €1,145/month. Animation, coordination and follow-up of the SC, SV and Workshops in 9 regions. Incl. Preparation of the agenda, minutes, moderation to support, solution-oriented dialogue, and planning with project and regional stakeholders. Travel and accommodation included €4,000 * 9 meetings	1-LP Cork Institute of Technology	77,220
		500 / 500 characters		
8	Meeting costs: partner meeting	Partner 2 Oldham Council hosting 1 x SC meeting and 1 x transnational workshop 'Economic Regional Resilience & Regional Adaption' Semester 1, UK. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included.	2-PP Oldham Council	3,000
		304 / 500 characters		
9	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting.	2-PP Oldham Council	1,800
		82 / 500 characters		
10	External support for the exchange of experience process, in particular the development of the regional action plan	External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro. Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners.	2-PP Oldham Council	26,000
		408 / 500 characters		

11	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500+ 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar. 321 / 500 characters	2-PP Oldham Council	8,800
12	Publication and dissemination costs	Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events. 479 / 500 characters	2-PP Oldham Council	1,500
13	FLC costs	FLC costs (5 progress reports budgeted in Phase 1) 50 / 500 characters	2-PP Oldham Council	3,000
14	Meeting costs: partner meeting	Partner 3 University of Oulu hosting 1 x SC meeting and 1 x transnational seminar 'Planning for Structural Change – An SME Analysis of the Pyhäsalmi Mining Services Cluster' in Semester 5, Finland. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included. 356 / 500 characters	3-PP University of Oulu	3,000
15	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting. 82 / 500 characters	3-PP University of Oulu	1,800
16	External support for the exchange of experience process, in particular the development of the regional action plan	External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro. Technical assistance for drafting of the FOUNDATION action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation FI - ENG 446 / 500 characters	3-PP University of Oulu	26,000
17	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar. 323 / 500 characters	3-PP University of Oulu	8,800

18	Publication and dissemination costs	<p>Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.</p> <p style="text-align: right;">479 / 500 characters</p>	3-PP University of Oulu	1,500
19	FLC costs	<p>FLC costs (5 progress reports budgeted in Phase 1).</p> <p style="text-align: right;">52 / 500 characters</p>	3-PP University of Oulu	3,000
20	Meeting costs: partner meeting	<p>Partner 4 Lithuanian Innovation Center hosting 1 x SC meeting and 1 x transnational seminar 'What Builds a Resilient Region: Policies and Strategies' in Semester 6, Lithuania. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included.</p> <p style="text-align: right;">334 / 500 characters</p>	4-PP Lithuanian Innovation Center	3,000
21	Meeting costs: stakeholder group	<p>6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting.</p> <p style="text-align: right;">82 / 500 characters</p>	4-PP Lithuanian Innovation Center	1,800
22	External support for the exchange of experience process, in particular the development of the regional action plan	<p>External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro.</p> <p>Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation LI - ENG</p> <p style="text-align: right;">428 / 500 characters</p>	4-PP Lithuanian Innovation Center	26,000
23	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar.</p> <p style="text-align: right;">323 / 500 characters</p>	4-PP Lithuanian Innovation Center	8,800

24	Publication and dissemination costs	<p>Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.</p> <p style="text-align: right;">479 / 500 characters</p>	4-PP Lithuanian Innovation Center	1,500
25	FLC costs	<p>FLC costs (5 progress reports budgeted in Phase 1)</p> <p style="text-align: right;">50 / 500 characters</p>	4-PP Lithuanian Innovation Center	3,000
26	Meeting costs: partner meeting	<p>Partner 5 Rzeszow Regional Development Agency hosting 1 x SC meeting and 1 x transnational workshop workshop 'Policy Support for Industrial Resilience' in Semester 3, Poland. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included.</p> <p style="text-align: right;">333 / 500 characters</p>	5-PP Rzeszow Regional Development Agency	3,000
27	Meeting costs: stakeholder group	<p>6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting.</p> <p style="text-align: right;">82 / 500 characters</p>	5-PP Rzeszow Regional Development Agency	1,800
28	External support for the exchange of experience process, in particular the development of the regional action plan	<p>External expertise fees for the collection of data for the Regional Analysis 10 working days at 500 euro.</p> <p>Technical assistance for drafting action plan 22 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation PL - ENG</p> <p style="text-align: right;">429 / 500 characters</p>	5-PP Rzeszow Regional Development Agency	16,000
29	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar.</p> <p style="text-align: right;">322 / 500 characters</p>	5-PP Rzeszow Regional Development Agency	8,800
30	Publication and dissemination costs	<p>Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.</p> <p style="text-align: right;">479 / 500 characters</p>	5-PP Rzeszow Regional Development Agency	1,500

31	Meeting costs: partner meeting	Partner 6 Pannon Business Network Association hosting 1 x SC meeting and 1 x transnational seminar 'Regional Resilience in Europe: The Role of Industry Structure in Determining Resilience' in Semester 3, Hungary. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included. 371 / 500 characters	6-PP Pannon Business Network Association	3,000
32	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting. 82 / 500 characters	6-PP Pannon Business Network Association	1,800
33	External support for the exchange of experience process, in particular the development of the regional action plan	External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro. Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation LI-ENG 427 / 500 characters	6-PP Pannon Business Network Association	26,000
34	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days)). Study visits will be implemented in the following day after the due Workshop or Seminar. 323 / 500 characters	6-PP Pannon Business Network Association	8,800
35	Publication and dissemination costs	Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events. 479 / 500 characters	6-PP Pannon Business Network Association	1,500
36	Meeting costs: partner meeting	Partner 7 Municipality of Reggio Emilia hosting 1 x SC meeting and 1 x transnational workshop 'The Role of the Individual in Economic Resilience' in Semester 4, Italy. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included. 335 / 500 characters	7-PP Municipality of Reggio Emilia	3,000
37	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting. 82 / 500 characters	7-PP Municipality of Reggio Emilia	1,800

38	External support for the exchange of experience process, in particular the development of the regional action plan	<p>External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro.</p> <p>Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation IT- ENG</p> <p style="text-align: right;">428 / 500 characters</p>	7-PP Municipality of Reggio Emilia	26,000
39	FLC costs	<p>FLC costs (5 progress reports budgeted in Phase 1)</p> <p style="text-align: right;">50 / 500 characters</p>	7-PP Municipality of Reggio Emilia	3,000
40	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days). Study visits will be implemented in the following day after the due Workshop or Seminar.</p> <p style="text-align: right;">323 / 500 characters</p>	7-PP Municipality of Reggio Emilia	8,800
41	Publication and dissemination costs	<p>Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.</p> <p style="text-align: right;">479 / 500 characters</p>	7-PP Municipality of Reggio Emilia	1,500
42	Meeting costs: partner meeting	<p>Partner 8 Business Innovation Center of Cartagena (CEEIC) hosting 1 x SC meeting and 1 x transnational workshop workshop 'Academia and Economic Resilience: What Role do Academics Play' in Semester 2, Spain. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included.</p> <p style="text-align: right;">365 / 500 characters</p>	8-PP Business Innovation Center of Cartagena (CEEIC)	3,000
43	Meeting costs: stakeholder group	<p>6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting.</p> <p style="text-align: right;">82 / 500 characters</p>	8-PP Business Innovation Center of Cartagena (CEEIC)	1,800
44	External support for the exchange of experience process, in particular the development of the regional action plan	<p>External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro.</p> <p>Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation ES - ENG</p> <p style="text-align: right;">429 / 500 characters</p>	8-PP Business Innovation Center of Cartagena (CEEIC)	26,000

45	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days)). Study visits will be implemented in the following day after the due Workshop or Seminar. 322 / 500 characters	8-PP Business Innovation Center of Cartagena (CEEIC)	8,800
46	FLC costs	FLC costs (5 progress reports budgeted in Phase 1) 50 / 500 characters	8-PP Business Innovation Center of Cartagena (CEEIC)	5,000
47	Publication and dissemination costs	Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events. 479 / 500 characters	8-PP Business Innovation Center of Cartagena (CEEIC)	1,500
48	Project and/or financial and/or communication management	As this would be CEEICs first Interreg Europe Project - External Support for justification of costs at local level will be provided, including costs tracking along partner accounting system, collection of justification documents and preparation meetings with auditor before submission of interim reports. Calculated as 8 days of work on a €200 daily rate per report (€1,600). 373 / 500 characters	8-PP Business Innovation Center of Cartagena (CEEIC)	9,600
49	Meeting costs: partner meeting	Partner 9 Business Upper Austria hosting 1 x SC meeting and 1 x transnational seminar 'Industry Clusters and Resilience' in Semester 5, Austria. Local transportation (bus) & logistics for study visit to good practices in region and coffee-break/catering, room & rental of audiovisual equipment included. 303 / 500 characters	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	3,000
50	Meeting costs: stakeholder group	6 stakeholder meetings (6 * Phase 1) - catering costs tea/coffee. €300 per meeting. 82 / 500 characters	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	1,800
51	External support for the exchange of experience process, in particular the development of the regional action plan	External expertise fees for the collection of data for the Regional Analysis 20 working days at 500 euro. Technical assistance for drafting action plan 32 working days at 500 - Literature review, analysis of project documents including best practices, interviews with the main stakeholders, review & analysis of policy instruments in regions facing similar challenges, feedback meetings with the partners. Translation AT-ENG 427 / 500 characters	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	26,000
52	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of 1 member of Local Stakeholders Groups at 8 interregional events abroad (8 study visits & 7 workshops/seminars and Kick Off). Total travel: 8 Persons - Total cost per person: 1100 (Flight 500 + 200 per diem (3 days)). Study visits will be implemented in the following day after the due Workshop or Seminar. 322 / 500 characters	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	8,800

53	FLC costs	<p>FLC costs (5 progress reports budgeted in Phase 1) Unit cost approximately €2,750 as provided by private industry in Austria.</p> <p style="text-align: right;">126 / 500 characters</p>	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	13,750	
54	Publication and dissemination costs	<p>Publication and dissemination costs relate to the printing of project posters, leaflets, brochures and banners for local/national dissemination of communication materials for which templates are designed and provided by the Interreg Programme. These materials will be on display at all partners premises and brought to and used to aid the dissemination and raise awareness of the FOUNDATION project @ Study Visits, Workshops, Seminars and Presentations at conferences and events.</p> <p style="text-align: right;">479 / 500 characters</p>	9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	1,500	
Total				470,970.00	

E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount
Total				0.00

E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1-LP Cork Institute of Technology	IE	494,265.00	420,125.25	85.00 %	0.00	74,139.75	0.00	74,139.75
2-PP Oldham Council	UK	205,630.00	174,785.50	85.00 %	0.00	30,844.50	0.00	30,844.50
3-PP University of Oulu	FI	197,500.00	167,875.00	85.00 %	0.00	29,625.00	0.00	29,625.00
4-PP Lithuanian Innovation Center	LT	141,437.00	120,221.45	85.00 %	0.00	21,215.55	0.00	21,215.55
5-PP Rzeszow Regional Development Agency	PL	155,968.00	132,572.80	85.00 %	0.00	23,395.20	0.00	23,395.20
6-PP Pannon Business Network Association	HU	154,825.00	131,601.25	85.00 %	0.00	23,223.75	0.00	23,223.75
7-PP Municipality of Reggio Emilia	IT	158,687.00	134,883.95	85.00 %	0.00	23,803.05	0.00	23,803.05
8-PP Business Innovation Center of Cartagena (CEEIC)	ES	168,131.00	126,098.25	75.00 %	0.00	0.00	42,032.75	42,032.75
9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	AT	184,531.00	156,851.35	85.00 %	0.00	27,679.65	0.00	27,679.65
Total		1,860,974.00	1,565,014.80		0.00	253,926.45	42,032.75	295,959.20

E.5 Spending plan

Phase 1								
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	Total
1-LP Cork Institute of Technology	15,000	39,151	45,677	52,202	58,727	65,254	65,254	341,265.0
2-PP Oldham Council	0	24,675	28,788	32,900	37,013	41,127	41,127	205,630.0
3-PP University of Oulu	0	23,700	27,650	31,600	35,550	39,500	39,500	197,500.0
4-PP Lithuanian Innovation Center	0	16,972	19,801	22,630	25,458	28,288	28,288	141,437.0
5-PP Rzeszow Regional Development Agency	0	18,716	21,835	24,955	28,074	31,194	31,194	155,968.0
6-PP Pannon Business Network Association	0	18,579	21,675	24,772	27,869	30,965	30,965	154,825.0
7-PP Municipality of Reggio Emilia	0	19,042	22,216	25,390	28,563	31,738	31,738	158,687.0
8-PP Business Innovation Center of Cartagena (CEEIC)	0	20,175	23,538	26,901	30,263	33,627	33,627	168,131.0
9-PP Business Upper Austria - OÖ Wirtschaftsagentur Ltd.	0	22,144	25,834	29,525	33,214	36,907	36,907	184,531.0
Total	15,000.00	203,154.00	237,014.00	270,875.00	304,731.00	338,600.00	338,600.00	1,707,974
% of Total (programme financed partners only)	0.81 %	10.92 %	12.74 %	14.56 %	16.37 %	18.19 %	18.19 %	100.00 %
Phase 2								
Phase 2 lump sum	153,000.00							